Greater Dandenong



Agenda

Council Meeting

Monday 16 November 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 16 November 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

Cr Phillip Danh

Cr Isabella Do

Cr Lana Formoso

Cr Rhonda Garad

Cr Alice Phuong Le

Cr Jim Memeti

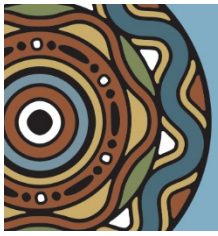
Cr Bob Milkovic

Cr Sean O'Reilly

Cr Sophaneth (Sophie) Tan

Cr Loi Truong

Cr Melinda Yim



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

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

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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.

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1 MEETING OPENING

1.1 OPENING OF MEETING BY CHAIR

1.2 ATTENDANCE

Apologies

Cr Bob Milkovic

1.3 ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS OF LAND

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

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

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

1.4 OFFERING OF PRAYER, REFLECTION OR AFFIRMATION

As part of Council's commitment to recognising the cultural and spiritual diversity of our community, the prayer, reflection or affirmation this evening will be offered by Sister Bhavani Padmanabhan, a member of the Brahma Kumaris faith.

1.5 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

Meeting of Council held 19 October 2026.

Recommendation

That the Minutes of the Meeting of Council held 19 October 2026 be confirmed.

1.6 DISCLOSURES OF INTEREST

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

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

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

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

2 OFFICERS REPORTS - PART 1

2.1 STATUTORY PLANNING APPLICATIONS

2.1.1 Planning Delegated Decisions Issued – October 2026

Responsible Officer: Executive Director City Futures

Attachments:
1. Planning Delegated Decisions Issued – October 2026 [**2.1.1.1** - 11 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 October 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 1/10/2026 to 31/10/2026

City of Greater Dandenong

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLA25/0269	PlnAppAmd	No	71-73 Dandenong Street DANDENONG VIC 3175	Aurum Stone Properties Pty Ltd	Application to Amend Planning Permit TP71169	Amend endorsed plans	Delegate	AmendPerm	20/10/2026	Dandenong
PLA26/0044	PlnAppAmd	No	38 Virginia Street SPRINGVALE VIC 3171	RD Design and Drafting Pty Ltd	AMENDMENT TO: Development of the land for four (4) double storey dwellings (PLN25/0121)	Amend endorsed plans	Delegate	AmendPerm	29/10/2026	Springvale North
PLA26/0055	PlnAppAmd	No	90 Princess Avenue SPRINGVALE VIC 3171	GVK Town Planning Pty Ltd	AMENDMENT TO: Development of the land for two (2) double-storey dwellings (PLN22/0492)	Amend endorsed plans	Delegate	AmendPerm	30/10/2026	Springvale Central
PLA26/0062	PlnAppAmd	No	9-15 Nissan Drive DANDENONG SOUTH VIC 3175	Macarthur Pty Ltd	Amend planning permit TP98/0576	Amend permit conditions and endorsed plans	Delegate	AmendPerm	20/10/2026	Dandenong
PLA26/0064	PlnAppAmd	No	61 Grace Street SPRINGVALE VIC 3171	ZJF Studio Pty Ltd	AMENDMENT TO: Development of the land for two (2) double storey dwellings (PLN23/0396)	Amend endorsed plans	Delegate	AmendPerm	23/10/2026	Springvale North

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLA26/0071	PlnAppAmd	No	41 Princes Highway DANDENONG SOUTH VIC 3175	Change Of Plan	AMENDMENT TO: Amendment to planning permit (issued for use of the land for indoor recreation facility, business identification signage and an internally illuminated sign) to allow for use of the land for a restricted recreation facility, business identification signage, an internally illuminated sign and a flood lit sign, to amend condition 5 (to allow 24 hour use) and to amend the plans (PLN15/0744)	Amend planning permit and endorsed plans	Delegate	AmendPerm	28/10/2026	Dandenong
PLA26/0074	PlnAppAmd	No	18 Warwick Avenue SPRINGVALE VIC 3171	L Pham	AMENDMENT TO: Buildings and works (Food Trucks) and a reduction in car parking VICSMART (PLN25/0111)	Amend endorsed plans	Delegate	AmendPerm	27/10/2026	Springvale North
PLA26/0076	PlnAppAmd	No	25 Stuart Street NOBLE PARK VIC 3174	Eighth Street Planning	AMENDMENT TO: Development of the land for three (3) dwellings (two double storey dwellings to the rear of an existing single storey dwelling) and alterations additions to the existing dwelling (PLN21/0203)	Amend endorsed plans	Delegate	AmendPerm	16/10/2026	Noble Park
PLA26/0084	PlnAppAmd	No	108-166 Bayliss Road DANDENONG SOUTH VIC 3175	Salta Properties (Lyndhurst) Pty Ltd	AMENDMENT TO: The staged use and development of the land for a Transport Terminal (Inland Port) (PLN21/0138)	Amend planning permit and endorsed plans	Delegate	AmendPerm	02/10/2026	Dandenong
PLA26/0086	PlnAppAmd	No	32 First Avenue DANDENONG NORTH VIC 3175	Nobelius Land Surveyors Pty Ltd	AMENDMENT TO: Subdivision of the land into three (3) lots (PLN24/0036)	Amend Condition 3	Delegate	AmendPerm	29/10/2026	Dandenong North

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLA26/0104	PlnAppVicA	Yes	2/22-24 Rhur Street DANDENONG SOUTH VIC 3175	Paynters Pty Ltd	AMENDMENT TO: Development of the land for a warehouse and a reduction in the car parking requirements (PLN26/0334) VICSMART	Amend endorsed plans	Delegate	AmendPerm	09/10/2026	Dandenong
PLA26/0106	PlnAppVicA	Yes	16 Hope Street SPRINGVALE VIC 3171	Planning and Design Pty Ltd	AMENDMENT TO: Development of the land for a single storey dwelling to the rear of an existing dwelling and alterations and additions to the existing dwelling (PLN26/0248) VICSMART	Amend endorsed plans	Delegate	AmendPerm	16/10/2026	Springvale North
PLN25/0055	PlnApp	No	306 Pillars Road BANGHOLME VIC 3175	Intrapac Property Pty Ltd	Change of Use (Minor Sports and Recreation), Buildings and Works (Golf Course) and Vegetation Removal	Green Wedge 1 Zone	Applicant	Withdrawn	19/10/2026	Keysborough South
PLN25/0464	PlnApp	No	447 Princes Highway NOBLE PARK VIC 3174	C Mackenzie	Development of the land into seven (7) dwellings (comprising four (4) double storey dwellings and three (3) single storey dwellings), alteration of access to a Transport Zone 2 and removal of two (2) boundary canopy trees	General Residential 1 Zone, 1570sqm	Delegate	PlanPermit	02/10/2026	Yarraman
PLN26/0012	PlnApp	No	9 St James Avenue SPRINGVALE VIC 3171	Modarc Pty Ltd	Development of the land for four (4) double storey dwellings	Housing Choice and Transport 2 Zone, 919.82 sqm	Delegate	PlanPermit	07/10/2026	Springvale North
PLN26/0074	PlnApp	No	16 Wedge Street DANDENONG VIC 3175	Z Mustafovski	Development of the land for a double-storey dwelling to the rear of an existing single-storey dwelling and alternation on the existing dwelling, to extend a front fence exceeding 1.2m high and to remove one (1) canopy boundary tree	General Residential 1 Zone 705sqm	Delegate	NOD	30/10/2026	Dandenong

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN26/0115	PlnApp	No	3 Racecourse Road NOBLE PARK VIC 3174	J Richard Designs	Development of the land for four (4) double storey dwellings	General Residential 1 Zone, 982sqm	Delegate	PlanPermit	08/10/2026	Yarraman
PLN26/0134	PlnApp	No	23 Commercial Drive DANDENONG SOUTH VIC 3175	Supagas Pty Ltd	Building and Works (Nitrogen Tank)	The Proposal fails to comply with Clause 13.07-2S (Major Hazard Facilities), Clause 33.01 (Industrial 1 Zone), Clause 52.06 (Car Parking), Clause 65	Delegate	Refusal	29/10/2026	Dandenong
PLN26/0146	PlnApp	No	104 Kirkham Road DANDENONG VIC 3175	M Sylejmani	Development of the land for one (1) double storey dwelling to the rear of an existing single storey dwelling and alterations to the existing dwelling	General Residential 1 Zone, 651sqm	Delegate	PlanPermit	29/10/2026	Dandenong
PLN26/0180	PlnApp	No	1-3 Bergen Street KEYSBOROUGH VIC 3173	T Kandemir, C Kandemir	Removal of Easement E-1 created via LP201512S (SPEAR)	Residential	Delegate	NOD	19/10/2026	Keysborough
PLN26/0195	PlnAppVic	Yes	28 Alamein Street NOBLE PARK VIC 3174	Sachdeva Architects and Developers	Development of the land into two (2) single storey dwellings VICSMART	General Residential 1 Zone, 845sqm	Delegate	PlanPermit	14/10/2026	Springvale North
PLN26/0198	PlnApp	No	120 Regent Avenue SPRINGVALE VIC 3171	Bayside Town Planning Pty Ltd	Development of the land for five (5) triple storey dwellings and canopy tree removal	General Residential 1 Zone, 874sqm	Delegate	PlanPermit	13/10/2026	Springvale Central

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN26/0214	PlnApp	No	48 Jones Road DANDENONG VIC 3175	SPD Building Design Pty Ltd	Development of the land for four (4) double-storey dwellings	General Residential 1 Zone, 975sqm	Delegate	PlanPermit	22/10/2026	Yarraman
PLN26/0218	PlnApp	No	196 Lonsdale Street DANDENONG VIC 3175	C Di Donato	Development of the land for a shop and a restaurant	Comprehensive Development 2 Zone, 1084sqm	Delegate	PlanPermit	28/10/2026	Dandenong
PLN26/0224	PlnApp	No	9 Pamir Street DANDENONG NORTH VIC 3175	Design Jam Pty Ltd	Development of the land for a double-storey dwelling to the rear of an existing single-storey dwelling and alterations to the existing dwelling	Neighbourhood Residential 1 Zone, 615sqm	Delegate	PlanPermit	23/10/2026	Dandenong North
PLN26/0227	PlnAppVic	Yes	27 Edward Avenue DANDENONG VIC 3175	CKA Studio	Subdivision of the land into two (2) lots SPEAR VICSMART	Residential	Applicant	Withdrawn	02/10/2026	Cleeland
PLN26/0238	PlnAppVic	Yes	74 View Road SPRINGVALE VIC 3171	Nobelius Land Surveyors Pty Ltd	Subdivision of the land into two (2) SPEAR (VICSMART)	No response to further information request	Delegate	Lapsed	13/10/2026	Springvale Central
PLN26/0240	PlnApp	No	11 Monterey Road DANDENONG SOUTH VIC 3175	Dale Grant Building Design & Documentation Pty Ltd	Buildings and Works (Building Extension)	Industrial 1 Zone	Delegate	PlanPermit	06/10/2026	Dandenong

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN26/0257	PlnApp	No	80 McFees Road DANDENONG NORTH VIC 3175	OTS Architecture	Development of the land for one (1) single storey dwelling to the rear of two (2) existing dwellings	General Residential 1 Zone, 939sqm	Delegate	PlanPermit	30/10/2026	Cleeland
PLN26/0258	PlnApp	No	46-48 Lonsdale Street DANDENONG VIC 3175	EV Dealer Group Pty Ltd C/- Planning & Property Partners	Display of business identification signs, internally illuminated business identification signs, and direction signs	Industrial 1 Zone	Delegate	PlanPermit	22/10/2026	Dandenong
PLN26/0265	PlnApp	No	2/14-16 Lonsdale Street DANDENONG VIC 3175	AutoPlus	Display one (1) internally-illuminated business identification signage	Industrial 1 Zone	Delegate	PlanPermit	23/10/2026	Dandenong
PLN26/0280	PlnApp	No	Plaza 23-55 McCrae Street DANDENONG VIC 3175	Pelligra	To display internally illuminated business identification signage DECLARED AREA	Comprehensive Development 2 Zone	Delegate	PlanPermit	22/10/2026	Dandenong
PLN26/0286	PlnApp	No	23 Philip Street DANDENONG NORTH VIC 3175	Sydney Access Consultants	Subdivision of the land into two (2) lots	Proposal fails to comply with Clause 32.08-3 (General Residential Zone), Clause 52.37 (Canopy Trees), Clause 56 (Residential Subdivision), Clause 65(Decision Guidelines)	Delegate	Refusal	29/10/2026	Cleeland
PLN26/0288	PlnApp	No	3/136-138 Stud Road DANDENONG VIC 3175	MS Baerg	Construction or extension of one dwelling on a lot less than 300sqm and construction or extension of a dwelling on common property	No response to further information request	Delegate	Lapsed	19/10/2026	Cleeland

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN26/0309	PlnAppVic	Yes	1/453-455 Hammond Road DANDENONG SOUTH VIC 3175	Metromotion Pty Ltd	Building and Works (Front Boundary Fence) VICSMART	No response to further information request	Delegate	Lapsed	07/10/2026	Dandenong
PLN26/0315	PlnAppVic	Yes	5 Goldlang Street DANDENONG VIC 3175	A Khorrami	Development of the land for two (2) double-storey dwellings VICSMART	General Residential 1 Zone, 590sqm	Delegate	PlanPermit	30/10/2026	Yarraman
PLN26/0324	PlnAppVic	Yes	55 Stephenson Street SPRINGVALE VIC 3171	GVK Town Planning	Development of the land for two (2) double storey dwellings VICSMART	General Residential 1 Zone, 766sqm	Delegate	PlanPermit	27/10/2026	Springvale North
PLN26/0326	PlnApp	No	17 Hilton Street DANDENONG VIC 3175	S Maska	Use of the land for a transfer station	No response to further information request	Delegate	Lapsed	20/10/2026	Dandenong
PLN26/0337	PlnAppVic	Yes	26 Booloora Road SPRINGVALE VIC 3171	R Zhang	Development of the land for a warehouse VICSMART	Industrial 1 Zone	Delegate	PlanPermit	02/10/2026	Springvale North
PLN26/0345	PlnAppVic	Yes	13 York Court KEYSBOROUGH VIC 3173	J Wei	Removal of Boundary Canopy Tree/s VICSMART	No response to further information request	Delegate	Lapsed	06/10/2026	Noble Park

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN26/0347	PlnApp	No	92 Springvale Road SPRINGVALE VIC 3171	Lee Xing Long Pty Ltd	To remove boundary canopy trees	Housing Choice and Transport 2 Zone	Applicant	Withdrawn	02/10/2026	Springvale North
PLN26/0353	PlnAppVic	Yes	1/30 Victor Avenue DANDENONG NORTH VIC 3175	Peter Richards Surveying	Subdivision of the land into two (2) lots SPEAR (VICSMART)	No response to further information request	Delegate	Lapsed	14/10/2026	Dandenong North
PLN26/0356	PlnApp	No	Keysborough Kinder & Child Care Centre & MCH 364 Cheltenham Road KEYSBOROUGH VIC 3173	DM Building Design	To display one (1) business identification sign	General Residential 1 Zone	Delegate	PlanPermit	29/10/2026	Keysborough
PLN26/0357	PlnAppVic	Yes	6 Monterey Road DANDENONG SOUTH VIC 3175	Eurofins	Development of the land for a storage shed VICSMART	Industrial 1 Zone	Delegate	PlanPermit	14/10/2026	Dandenong
PLN26/0372	PlnAppVic	Yes	14 Cotswold Crescent SPRINGVALE SOUTH VIC 3172	Squareback Planning Pty Ltd	Development of the land for two (2) double storey dwellings VICSMART	General Residential 1 Zone, 552sqm	Delegate	PlanPermit	14/10/2026	Springvale South
PLN26/0373	PlnAppVic	Yes	13 Charlton Street SPRINGVALE VIC 3171	K Malik	Removal of one (1) canopy tree VICSMART	The proposal fails to comply with Clause 52.37	Delegate	Refusal	07/10/2026	Springvale North

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN26/0374	PlnAppVic	Yes	23 Avondale Street SPRINGVALE VIC 3171	T Gunsser	Remove one (1) boundary canopy tree VICSMART	General Residential 1 Zone	Delegate	PlanPermit	06/10/2026	Springvale North
PLN26/0377	PlnApp	No	9-11 Suffolk Road DANDENONG NORTH VIC 3175	B Chahla, CA Chahla	Subdivision of the land into four (4) lots SPEAR	Neighbourhood Residential 1 Zone, 1301sqm	Delegate	PlanPermit	27/10/2026	Dandenong North
PLN26/0379	PlnAppVic	Yes	1/4 Sandy Court DANDENONG NORTH VIC 3175	C Yu	Removal of one (1) canopy tree VICSMART	General Residential 1 Zone	Delegate	PlanPermit	02/10/2026	Noble Park North
PLN26/0386	PlnAppVic	Yes	25 Simpson Drive DANDENONG NORTH VIC 3175	M Latifi	Removal of one (1) canopy tree VICSMART	No response to further information request	Delegate	Lapsed	06/10/2026	Dandenong North
PLN26/0396	PlnAppVic	Yes	4 Andrew Street SPRINGVALE VIC 3171	HS Truong	Removal of one (1) Canopy Tree VICSMART	No response to further information request	Delegate	Lapsed	21/10/2026	Springvale Central

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN26/0398	PlnAppVic	Yes	19-21 Ausco Place DANDENONG SOUTH VIC 3175	PixelBuild Technology C/- Bowden Town Planning	Development of the land for industry (concrete batching plant) VICSMART	Proposal fails to comply with clause 13.05-1S (Noise Management), Clause 13.06-1S (Air Quality Management), Clause13.07-1S (Land Use Compatibility), Clause 33.01 (Industrial 1 Zone), Clause 59.04-2, Clause 71.06	Delegate	Refusal	28/10/2026	Dandenong
PLN26/0407	PlnAppVic	Yes	4 Shaw Street SPRINGVALE SOUTH VIC 3172	TTH Vu	To remove one (1) boundary canopy tree VICSMART	General Residential 1 Zone, 534sqm	Delegate	PlanPermit	14/10/2026	Springvale South
PLN26/0408	PlnApp	No	1 Benga Avenue DANDENONG VIC 3175	Geomatics Engineers Melbourne Pty Ltd	Subdivision of the land into three (3) lots SPEAR	Residential	Delegate	PlanPermit	27/10/2026	Dandenong
PLN26/0413	PlnApp	No	2 Stanley Street DANDENONG VIC 3175	Nilsson Noel & Holmes (Surveyors) Pty Ltd	Subdivision of the land into six (6) lots SPEAR	Residential	Delegate	PlanPermit	26/10/2026	Dandenong
PLN26/0428	PlnAppVic	Yes	21 Oswald Street DANDENONG VIC 3175	S Sarita	Subdivision of the land into two (2) lots SPEAR (VICSMART)	Residential	Delegate	PlanPermit	02/10/2026	Cleeland

Application ID	Category	VicSmart	Property Address	Applicant Name	Description	Notes	Authority	Decision	Decision Date	Ward
PLN26/0435	PlnAppVic	Yes	5 Claudia Street NOBLE PARK VIC 3174	N Wickramasinghe	Remove one (1) boundary canopy tree VICSMART	General Residential 1 Zone	Delegate	PlanPermit	06/10/2026	Yarraman
PLN26/0445	PlnAppVic	Yes	1/453-455 Hammond Road DANDENONG SOUTH VIC 3175	Metromotion	Buildings and works to construct a fence VICSMART (Future Property: 455 Hammond Road, Dandenong South)	Industrial 1 Zone	Delegate	PlanPermit	02/10/2026	Dandenong
PLN26/0447	PlnAppVic	Yes	16 Wingham Street DANDENONG NORTH VIC 3175	I Lilley	Removal of one (1) Canopy Tree VICSMART	Under Clause 53.37-2 a permit is not required to remove a canopy tree (other than a boundary canopy tree) if the site is developed with an existing dwelling	Delegate	NotRequire	02/10/2026	Dandenong North
PLN26/0467	PlnAppVic	Yes	10 Richard Street SPRINGVALE SOUTH VIC 3172	S Singh	Subdivision of the land into two (2) lots SPEAR (VICSMART)	Residential	Delegate	PlanPermit	22/10/2026	Springvale South
PLN26/0474	PlnAppVic	Yes	16 Rhodes Street SPRINGVALE VIC 3171	C Liu	Subdivision of the land into two (2) lots SPEAR (VICSMART)	Residential	Delegate	PlanPermit	28/10/2026	Springvale North

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3 PUBLIC QUESTION TIME

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

QUESTIONS FROM THE GALLERY

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

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

a) All such questions must be received in writing on the prescribed form or as provided for on Council's website and at Ordinary meetings of Council. Where there are more than three (3) questions received from any one individual person, the Chief Executive Officer will determine the three (3) questions to be considered at the meeting.

b) All such questions must clearly note a request to verbally present the question and must be received by the Chief Executive Officer or other person authorised for this purpose by the Chief Executive Officer no later than:
   i) the commencement time (7.00pm) of the Ordinary meeting if questions are submitted in person; or
   ii) noon on the day of the Ordinary meeting if questions are submitted by electronic medium.

c) A question can only be presented to the meeting if the Chairperson and/or Chief Executive Officer has determined that the question:
   i) does not relate to a matter of the type described in section 3(1) of the *Local Government Act 2020* (confidential information);
   ii) does not relate to a matter in respect of which Council or a Delegated Committee has no power to act;
   iii) is not defamatory, indecent, abusive or objectionable in language or substance, and is not asked to embarrass a Councillor, Delegated Member or Council officer; and
   iv) is not repetitive of a question already asked or answered (whether at the same or an earlier meeting).

d) If the Chairperson and/or Chief Executive Officer has determined that the question may not be presented to the Council Meeting or Delegated Committee, then the Chairperson and/or Chief Executive Officer:
   i) must advise the Meeting accordingly; and
   ii) will make the question available to Councillors or Members upon request.
   iii) The Chairperson shall call on members of the gallery who have submitted an accepted question to ask their question verbally if they wish.

e) The Chairperson, Chief Executive Officer or delegate may then direct that question to be answered by a nominated Councillor or member of Council staff.

f) No debate on, or discussion of, a question or an answer will be permitted other than for the purposes of clarification.

g) A Councillor, Delegated Committee Member or member of Council staff nominated to answer a question may:
   i) seek clarification of the question from the person who submitted it;
   ii) seek the assistance of another person in answering the question; and
   iii) defer answering the question, so that the answer may be researched and a written response be provided within ten (10) working days following the Meeting (the question thereby being taken on notice).

h) Question time for verbal presentations is limited in duration to not more than twenty (20) minutes. If it appears likely that this time is to be exceeded then a resolution from Council will be required to extend that time if it is deemed appropriate to complete this item.

i) The text of each question asked and the response will be recorded in the minutes of the Meeting.

4 OFFICERS REPORTS - PART 2

4.1 PROCUREMENT

4.1.1 Electronic Monitoring & Mobile Security Services - Contract Extension

Responsible Officer: Executive Director City Futures

Attachments:

1. CONFIDENTIAL REDACTED - ProPac Business Profile [**4.1.1.1** - 1 page]

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

Officer Recommendation

That Council:

1. **APPROVES a further extension of Contract 2021-49 Electronic Monitoring & Mobile Security Services to EBN Protective Services Pty Ltd T/A Protection Pacific Security (ABN 83 006 788 807) from 1 December 2026 to 30 November 2027;**
2. **AUTHORISES the Chief Executive Officer to execute the contract agreements, and any associated documents with the above contracts; and**
3. **NOTES that a review will be undertaken by the officers prior to any future new electronic monitoring & mobile security services contract.**

Executive Summary

1. This report outlines the process and evaluation for the contract extension for the experienced contractor for the provision of **Electronic Monitoring & Mobile Security Services** for the City of Greater Dandenong.
2. Protection Pacific Security was awarded Contract 2021-49 Electronic Monitoring & Mobile Security Services in 2021 on an initial contract period of two (2) years with three (3) contract extension options of twelve (12) months. The current (final) contract extension expires on 30 November 2026.
3. As part of a recent organisational restructure, the Building Maintenance team responsible for this contract was transferred to the City Works department to align with Council's broader maintenance services. Council is currently undertaking a review of building maintenance systems, asset data and workflows to support the procurement of a new Security services contract.
4. An additional extension of the existing contract is sought to ensure continuity of service while this review work is completed, and a new contract is tendered.

Background

5. Council's Security Services Contract (Tender No. 2021-49) provides electronic monitoring, mobile patrol and security guard services across various City of Greater Dandenong facilities. The contract was established to support the protection of Council employees, customers, buildings, assets and equipment, while maintaining the continuity of Council operations. The contract is valued at $2.5 million per annum.
6. The services include continuous monitoring of Council's access control, CCTV and electronic alarm systems through the contractor's in-house control room, together with mobile security patrols and security guard services at nominated locations.
7. The contract also provides for after-hours responses to alarms, incidents and requests for assistance, locking and unlocking of facilities, internal and external patrols, and liaison with emergency services where required.
8. The contract also includes monitoring and testing of approximately 270 alarm devices across Council facilities, including quarterly reporting of testing outcomes. It also provides for servicing of Council's CCTV and access control systems, including technical support and troubleshooting for Council's Inner Range Integriti access control platform.
9. Throughout the duration of this Contract, Protection Pacific has consistently fulfilled all contractual obligations, met key performance indicators (FKPI's), upheld superior customer service standards, and delivered optimal value for the Council.

Key Issues and Discussion

10. As part of a broader organisational restructure undertaken in late 2025, the Building Maintenance team transitioned from the Capital Works department to the City Works department. This realignment has brought building maintenance together with Council's other maintenance services, creating opportunities to improve operational efficiency, consistency and service delivery through the adoption of common workflows, works management systems, asset data, contract management practices, procurement processes, safety systems and quality assurance activities.
11. The integration of building maintenance within a unified maintenance team is also improving the management of assets that interface across buildings, civil infrastructure and open space, reducing duplication and enabling a more coordinated approach to maintenance planning and delivery.
12. To support this transition, Council is currently in the process of engaging a specialist Security Consultant to undertake a benchmarking/industry best practice assessment and assist with the development of a new Electronic Monitoring and Security Services contract.
13. It is anticipated that a new contract will be tendered early to mid 2027, with the tender evaluation and recommendation to be presented to Council with a contract commencement proposed for 1 December 2027.
14. To allow sufficient time for this work to be completed and to ensure continuity of service delivery, an additional extension of the existing contract is sought until 30 November 2027. The extension will maintain critical Security services while Council undertakes the necessary planning, system implementation and procurement activities associated with the future contract arrangement.
15. The contractor has consistently demonstrated a high standard of performance throughout the current contract. All scheduled mobile patrols, lock-ups and duress alarm monitoring have been completed within the agreed contractual timeframes, with no significant performance issues identified.

16. The contractor's control centre meets the required ASIAL standards and provides reliable CCTV and alarm monitoring services. The contractor has also demonstrated a willingness to support Council beyond the core contractual requirements, including assisting Council to secure access to CCTV software at no cost for its corporate CCTV cameras.
17. There have been no contractual issues or significant service concerns during the contract period. Service response times have been prompt, the quality and professionalism of security personnel has been exceptional, and the contractor has consistently met Council's operational requirements. Overall, contractor performance has been assessed as excellent, supporting the proposed 12-month contract extension.

Financial Implications

18. This contract has an anticipated spend in the order of $2.5 million + GST per year, which is accommodated within existing Council operating budgets for the Building Maintenance team.

Business Profile – Financial & Performance Assessment

19. Council has conducted an independent standard financial and performance assessment on Protection Pacific Security. Please see attached confidential Business Profile summary.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

20. 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

21. The resource requirements associated with this report are $2.5 million compared to the annual budget allocation of $2.5 million for this purpose.

Asset Implications

22. This item does not affect any existing assets; however, it is critical in the delivery of essential security services of Building and Open Space assets across the municipality.

Legal/Risk Implications

23. The Electronic Monitoring & Mobile Security Services contract plays a critical role in supporting Council's statutory, regulatory and operational obligations across its facilities portfolio. The proposed 12-month extension would allow Council to continue receiving essential security monitoring, patrol, alarm response and associated security services without interruption.
24. While there is some risk associated with extending the contract for a further 12 months, including reduced competitive tension and the potential to miss market improvements since the last tender, this risk is outweighed by the opportunity to modernise the contract specification and benchmark the new arrangement against current industry best practice.
25. If the contract is not extended, Council may be exposed to operational and legal risks associated with a gap in security services. The existing arrangement provides continuous monitoring of access control, CCTV and alarm systems, mobile patrols, security guard services and response to security incidents across Council facilities.

26. In the absence of an alternative service arrangement being established before the current contract expires, Council may be unable to maintain the required level of security monitoring and response. This could increase the risk of unauthorised access, property damage, theft, vandalism or harm to Council assets, staff and members of the public.

Environmental Implications

27. Environmental implications associated with the proposed extension are considered minimal. The services are primarily security monitoring, patrols and alarm response, with limited environmental impact. The main considerations are fuel consumption and emissions associated with patrol vehicles and the ongoing use of electronic security equipment. The 12-month extension is not expected to materially increase these impacts.

Gender Impact Assessment

28. A gender impact assessment is not required.

Community Consultation

29. There was no requirement for community consultation.

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

30. This report is consistent with the following principles in the Community Vision 2040:
    - Safe and peaceful community.
31. This report is consistent with the following strategic objectives from the Council Plan 2025-29:
    - A socially connected, safe and healthy city.

Legislative and Policy Obligations

32. 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 Core Systems Replacement Update

Responsible Officer: Chief Customer & Information Officer

Attachments:

1. CONFIDENTIAL REDACTED - Proposed Timeline for CSR Program [**4.1.2.1** - 1 page]
2. CONFIDENTIAL REDACTED - CSR Risk Framework - Draft [**4.1.2.2** - 10 pages]
3. CONFIDENTIAL REDACTED - 2526-37 CSR - Interim Tender Evaluation Summary [**4.1.2.3** - 7 pages]
4. CONFIDENTIAL REDACTED - Attachment 4 [**4.1.2.4** - 1 page]

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

Purpose

To seek Council endorsement for officers to proceed to commercial and contract negotiations with the preferred tenderer for the Core Systems Replacement (CSR) Program. The proposed scope of the negotiation and resulting contract includes replacement of systems across Finance, Supply Chain Management (Procurement), Records Management, Property & Rating and Customer Management.

Officer Recommendation

That Council:

1. **NOTES the completion of evaluation activities for Tender 2526-37 Core Systems Replacement (per Confidential Attachments 1,2, 3 & 4);**
2. **ENDORSES the Tender Evaluation Panel's identification of the preferred tenderer and authorises officers to proceed to commercial and contractual negotiations with that tenderer, including completion of the remaining due diligence and validation activities (per Confidential Attachment 3);**
3. **NOTES the program scope change which will now include Customer Relationship Management System and Property and Rating modules; and**
4. **NOTES that the outcome of negotiations and a final recommendation will be presented to Council for consideration and approval before the contract is awarded.**

Executive Summary

1. Council's core business systems need to be replaced with a supported, integrated solution. This report seeks endorsement of the preferred tenderer to begin negotiations, including the option of bringing Property & Rating and Customer Management into the same contract.

Background

2. On 7 April 2026, Council considered a three-module scope for the CSR Program: Finance, Supply Chain Management (Procurement) and Records Management. Tenderers could submit either a best-of-breed offer or an end-to-end solution. Property & Rating and Customer Management were included as optional modules for market assessment only, as future-stage options.
3. Since that decision on 7 April, the position of the two optional systems has changed. Both Property & Rating and Customer Management are now operating in a high-risk situation, which has changed the case for treating them as future-stage options.
4. **Property & Rating:** the current system is outdated and has been out of vendor support since 1 January 2026. Operating an unsupported system creates significant risk. Even a routine Windows or security update could cause a compatibility problem that Council would struggle to resolve without vendor support, and there is a risk that the system cannot be updated in time to meet new legislative requirements.
5. **Customer Management:** the current vendor is moving out of the customer relationship management (CRM) market for local government, and vendor support is provided only until December 2028. Council's contract continues until June 2029, which would leave Council without vendor support for the final months of the contract.
6. Given these risks, it is considered prudent to bring Property & Rating and Customer Management into the scope of the negotiation and contract. Negotiating the broader solution now allows scope, licensing, support and delivery to be considered as one commercial arrangement, gives Council the best opportunity to secure value from the negotiation, and avoids the need for a second evaluation and negotiation process at a later date.

Tender Process

7. **Going to market:** following an Expression of Interest process in which a shortlist could not be established, Council proceeded to an open Request for Tender (Tender 2526-37 Core Systems Replacement). The tender was released to the market on 9 July 2026, the tenderer clarification period closed on 31 July 2026, and the tender closed on 6 August 2026. Tenderers could submit either a best-of-breed offer or an end-to-end solution for the approved requirements.
8. **Submissions received:** the tender attracted strong market interest, with 19 submissions received.
9. **Tender Evaluation Panel:** a multidisciplinary Tender Evaluation Panel (TEP) was formed to evaluate the submissions, with representatives from finance, records management, customer experience, property and rating, enterprise architecture, information technology and procurement. Subject matter experts supported the panel to ensure submissions were assessed against Council's operational, technical and strategic requirements. The evaluation criteria, methodology and weightings were established before tender close and applied consistently throughout the process. A formal probity briefing was delivered to the TEP on 3 August 2026, before tender close.
10. **Stage 1 – Mandatory and Commercial Compliance Assessment:** submissions were assessed against mandatory compliance requirements and commercial risk criteria. The TEP met on 17 August 2026 to consider the findings, and 14 respondents progressed to Stage 2.

11. **Stage 2 – Desktop Comparative Evaluation:** the 14 respondents were assessed against the published evaluation criteria, including functionality, relevant experience and past performance, local, social and environmental considerations, and pricing. The TEP met on 16 September 2026 to review the outcomes and confirm consensus scoring, and reconvened on 1 October 2026 to finalise the Stage 2 results and shortlisting. Three respondents were shortlisted for Stage 3.

Stage 3 – Detailed Assessment and Validation: the three shortlisted respondents took part in product demonstrations and clarification activities in October 2026. The demonstrations were attended by representatives from a broad cross-section of Council, including Finance, Procurement, Digital Technology, Customer Experience, City Development, Community Amenity and Compliance, Infrastructure Strategy and Governance. Following Stage 3, the TEP met on 26 October 2026 to consider the evaluation outcomes. Five scorers and all voting members reviewed the evidence. As a result of the outcome of the detailed assessment and validation in Stage 3, the TEP selected the preferred tenderer (per confidential attachments 3 and 4).

12. **Probity:** the entire process was conducted under the oversight of an independent Probity Adviser, who attended key TEP meetings and the supplier demonstrations/clarifications and provided probity advice throughout. The identification of a preferred tenderer is not a contract award. It remains subject to negotiation and the completion of remaining validation, due diligence and commercial activities.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

13. Over the life of the project, the Core Systems Replacement team will require an average of approximately 19 internal positions to support delivery, change management, data migration, integration and the specific requirements of each system being replaced. The report presented to Council on 7 April 2026 proposed this same number of positions for 2026/2027, and it was approved by Council.
14. Council is committed to delivering the remaining phases of the program, including phases two and three, over the next four years within this same average of 19 internal positions in each financial year. Officers will deliver all phases within a total of 19 EFT and support of the relevant SMEs across the impacted areas.

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

Operating Budget Implications

15. Core Systems Replacement proposed contract covers five modules: Finance, Supply Chain Management (Procurement), Records Management, Property & Rating and Customer Management. The total program cost has been estimated across pre-work, mobilisation and delivery through to 2030/31. The key cost components are set out in confidential attachment 4.
16. The full scope is expected to be delivered, with all modules going live, within four years. The proposed implementation timeline is attached to this report.
17. Productivity savings are expected to be realised once the new solution is live, as integrated systems, streamlined processes and reduced manual effort improve efficiency across Council. The cost estimates above do not take these savings into account.
18. The costs in Confidential Attachment 4 are estimates and will be refined through commercial and contract negotiations. The final costs will be presented to Council when the award of the contract is brought back for consideration, and will be submitted to Council as part of the 2027/28 budget process.

Asset Implications

19. Following implementation and stabilisation of the new system, the legacy systems supporting Finance, Supply Chain Management (Procurement), Records Management, Property & Rating and Customer Management will be retired. It will also free up the licencing cost and the associated maintenance and support costs of operating and retaining these systems.

Legal/Risk Implications Implications

20. **Delivery and change risk:** this program is complex and is a high-risk program in terms of delivery and organisational change. It involves replacing core systems across five modules, migrating data from legacy systems, building integrations and changing the way staff work across the organisation. A detailed CSR Risk Management Framework, aligned with Council's Risk Management Framework, has been developed and will be presented separately to the Audit and Risk Committee.
21. **Risk of doing nothing:** the most significant risk to Council is not proceeding. The CSR Business Case found that Council's core systems are more than 20 years old, heavily customised and no longer fit for purpose, and that without transformation Council faces escalating risk in four areas: ongoing financial strain from maintaining unsustainable legacy systems; a lack of vendor support leading to substantial risk; entrenched operational inefficiency and increased regulatory exposure; and a widening gap between service delivery and community expectations. The gap analysis identified 103 functional gaps across 23 business areas, with 80% assessed as high, severe or extreme.
22. **Legislative and compliance risk:** if a legislative change affects rating, property or reporting requirements, Council cannot be confident that it could change the Property & Rating system in time to comply.
23. **Cybersecurity risk:** penetration testing in December 2025 identified critical system vulnerabilities, confirming that the ageing and unsupported technology does not meet contemporary security standards. Service stability incidents have also increased. Without replacement, Council remains exposed to data breach, loss of data and system outages, the costs of which can reach millions of dollars.
24. **Business continuity risk:** the systems at risk support Council's most critical functions, including the generation, billing and collection of rates, general ledger and financial reporting, purchasing and accounts payable, statutory planning and records management. A failure of these systems would directly affect Council's ability to raise rates revenue, pay suppliers, meet reporting obligations and process statutory applications.
25. **Service delivery and reputational risk:** fragmented systems and manual processes will continue to cause delays, errors and inconsistent customer service, and will limit Council's ability to offer modern digital services.
26. **Managing the risk through this recommendation:** these risks increase the longer the legacy systems remain in place. Endorsing the preferred tenderer and commencing negotiations allows Council to address the support, compliance and security risks while negotiating scope, price and support for all five modules as a single arrangement. The outcome of negotiations and a final recommendation will be presented to Council for consideration and approval before any contract is awarded.

Community Consultation

27. There was no requirement for community consultation.

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

28. 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. This is achieved by replacing unsupported core systems with a sustainable, integrated solution that improves the customer experience and supports a digitally enabled future.

Legislative and Policy Obligations

29. 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.

Social Procurement

30. The preferred tenderer demonstrated a range of established social procurement and corporate social responsibility initiatives, including supplier diversity, engagement with Aboriginal and Torres Strait Islander-owned businesses and social enterprises, inclusive employment practices, ethical supply-chain management and partnerships supporting disadvantaged communities. The preferred tenderer also maintains established policies and initiatives supporting human rights, labour standards and responsible procurement. Social procurement formed part of the tender evaluation and was considered as part of the overall assessment of the tender and value for money.

Local Industry

31. The preferred tenderer is not locally based within the City of Greater Dandenong; however, at the time of tender submission it reported employing a few staff residing within the municipality and maintaining a substantial Victorian workforce. The preferred tenderer indicated that Victorian-based project and customer-facing personnel would be utilised where possible.
32. The tender identified estimated local content associated with labour and Victorian business operations support. Materials and plant were not applicable due to the nature of the proposed solution. Local content formed part of the tender evaluation and was considered in the overall assessment of the tender and value for money.

4.2 POLICY AND STRATEGY

4.2.1 Q1 Quarterly Performance Report July - September 2026

Responsible Officer: Executive Director Strategy & Corporate Services

Attachments:
1. Q1 Quarterly Performance Report July-September 2026 [**4.2.1.1** - 76 pages]

Officer Recommendation

That Council NOTES the Q1 2026-27 Quarterly Performance Report (per Attachment 1), which outlines Council's progress against the performance targets outlined in the Council Plan 2025-29 for the period 1 July to 30 September 2026 and the Financial Report for the period 1 July to 30 September 2026.

Executive Summary

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

Background

4. Council formally adopted the Council Plan 2025-29, Annual Action Plan 2026-27 and Budget 2026-27 on Monday 15 June 2026.
5. The Council Plan 2025-29 outlines the vision and objectives of the Council. This document guides service delivery, innovation and good governance, and provides the foundation for Council's Integrated Planning Framework. The Council Plan also guides the budget, service delivery priorities and the continuous improvement of our services.
6. The Council Plan 2025-29, Annual Action Plan 2026-27, and Budget 2026-27 are made available to residents through the Customer Service Centres, libraries and on Council's website at www.greaterdandenong.vic.gov.au

Key Issues and Discussion

7. The Quarterly Performance Report provides a summary of key highlights for the quarter against the Council Plan, Budget and the capital works program.
8. Progress against performance targets is outlined in the following components of the attachment to this report:
9. Part A – Annual Action Plan progress details the achievements for the Council Plan strategic objectives from the Council Plan 2025-29 for the period 1 July – 30 September 2026.

   Part B – The Financial Report is designed to inform Councillors of the results of operations for the 1 July – 30 September 2026. The budget information contained in this report reflects the Mid-Year Budget as adopted by Council on 15 June 2026.

10. The financial report incorporates a set of Financial Statements and a Directorate Analysis of financial performance by Business Unit. The following are contained in the attachment:
    - Income Statement
    - Balance Sheet
    - Cash Flow Statement
    - Capital Expenditure Statement
    - Management Accounting Result
    - Capital Expenditure Report
    - Investment Report
    - Directorate Analysis

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

11. 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

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

Asset Implications

13. This item does not affect any existing assets.

Legal/Risk Implications

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

Environmental Implications

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

Gender Impact Assessment

16. A gender impact assessment is not required.

Community Consultation

17. There was no requirement for community consultation.

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

18. This report is consistent with the following principles in the Community Vision 2040:
    - Safe and peaceful community.
    - Education, training, entrepreneurship and employment opportunities.
    - Embrace diversity and multiculturalism.
    - Sustainable environment.
    - Mind, body and spirit.
    - Art and culture.
19. 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

20. This report has considered Council's legislative and policy obligations (where applicable) as outlined in the Report Considerations section detailed in the front of this Agenda. The applicable obligations considered and applied are:
    - The Overarching Governance Principles of the *Local Government Act* 2020.
    - Related Council Policies, Strategies or Frameworks.



Quarterly Performance Report Q1 2026-27

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 practises, and stories. We also acknowledge the Bunurong Land Council as the Registered Aboriginal Party, responsible for caring for the Aboriginal Cultural Heritage of this area.

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

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Message from the CEO



As we begin a new financial year, I am pleased to share the strong progress being made across our community. 97% of Annual Plan actions were either completed or are progressing on track, and only 3% have been affected by external factors.

This quarter demonstrates Council's ongoing commitment to delivering practical outcomes that improve the quality of life for our residents, while planning for a vibrant, inclusive and sustainable future.

One of the most significant projects underway is the new Oasis Aquatic and Wellbeing centre. Construction continues to progress well, with pool structures largely completed, roof works underway and the project remaining on budget. Once complete, this landmark facility will provide generations of residents with opportunities to stay active, connected and healthy.

We have also continued investing in the wellbeing of our community. Work is progressing on new strategies supporting children, young people, families, older residents and people with disability, ensuring the voices of our community help shape the services and programs we provide. Council has also strengthened support for vulnerable residents through homelessness initiatives, community grants, emergency management planning and programs that connect people to essential services.

Greater Dandenong's diversity remains one of our greatest strengths. We continued to celebrate our rich cultural identity through community events, arts and cultural programs, and initiatives that promote inclusion, reconciliation and community participation. Thousands of residents and visitors engaged with our cultural venues, community hubs and local events, helping to strengthen community connections.

Council is also focused on creating attractive and accessible places for people to live, work and visit. Improvements to parks, open spaces, transport connections, community safety infrastructure and revitalisation projects are progressing across the municipality, helping to create safer and more welcoming neighbourhoods.

Looking ahead, we remain committed to supporting local businesses, creating employment pathways and responding to the challenges of climate change. Programs that connect residents with jobs, training opportunities and local employers are delivering positive outcomes, while ongoing investment in greening initiatives, sustainable infrastructure and environmental programs is helping build a more resilient city.

I would like to thank our Councillors, staff, community partners and residents for their continued support and collaboration. Together, we are making meaningful progress toward our shared vision of a healthy, connected, inclusive and prosperous Greater Dandenong

Jacqui Weatherill
Chief Executive Officer

Highlights

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

Award winning crossing supervisor recognised



Keysborough School Crossing Supervisor, Everard, was crowned the winner of the School Crossing Supervisor of the Year Award for our region.

This award from School Crossings Victoria recognised Everard's dedication, professionalism and commitment to keeping local children safe for 22 years.

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

LGBTIQA+ Action Plan 2026-28 endorsed



Councillors endorsed the inaugural LGBTIQA+ Action Plan 2026-28 at their July meeting.

Developed in partnership with the Greater Dandenong LGBTIQA+ Advisory Committee, community and local organisations.

Strengthens inclusion across services, programs, facilities, events and engagement activities.

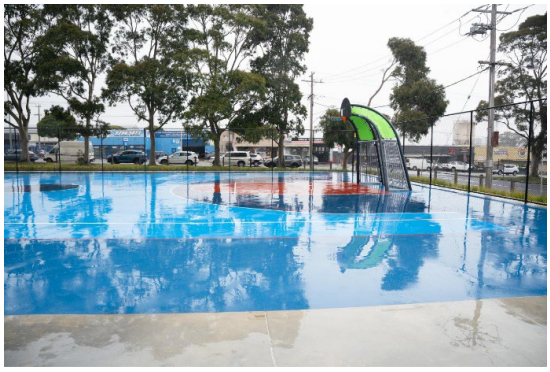
Strategic Objective 3: A city of accessible, vibrant centres and places

Greaves Reserve upgrades open

Upgrades completed in August.

The new facilities include a full-sized acrylic basketball and futsal court, a tennis halfcourt with a rebound wall, new paths, shelters, drinking fountains, picnic and bench seating, as well as landscaping and extensive grassed open spaces.

Investment more than $900,000 including a $250,000 contribution from the Victorian Government.



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

5000 locally native trees planted in three days



One Tree Per Child and National Tree Day events ran for three days and attracted 295 participants. The event saw Grade 3 students from six local primary schools take part in organised plantings to help revegetate the Dandenong Wetlands.

At the events, 5,000 locally native trees and plants were planted, with a further 825 provided to residents for private land.

We're on track to achieve our target of increasing tree canopy coverage from 9.9% in 2016 to 15% in 2028. Tree canopy coverage is currently sitting at 14.6%.

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

Dandenong Pathway to Employment Hub launched



Officially launched in September 2026 the Hub is a three-year pilot program which provides free, practical support for local people seeking employment, education or training and is Funded by the Australian Government and supported by the Victorian Government.

The hub has helped people address a wide range of barriers to employment such as limited work history, training gaps and not having a driver's licence, translating overseas qualifications and professional experience into employment opportunities in Australia. More than a third of participants have also sought help with their resumes.

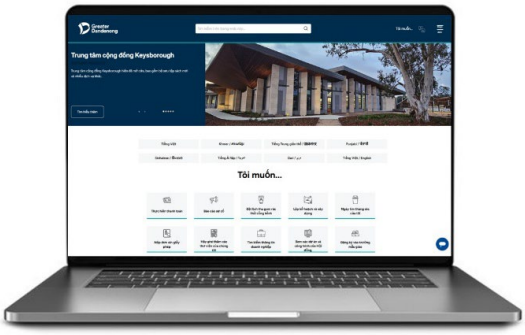
Strategic Objective 6: A Council that demonstrates leadership, responsible use of public resources and a commitment to investing in the community

Significant improvements to the Council website and Have Your Say platform

A whole site refresh included:

- improvements of the visual appearance and structure of the website,
- a reduction in content, improving searchability
- improvements to navigation and
- the introduction of the Major Projects Hub, to make information on our infrastructure projects clearer and more consistent.

The accessibility of the sites were further enhanced, with more users engaging in content in community languages.



Oasis Wellbeing and Aquatics Update

Overall Project Health	
The project is deemed to be HEALTHY. The overall project health is determined by assessing metrics such as budget, program, quality, risk, resources, OHS and environmental. The project program is under pressure with practical completion expected in Q3 2027.	
Key Achievements to Date	
✓ Pool Construction and Hydrostatic testing is complete, except for the Leisure pool which is underway ✓ Roof works are underway ✓ The partial Stage 2 carpark is planned for completion and handover by Q4 2026 ✓ Hockey Pavillion Construction is Underway ✓ Service installations are underway ✓ Plastering works are underway in administration and amenities area The substation has been energised	
Short Term Lookahead	
❖ Superstructure completion ❖ Roof installation completion ❖ Construction of the Leisure pool ❖ Glazing installation ongoing ❖ Warm Water Pool Hall ceiling installation completion ❖ Ground Level Pool Plant Room service installation completion	



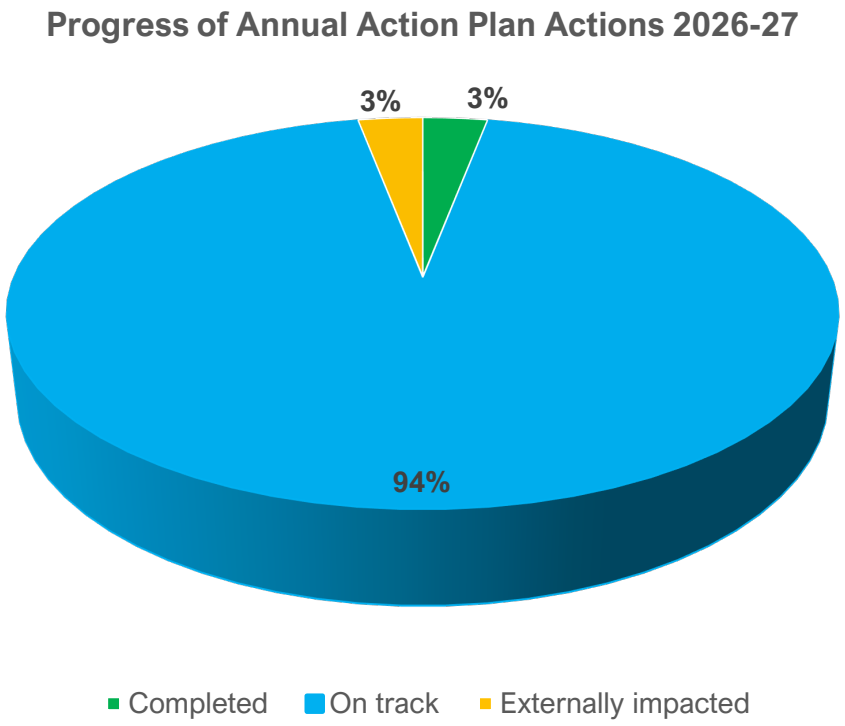

CLEELAND STREET


CARPARK STAGE 2
EXISTING OASIS

Performance Summary

Council Plan Progress

The Annual Action Plan 2026-27 outlines Council's key activities to deliver on the Council Plan 2025-29. At the end of Q1 97 per cent of actions are complete or on track and 3 per cent are externally impacted (2 actions).



Part A: Council Plan Progress - Annual Plan Actions and Performance Measures

Strategic Objective 1:

A socially connected, safe and healthy city

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
1.1 Develop and implement a new integrated Children, Youth and Families Strategy Council consolidated community engagement findings and used them to develop the draft Integrated Children, Youth and Families Strategy 2027–2031. Council endorsed the draft for public exhibition in September 2026, enabling broader community feedback before final adoption and ensuring the strategy reflects the needs and aspirations of children, young people and families across Greater Dandenong.	On track ●	●
1.2 Develop and implement a Positive Ageing Strategy to ensure older people are supported, valued and remain active members of the community Council progressed the Positive Ageing Strategy 2026–2030 by reviewing community consultation feedback. Feedback showed strong support for the draft strategy, with 78% of respondents indicating that it reflects the needs of older people well. The findings confirmed priorities including physical activity, social connection, lifelong learning, access to information and support to navigate services. Council is using the feedback to finalise the strategy for consideration in Q2.	On track ●	●
1.3 Review Council's current and future role in Aged and Disability Services in response to the National Aged Care Reforms Council monitored service demand and performance against funded targets and began assessing the implications of the Commonwealth Home Support Program funding extension. This work is establishing the evidence base for a position paper to Council in Q3 on options for future aged care service delivery.	On track ●	●

1.4 Develop and implement the sport club development program to strengthen the long-term sustainability, accessibility and reach of local sporting clubs Council progressed development of the Sport Club Development Program through engagement with local sporting clubs, peak bodies and industry partners. The engagement identified opportunities to strengthen club governance, sustainability, inclusion and access to support, providing a clear evidence base for the program's design.	On track	● ◆
1.5 Develop and implement the Community Safety Strategy 2026-30 as per the annual action plan Council completed the draft Community Safety Strategy 2027–2030, establishing priorities and actions to guide a coordinated approach to community safety. Council also developed a communications and engagement plan to support broad participation by residents, traders, agencies, organisations and community groups during the planned consultation period. The draft strategy is scheduled for Council consideration in Q2.	On track	● ◆

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
2.1 Strengthen Council's response to rough sleeping through coordination and support of the Dandenong Zero Project, Victorian Alliance to End Homelessness, and the South East Homelessness and Housing Alliance Council strengthened its coordinated response to rough sleeping through Dandenong Zero, the Victorian Alliance to End Homelessness and the South East Homelessness and Housing Alliance. Regional advocacy, community awareness and coordinated service responses progressed, while the By Name List identified 63 people experiencing homelessness in Greater Dandenong to support more targeted service coordination.	On track	● ◆
2.2 Review the Community Grants Program Policy and Grants Guidelines to ensure the program is accessible, responsive to community needs and Council Plan priorities, supporting strong community participation and meaningful local impact Council commenced the review of the Community Grants Program Policy and Guidelines and developed an engagement framework to involve community groups and stakeholders. This work will help further ensure grant programs are accessible, aligned with community needs and Council Plan priorities, and focused on measurable local impact.	On track	●

2.3 Develop an Emergency Management engagement model and tools that build community resilience, and empower the most at-risk members of our community to act in the event of an emergency Council progressed a community resilience toolkit and the redesign of its Emergency Management webpage, including planning for a community-facing dashboard. The work will improve access to trusted emergency information and provide practical tools to help residents and community groups prepare for, respond to and recover from emergencies.	On track	● ◆
2.4 Explore joint partnerships with Animal welfare agencies (AAPS, RSPCA), to improve responsible pet ownership and educate our community Education and collaboration with key third-party welfare agencies has commenced including initiatives to improve animal welfare and enhance community understanding regarding responsible pet ownership.	On track	◆

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
3.1 Develop and implement an Alcohol and Other Drug Strategy to guide a coordinated, long term approach to harm reduction Council developed a draft Alcohol and Other Drug Framework using engagement findings from the broader Community Safety Strategy. Aligning the two documents has established a coordinated evidence base for harm-reduction priorities and will enable the Framework and action plan to be refined following adoption of the Community Safety Strategy 2027–2030.	On track	■ ● ◆

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
4.1 Develop and implement a Disability Action Plan to support people with a disability to remain active members of our local community Council adopted the Disability Action Plan 2026–2030 following extensive community consultation. More than 86% of respondents supported the four priority areas, with no respondents expressing opposition. Feedback reinforced the importance of accessibility, participation in community life, support for carers and employment opportunities. Council also commenced the first annual action plan to guide delivery and monitor outcomes.	On track ●	■ ● ◆

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
5.1 Explore options for Palm Plaza redevelopment as per the Dandenong Market Precinct Plan Background information is being gathered and project scoping is underway to engage suitable consultants for the Palm Plaza Plan.	On track ●	●
5.2 Improve the perceptions of community safety through infrastructure upgrades, including improved lighting, streetscape enhancements, CCTV, fencing and other interventions Council advanced planning, design and procurement for projects funded through the Strengthening Community Safety Grant Program, including lighting, CCTV and public realm improvements. Council also progressed procurement for the CCTV Renewal Project, positioning these upgrades for delivery and supporting safer, more welcoming public spaces.	On track ●	■ ●
5.3 Review Council's Local Laws to improve relevance and effectiveness to manage community safety and public amenity issues The project is in the procurement phase to appoint a suitable consultant for review. The review is due to be completed by June 2027.	On track ●	● ▲

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
6.1 Promote local services and support the implementation of initiatives through online resources and events Council has reviewed and updated its website to make it easier for community members to find current information about family violence and gender equality. The webpage now provides a clear, categorised list of key support services and contact details, along with links to relevant and useful online resources.	On track	●

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
7.1 Review Council's Fee for Service Vaccination program to improve community access to free vaccines Council improved access to National Immunisation Program vaccines through the Fee-for-Service Vaccination Program, particularly for people ineligible for Medicare or living outside the municipality. Council administered 182 vaccines, completed vaccination assessments and catch-up schedules for eight children, and provided services to eight residents from outside Greater Dandenong. These results will inform the broader program review due Q4.	On track	●
7.2 Review Maternal and Child Health services for families with children aged 0-6 years to improve engagement, accessibility, service flexibility, and support across the parenting journey Council confirmed the scope and delivery approach for the Maternal and Child Health service review, which is scheduled for completion in Q4. Recruitment of a Maternal and Child Health Project Officer to undertake the review will progress in Q2.	On track	●

7.3 Implement the Department of Families, Fairness and Housing 'Strengthening Families' reforms by aligning Family Services practice, service delivery, and reporting in line with funding and contractual obligations Council completed training for Family Services staff and commenced service delivery under the Strengthening Families reforms. Practice and reporting arrangements were aligned with funding and contractual obligations, enabling the reformed service model to move into operation.	On track	●
7.4 Deliver the Community Connector Program to provide targeted support and connections to local services particularly for those from migrant and refugee backgrounds 145 new cases were recorded, including 20 referrals from Maternal and Child Health and Family Services. Practical support included donated household items, food vouchers, gift packs and assistance with utility bills. The program also helped a newly arrived migrant family establish their home with essential household items and white goods, while connecting vulnerable residents to the services and support they need.	On track	■ ●

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
8.1 Contribute to the South East Homelessness and Housing Alliance's state election advocacy platform and progress shared regional priorities Council worked with regional partners through the South East Homelessness and Housing Alliance to progress a shared state election advocacy platform. Council hosted the Alliance's regional advocacy launch on 6 August, strengthening regional awareness of housing affordability and supporting coordinated advocacy for improved homelessness services and housing outcomes.	On track	■
8.2 Advocate, in partnership with the Anti-Poverty Consortium, to advance strategies to reduce poverty and improve social equity in Greater Dandenong Council continued working with the Anti-Poverty Consortium to advocate for action on poverty and social equity in Greater Dandenong. During Anti-Poverty Week, Council partnered with the Springvale Learning and Activity Centre to produce a video highlighting local support services and the difference they make in people's lives. Community stories were also shared through Council News to raise awareness of local challenges. The Consortium strengthened its collective advocacy by welcoming We Care Community Services as a new member.	On track	■

Strategic Objective 2:

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

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
1.1 Deliver major events that celebrate our cultural identity Council commenced the Children's Festival and Deckchair Movies, creating opportunities for community participation and connection. Council also progressed planning for upcoming major events, including Noble Park Family Fun Day, Walk Against Family Violence, Carols by Candlelight, New Year's Eve Fireworks and the Greater Dandenong Australia Day Awards, supporting a coordinated program that celebrates the municipality's cultural identity.	On track	●
1.2 Support community event organisers to deliver successful events through the timely provision of permit support services and community capacity building Council supported 79 events, including 62 community-led events, through permit services and event planning assistance. Of these, 58 events were delivered during the quarter, creating opportunities for community participation, connection and activation across the municipality.	On track	● ◆

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
2.1 Advocate for the rights of People Seeking Asylum and Refugees through local initiatives The Mayoral and Councillor Taskforce Supporting People Seeking Asylum member council representatives met online on 7 July and agreed to pause direct advocacy activities to allow for consultations to review the Taskforce's advocacy priorities, membership and operating model for 2027. Consultations with Executive member councils and refugee sector peak bodies were conducted during September.	On track	■ ●

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
3.1 Work with Bunurong Land Council and the wider local Aboriginal community to advance Reconciliation and implement the Reconciliation Action Plan Governance reporting requirements were completed, including RAP contact verification and submission of the annual RAP Impact Measurement Questionnaire. NAIDOC Week participation opportunities were promoted across RAP governance groups, though attendance at the NAIDOC March was limited. Investigations into Supply Nation membership have commenced to support supplier diversity outcomes. A Cultural Protocols document and revised Formal Acknowledgement statement have been developed and are progressing towards organisation-wide rollout.	On track	■ ● ◆

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
4.1 Develop a new Creative and Cultural Strategy to guide future services Council completed research and consultation for the new Creative and Cultural Strategy, engaging 481 community members and 161 Council staff. The findings informed a draft strategic framework and the refinement of priorities and initiatives, due for presentation to Council in Q2. Council also continued delivery of the current Arts, Culture and Heritage Strategy through exhibitions, performances and community programs, with cultural venues welcoming more than 24,871 visitors and Community Hubs recording more than 128,000 visits.	On track	●
4.2 Finalise the strategic and operational plan for the Dandenong New Art redevelopment Council progressed the strategic and operational plan for Dandenong New Art by reviewing historical project documentation and preparing stakeholder workshops. This work clarified the project context and established the foundation for the next phase of operational and program planning.	On track	●

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
5.1 Develop and implement the Community Hubs Framework to guide the planning, delivery and activation of Community Hubs Council completed the draft Community Hub Framework, establishing a consistent approach to the planning, delivery and activation of community hubs. The draft is scheduled for Council consideration in Q2, before public consultation in Q3.	On track ●	●
5.2 Strengthen Council's partnership with South East Leisure to design and deliver diverse, free and low-cost physical activity initiatives that improve community access, enhance awareness, and drive increased participation Council strengthened its partnership with South East Leisure through delivery of the Make Your Move Strategy. Work focused on expanding low-cost participation opportunities for under-represented groups, including swimming and water-familiarisation programs for culturally and linguistically diverse communities, and identifying funding and partnership opportunities to broaden program reach.	On track ●	● ◆
5.3 Partner with South East Leisure to prepare and implement operational plans for the new Dandenong Wellbeing Centre Council and South East Leisure progressed operational readiness planning for the Dandenong Aquatic and Wellbeing Centre through monthly coordination meetings and the appointment of a Venue Operator. A detailed status briefing was provided to Councillors, strengthening accountability for operational milestones and supporting preparations for the facility's opening.	On track ●	◆

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

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
1.1 Develop and implement a Sport and Recreation needs assessment framework to support the prioritisation of future sport and recreation facility development Council commenced development of the Sport and Recreation Needs Assessment, examining current and future community needs, participation trends and facility demand. The assessment will provide an evidence base to prioritise future investment and renewal so Council's sport and recreation facilities can better respond to the municipality's growing and diverse population.	On track ●	●
1.1 Explore partnerships that help Council to expand the performance and efficiency of the animal pound service. This initiative is ready for the procurement stage to investigate a viable and sustainable solution for increased impound numbers and higher impound costs.	On track ●	◆

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
2.1 Improve the amount and diversity of affordable housing through the adoption and implementation of the new Housing Strategy Preparation of the new Housing Strategy was delayed following requirements from the Department of Transport and Planning (DTP) to await release of the Department's Housing Capacity Assessment Program (HCAP) findings. Access to HCAP was provided recently, and strategic work on the Housing Strategy has now resumed. The project will continue to progress during Q2.	Externally impacted ●	■

2.2 **Advocate for funding for a pilot program with the manufacturing sector to enable modern construction methods for faster and more affordable housing delivery** Advocacy has been delayed as a result of proposed changes under the Victorian Domestic Building Contracts Amendment Regulations 2026 that have implications for updating domestic building contract payment arrangements to better reflect contemporary construction practices, including the use of modern methods of construction (MMC). A call for submissions on the applicable Regulatory Impact Statement (RIS) was advertised in the 18 August 2026 Victorian Government Gazette closing 16 September 2026. The RIS details significant statements in relation to MMC.	Externally Impacted	■

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

Actions	**Status**	**Council's Role** ■ Advocate ● Deliver ◆ Partner ▲ Regulate
3.1 Implement the Springvale Revitalisation Action Plan including decorative lighting in Buckingham Avenue Concept decorative lighting design has been developed and a structural audit completed. Council is currently in the procurement phase for this project.	On track	●

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

Actions	**Status**	**Council's Role** ■ Advocate ● Deliver ◆ Partner ▲ Regulate
4.1 Deliver road safety upgrades and footpath works as per the capital works program Road safety and footpath projects are in various stages and tracking to plan including some projects where scope clarity has been sought to confirm delivery requirements.	On track	●

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

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
1.1 Implement actions from the Our Bright Green Future Strategy – Theme 5: Biodiversity and Theme 6: Trees and Greening Implementation of actions continued through community engagement programs, regional collaboration, biodiversity monitoring initiatives, bushland management activities, and the ongoing delivery of the 15-year tree planting and tree management programs to increase urban canopy cover and enhance the health and resilience of Council's urban forest.	On track	●

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
2.1 Ensure major infrastructure projects, including the Webster Street Level Crossing Removal Project, incorporate appropriate integrated water management measures The Webster Street Level Crossing Removal Project installed two gross pollutant traps to improve water quality in Dandenong Creek and help reduce environmental impacts from the project.	Completed	■ ● ◆

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
3.1 Implement the Open Space Five Year Improvement Plan to improve the facilities in various parks across the municipality Implementation of the Open Space Five Year Improvement Plan is progressing well, with approximately 75% of the 2026-27 program now in procurement, design development or pre-construction. Projects currently with Capital Delivery for procurement include Apex Park, Bakers Road, Currajong Street, Rowley Allan, Warner and other park improvement projects. Greaves Reserve is expected to be committed this year, however specialist playground equipment lead times will likely require construction to continue into 2027-28. Procurement delays continue to impact delivery timeframes.	On track ●	●

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
4.1 Progress the transition of Council owned vehicles to hybrid or electric vehicles Council has continued to progress the transition of its fleet to hybrid and electric vehicles with EV transition now embedded within fleet procurement and replacement planning. Supporting charging infrastructure has also been expanded, including additional charging stations and the ongoing implementation of load management systems.	On track ●	●
4.2 Implement the annual Action Plan items in the 'Our Bright Green Future Strategy' to enhance Council and the community's response to climate change Our Bright Green Future Action Plan was adopted by Council in March 2026, with actions commencing implementation.	On track ●	●

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
5.1 Partner with industry organisations and alliances to enhance local businesses awareness of climate change and support them in taking action to address the impacts Officers are seeking advice from small to medium businesses to identify areas of interest and opportunities to engage effectively. Council, in partnership with SEBN ran three workshops in July and August on sustainability reporting for medium to large business and supply chain partners.	On track ●	◆

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
6.1 Advocate to the State Government, in partnership with regional bodies, to improve transport options including the Dandenong Station upgrade and Djerring Trail Advocacy activity included a new partnership with senior Department of Transport and Planning Bus Network leaders, hosting the Eastern Transport Coalition in September, supporting emergency repairs at Dandenong bus interchange. Investigatory work to progress the Djerring Trail design, land surveys and updated costings have commenced to support a submission to the Active Transport Fund in 2027-28.	On track ●	■

Strategic Objective 5:

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

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
1.1 Develop and implement the Greater Dandenong Economy and Place Strategy to support economic growth, investment attraction and new housing The Draft Greater Dandenong Economy and Place Strategy 2027-37 has been scheduled for presentation to Council in November seeking support for the draft to be exhibited for community feedback	On track ●	■ ● ◆

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
2.1 Partner with local manufacturers, industry organisations and regional partners such as Greater South East Melbourne to implement the Greater Dandenong Economy and Place Strategy Development of the Greater Dandenong Economy and Place Strategy continued during the quarter through ongoing stakeholder engagement and collaboration with industry and regional partners. While the Strategy is yet to be adopted, Council maintained relationships with key organisations including SEMMA, GDCC and other regional stakeholders to inform implementation planning and support a coordinated approach to future economic development initiatives.	On track ●	◆

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
3.1 Deliver the Dandenong Pathway to Employment Hub to connect residents with local job, training, and support services to build work readiness and strengthen participation in employment pathways The Dandenong Pathway to Employment Hub supported 112 participants during the quarter and engaged with 39 stakeholders, including CMY, SSI, Services Australia, AMES Australia and Chisholm, strengthening referral pathways and collaborative service delivery. The Hub also engaged seven employers to identify local employment opportunities. Key activities delivered in partnership with schools, Youth Services and industry stakeholders increased awareness of the Hub and resulted in new participant registrations and strengthened employment pathways.	On track ●	●

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
4.1 Partner with local employers and industry peak bodies, leveraging the Dandenong Pathway to Employment Hub, to support industry-ready skills and promote local jobs for local people The Employment Hub continued to connect local jobseekers with employers through ongoing industry engagement, stakeholder collaboration and promotion of local employment opportunities. The Jobs Portal remained a key mechanism for promoting local jobs and increasing awareness of employment opportunities within Greater Dandenong. Engagement with employers and workforce networks continued throughout the quarter, with an MOU currently being progressed with the Master Builders Association of Victoria to support future employment and training pathways.	On track ●	◆

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
5.1 Provide young people with targeted skills development that increases their readiness for future education and employment Council delivered 77 activities and events that generated 1,320 youth contacts and built young people's skills for education, employment and leadership. Initiatives included Amplify events, photography training through the Strong and Resilient Communities Program, the IMPACT: Manufacturing Program, careers expos, education sessions and the Write It Out short story competition.	On track ●	●

Strategic Objective 6:

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

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
1.1 Improve access to community consultations in languages other than English, both in-person and online Improvements to Council's Have Your Say platform have made it significantly easier for the community to access page content in languages other than English. This has resulted in numerous people accessing consultation materials in community languages. Paid social media advertisements and translated letterboxed flyers in community languages have also promoted community consultation opportunities, especially on parking and waste/rubbish in Springvale. Officers with community language skills are involved in cultural checking of translations.	On track	●

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
2.1 Increase awareness of child safety and strengthen initiatives across all Council operations In July 2026, Council updated its Child Safety and Wellbeing Policy in response to stakeholder feedback and findings from a community survey. Support for contractors was strengthened by developing a dedicated child safety induction page on the website, providing access to key information and resources to help compliance with Council's child safety requirements. Child-friendly posters have also been displayed across Council's community hubs to help children understand their right to feel safe and know where to go for help if they have concerns.	On track	●

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
3.1 Undertake Strategic Service Planning to ensure Council's services remain financial sustainable and responsive to community needs Council has begun developing Strategic Service Planning Guidelines and reviewing its Service Catalogue. This work is improving Council's understanding of the services provided across the organisation and will support informed decision-making to ensure services remain sustainable and responsive to community needs.	On track	●
3.2 Develop a Financial Sustainability Strategy to ensure the organisation can continue to deliver long term sustainable outcomes The project is underway with work progressing to build out the strategy and align with Council sustainability objectives. Steady progress has been made in implementing better financial governance and uplifting financial systems with the procurement of core systems well advanced and efficiency initiatives underway.	On track	●

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
4.1 Deliver Council's Capital Improvement Program including construction of the Dandenong Wellbeing Centre The Oasis Aquatics and Wellbeing project is progressing in line with the approved program, reaching 55% completion at the end of September. The project is currently expected to be delivered within the approved budget, with key milestones being achieved as planned.	On track	●

4.2 Implement the Asset Plan 2025–35 through the development of Asset Management Plans and the Capital Improvement Program Implementation of the asset plan is progressing. Asset management plans for major asset classes are being developed using condition audit data and service needs analyses to support informed asset investment decisions. Development of the capital improvement program has commenced with service engagement completed and project submissions now being assessed. Approved projects will move to the next stage of planning and scoping to help inform future capital investment priorities.	On track	●

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
5.1 Implement the Rates Hardship and Assistance Policy to support those experiencing financial difficulties Implementation of the updated Rates Hardship Policy is complete, with paper and online forms and website content aligned to the new policy. Automated application responses now provide access to external support services, including Mortgage Stress Victoria, National Debt Helpline, Beyond Blue and South East Community Links etc. Applications increased from 19 in August to 43 in September 2026, a 126% increase, highlighting growing household financial pressures and the number of ratepayers seeking assistance.	Completed	●
5.2 Improve our digital communications to provide easier access to information; while continuing to offer options in print A new look and feel to the corporate website, along with improvements to content and information architecture have improved the 'searchability' of web content. Council eNews subscribers have increased significantly, improving Council's reach ahead of a reduction in print editions of Council News in 2027. This is part of efforts to ensure balanced communications, meeting contemporary community expectations.	On track	●

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
6.1 Implement the Customer Experience Strategy including improving the chatbot and live chat web experience Customer experience excellence is being achieved through a staged approach. A customer experience capability assessment has identified key gaps against industry standards. The focus now shifts to maximising existing operational capabilities, assessing the current customer experience, and using these findings to develop a future customer strategy.	On track	●
6.2 Review Council's physical Customer Service Centres to ensure they meet customer needs, provide a quality customer experience and complement the digital options on offer Customer Service Centres operations were reviewed to assess cost effective delivery of services. The ongoing viability of locations of centres is currently under review. Continued investment in digital channels remains a key strategy for improving customer access and reducing pressure on physical service centres.	On track	●

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

Actions	Status	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
7.1 Develop and implement a digital improvement plan, including system upgrades and service improvements Requirements have been identified, and an open tender has been conducted to assess potential solutions/vendors. The vendor shortlisting process is currently underway (with involvement of probity and legal advisors) and is progressing on track. This is a multi-year program, with implementation to be delivered in phases over the coming years.	On track	●
7.2 Upgrade Council's highest risk systems to modern, reliable platforms to enable safer, more efficient service delivery Council has embarked on the Core System Replacement program as part of the broader strategy to uplift business systems and minimise exposure. Vendor selection is underway with implementation commencing in Q3/Q4.	On track	●

Part B: Financial Report



Financial Report
1 July 2026 to
30 September 2026

Greater Dandenong

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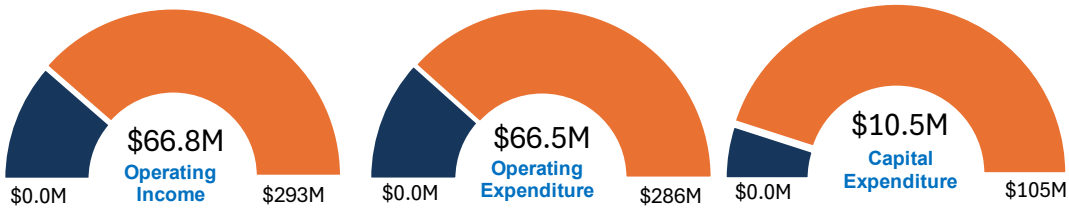
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KEY FINANCIAL HIGHLIGHTS

Quarter ending 30 September 2026



	30 September 2026 Year-to-Date					Full Year
	Actual $'000	YTD Budget $'000	Variance $'000	Var. %	Status Var.	Annual Budget $'000
Operating Income	66,765	66,747	18	0%	✓	292,530
Operating Expenses	66,463	70,228	3,765	5%	✓	285,522
Operating Surplus	**302**	**(3,481)**	**3,783**	**109%**	✓	**7,007**
Capital Expenditure	10,494	9,519	(975)	(10%)	✓	105,529

Status legend:

✓ Above budgeted revenue or under budgeted expenditure
— Below budgeted revenue or over budgeted expenditure by less than 10%
× Below budgeted revenue or over budgeted expenditure by 10% or greater

Notes

1. Total cash/investments at 30 September 2026 includes cash on hand and financial assets (term deposits invested for a period greater than 90 days) and have been allocated for specific future purposes by Council.

Budget information

The Annual Budget information contained in the report is the budget approved by Council on 15 June 2026. Council has adopted quarterly forecasting process for the 2026-27 financial year, with managers currently reviewing expected expenditure, income and capital project delivery for the remainder of the year. The adopted budget remains the approved financial plan against which performance is measured; however, the forecasting process will provide an updated assessment of anticipated year-end outcomes based on current information, project delivery schedules and operational requirements. Forecast results will be incorporated into financial reporting from October 2026, providing Council with greater visibility of expected year-end financial performance.

EXECUTIVE SUMMARY

Operating Result

For the quarter ending 30 September 2026, Council recorded a surplus operating result of $302,000 which is $3.8 million better than year-to-date budget. The main factors contributing to this result comprise favourable variances in:

Operating income ($19,000 favourable) – Driven by higher capital grants received to date, higher interest earned on investments reflecting cash retained in the investment portfolio and rates remaining above the assumptions used in the Budget and favourable net gain on disposal of property, infrastructure, plant and equipment. These are offset by unfavourable variances in user fees, primarily parking ticket machines and community venues, along with an unfavourable variance on operating grant, which is largely a timing issue with grants still expected to be received.

Operating expenditure ($3.8 million favourable) – Lower costs to date in:

- Materials and services ($3.07 million favourable) – The significant favourable variance largely reflects timing of expenditure operational programs and major projects (particularly works and maintenance, and the Core Systems Replacement project), and lower service volumes in some areas (notably waste and cleansing). Partly offset by two non-budgeted, non-cash fixed asset accounting adjustments (Asset write offs $721,000 and Prior year capital expenditure unable to be capitalised $236,000). Refer Section B2 (Operating Expenditure) for detailed commentary by service area.

- Employee costs ($1.70 million favourable) – the favourable variance is largely driven by recruitment and onboarding timing across the organisation, resulting in lower year-to-date salary costs. This includes timing impacts in grant-funded programs (where unspent funding represents a future delivery obligation and will require acquittal) and broader vacancies/delayed recruitment across key service areas. Some favourable employee cost outcomes are offset by lower income in parts of Community Care. Refer Section B2 (Operating Expenditure) for detailed commentary and drivers by directorate/service area.

More detailed variance explanations are included in the body of this report.

Measures of financial sustainability

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

2025-26	Net result	Adjusted underlying result	Internal financing	Liquidity	Capital replacement	Renewal gap
YTD Sept Actuals	0.45%	(3.31%)	205.43%	1.64	1.60	0.64
Original Budget	2.40%	4.50%	73.46%	1.65	2.68	1.74
2025-26 Full Year Actuals	6.50%	-3.30%	94.97%	2.03	1.47	1.34

Financial Performance Overview (as of 30 September)

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

As of 30 September, the ***Adjusted Underlying Result*** ratio is below 0%. This ratio measures Council's operating surplus as a proportion of ongoing income, after excluding one-off or non-recurrent capital grants and contributions. It provides an indication of whether Council is generating sufficient surplus from its core operations to support long-term financial sustainability. A result below 0% indicates that insufficient surplus is being generated to fund operations. Council's current performance in this ratio is primarily attributable to increasing depreciation expense. Depreciation reduces the reported accounting surplus and is not excluded from the Adjusted Underlying Result, which places downward pressure on the ratio despite having no direct cash flow impact. As this ratio is designed to assess full-year outcomes, the year-to-date result may not be indicative of Council's year-end position.

The Indebtedness Ratio has not been reported as at 30 September 2026. Given this indicator compares non-current liabilities to own-source revenue, a three-month result does not provide a meaningful representation of Council's annual debt position or revenue base. The ratio will be reported and assessed as part of the full-year financial performance review, where it provides a more reliable measure of Council's long-term financial sustainability.

Council will continue to monitor these indicators throughout the year, with a more comprehensive assessment to be provided at year-end once full-year financial results are available.

Capital Result

Capital expenditure for the year to date ended 30 September 2026 totalled $10.5 million, which is $1.08 million above the year-to-date budget.

The main variances include an overspend on:

- DCP Perry Road Stage 3 ($445,000).
- Dandenong Stadium Court Resurfacing ($374,000).
- LXRP South Gippsland Path ($320,000)

These overspends are partially offset by an underspend of $498,000 on the Dandenong Wellbeing Centre

As at 30 September, there were $26 million in commitments (open purchase orders), reflecting significant ongoing and planned capital works.

Variance explanations for projects exceeding $300,000 are included in the body of this report.

Cash Position

Cash and investments total $242.95 million at 30 September 2026, comprising $59.37 million of cash and cash equivalents and $183.58 million of 'financial assets' (term deposits invested for a period of greater than 90 days).

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

The working capital ratio result is strong at 1.64.

Total cash/investments at 30 September 2026 that have been allocated for specific future purposes (restricted cash) amounts to $209.99 million (86%). Restricted cash includes employee entitlements, trust fund and deposits, Development Contribution Plans (DCP) unearned income and reserves.

INCOME STATEMENT

For the period 1 July 2026 – 30 September 2026

	Note	YTD ACTUAL $'000	YTD BUDGET $'000	YTD VARIANCE $'000	ANNUAL BUDGET $'000
Income	**B1**				
Rates and charges		49,723	49,659	64	190,774
Statutory fees and fines		2,686	2,670	16	13,598
User fees		2,157	2,419	(262)	10,841
Grants - operating		5,593	6,193	(600)	39,463
Grants - capital		1,795	1,270	525	14,248
Contributions - monetary		688	680	8	2,318
Contributions - non-monetary		-	-	-	7,500
Net gain (loss) on disposal of property, infrastructure, plant and		312	205	107	520
Other income		3,812	3,651	161	13,268
Total income		**66,766**	**66,747**	**19**	**292,530**
Expenses	**B2**				
Employee costs		23,804	25,509	1,705	113,930
Materials and services		23,448	26,521	3,073	104,886
Prior year capital expenditure unable to be capitalised (non-cash)		236	-	(236)	-
Bad and doubtful debts		10	26	16	1,577
Depreciation		13,573	13,568	(5)	54,294
Amortisation - right of use assets		179	179	-	715
Borrowing costs		838	837	(1)	4,086
Finance costs - leases		-	-	-	58
Asset write offs		721	-	(721)	-
Other expenses		3,654	3,587	(67)	5,977
Total expenses		**66,463**	**70,227**	**3,764**	**285,523**
Net surplus (deficit)		**303**	**(3,480)**	**3,783**	**7,007**

Notes

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

BALANCE SHEET

As at 30 September 2026

	Note	2026-27 ACTUAL 30/09/2026 $'000	2025-26 ACTUAL 30 Jun 2025 $'000	2026-27 ANNUAL BUDGET $'000
ASSETS				
Current assets	**C1**			
Cash and cash equivalents		59,374	37,042	28,011
Financial assets		183,577	187,762	137,000
Trade and other receivables *		164,241	41,260	33,422
Other assets		4,027	6,206	5,515
Total current assets		**411,219**	**272,270**	**203,948**
Non-current assets	**C2**			
Property, infrastructure, plant and equipment		3,447,808	3,451,850	3,155,157
Investment property		5,340	5,340	6,865
Right-of-use assets		182	360	649
Trade and other receivables		169	169	183
Total non-current assets		**3,453,499**	**3,457,719**	**3,162,854**
Total assets		**3,864,718**	**3,729,989**	**3,366,802**
LIABILITIES				
Current liabilities	**C3**			
Trade and other payables		2,564	25,782	34,718
Prepaid rates *		140,747	-	-
Trust funds and deposits **		23,875	6,043	3,350
Unearned income		54,237	54,623	55,024
Provisions		21,594	21,417	22,586
Interest-bearing liabilities		7,218	25,900	7,099
Lease liabilities		266	393	521
Total current liabilities		**250,501**	**134,158**	**123,298**
Non-current liabilities	**C4**			
Provisions		2,263	2,002	1,649
Trust funds and deposits		3,291	3,055	3,151
Interest-bearing liabilities		57,234	39,645	92,097
Lease liabilities		3	3	257
Total non-current liabilities		**62,791**	**44,705**	**97,154**
Total liabilities		**313,292**	**178,863**	**220,452**
NET ASSETS	**C5**	**3,551,426**	**3,551,126**	**3,146,350**
EQUITY				
Accumulated surplus		1,012,291	1,010,082	1,037,800
Asset revaluation reserve		2,432,967	2,432,967	2,027,966
Reserves		106,168	108,077	80,584
TOTAL EQUITY		**3,551,426**	**3,551,126**	**3,146,350**

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

*** Trust funds and deposits (current):* Higher this quarter due to the timing of the quarterly Emergency Services Volunteer Fund payment to the State Revenue Office.

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

CASH FLOW STATEMENT

For the period 1 July 2026 to 30 September 2026

	Notes	2026-27 ACTUAL As at 30/09/2026 Inflows/ (Outflows) $'000	2026-27 ANNUAL BUDGET Inflows/ (Outflows) $'000
Cash flows from operating activities			
Rates and charges		62,854	190,209
Statutory fees and fines		2,489	11,813
User fees		6,852	11,868
Grants - operating		7,544	41,854
Grants - capital		2,163	14,248
Contributions - monetary		747	3,068
Interest received		2,334	7,200
Trust funds and deposits taken		30,927	62,000
Other receipts		1,235	6,732
Net GST refund		4,819	17,469
Employee costs		(25,963)	(113,245)
Materials and services		(34,261)	(130,405)
Short-term, low value and variable lease payments		(435)	(802)
Trust funds and deposits repaid		(12,895)	(61,851)
Other payments		(3,676)	(6,053)
Net cash provided by operating activities	**D1**	**44,735**	**54,105**
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(21,776)	(105,529)
Proceeds/(payments) of investments		1,137	18,000
Proceeds from sale of property, infrastructure, plant and equipment		317	565
Net cash used in investing activities	**D2**	**(20,322)**	**(86,964)**
Cash flows from financing activities			
Finance costs		(858)	(4,086)
Proceeds from borrowings		-	36,502
Repayment of borrowings		(1,093)	(5,282)
Interest paid - lease liability		(1)	(58)
Repayment of lease liabilities		(128)	(680)
Net cash (used in) / provided by financing activities	**D3**	**(2,080)**	**26,396**
Net increase (decrease) in cash and cash equivalents		22,332	(4,033)
Cash and cash equivalents at the beginning of the year		37,042	32,044
Cash and cash equivalents at the end of the period		**59,374**	**28,011**

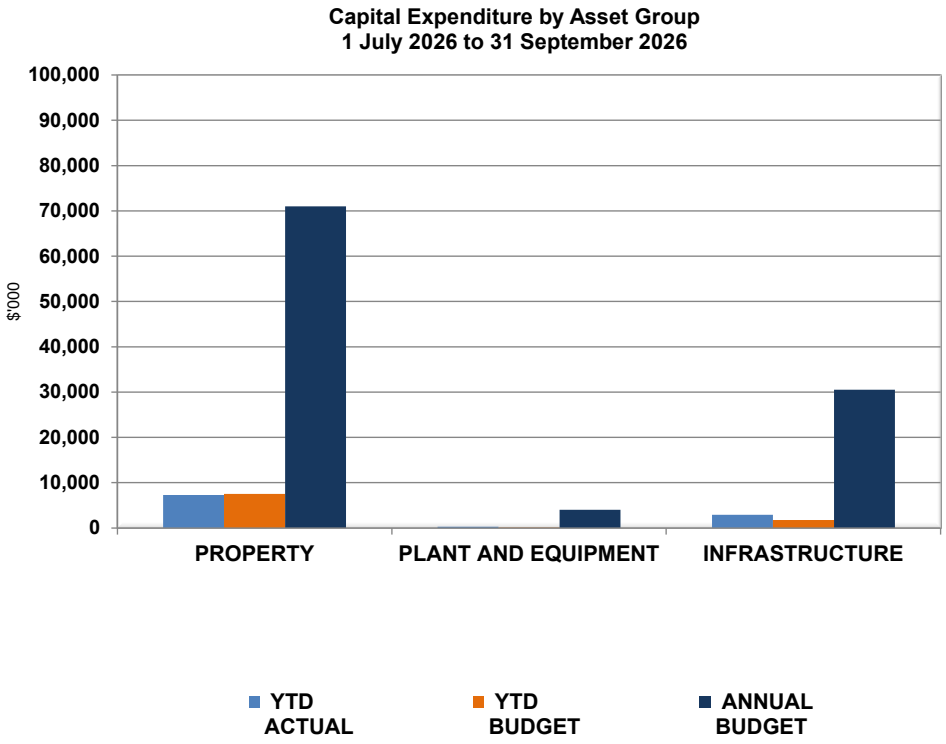
Details regarding Council's cash movements are contained in Note D - Cash Flow Statement.

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

CAPITAL EXPENDITURE STATEMENT

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

	YTD ACTUAL $'000	YTD BUDGET $'000	YTD VARIANCE $'000	COMMIT $'000	ANNUAL BUDGET $'000
PROPERTY	7,296	7,548	251	19,211	70,984
PLANT AND EQUIPMENT	261	98	(162)	717	4,007
INFRASTRUCTURE	2,937	1,767	(1,169)	5,838	30,538
TOTAL EXPENDITURE	**10,494**	**9,414**	**(1,081)**	**25,766**	**105,529**



NOTES TO THE FINANCIAL STATEMENTS

A. Accounting Policy Notes

The financial report is prepared on the principles of accrual accounting. Accrual accounting recognises income when earned and expenditure when incurred, regardless of whether cash settlement has taken place. The basis of recognition of major income and expenditure in these statements are defined below.

1. **Rate revenue:** Rate revenue (excluding supplementary rates) is accrued evenly over the year, although cash is received in quarterly instalments or a lump sum, depending on how the ratepayer chooses to pay. Rate revenue in the Income Statement is a monthly accrual of the rates determined for the year in July.

2. **Grant revenue:** Council receives two types of grants, namely a General Purpose Grant (Financial Assistance Grant funding from the Victorian Local Government Grants Commission) which is not tied to any programs and Special Purpose Grants for various programs.

   In accordance with Accounting Standards, AASB 15 'Revenue from Contracts with Customers' and AASB 1058 'Income of Not-For-Profit Entities', grant income is generally recognised in the Income Statement to the extent of satisfied performance obligations.

   Alternatively, grant funding which does not have sufficiently specific performance obligations is recognised as income when the cash is received. Any grant income relating to unsatisfied performance obligations are recognised as unearned income in the Balance Sheet at balance date. Grants comprise of operating and capital (recurrent and non-recurrent in nature).

3. **Fees and charges**: Most fees and charges are recognised when cash is received. Generally, where Council raises a debtor's invoice, income is recognised at the point of the invoice and not when cash is received. Car parking permit income relating to a future period at balance date are recognised as unearned income in the Balance Sheet.

4. **Contributions - cash:** Cash contributions are essentially from developers towards open space works. These monies are treated as income when received. Council is obligated to spend these monies for the purpose for which they are given by the developers. Council also receives external contributions for other capital projects. Cash contributions received are held in reserves and treated as "restricted cash" until they are spent (see note 9 below).

5. **Employee costs:** Salaries expenditure is based on fortnightly salaries paid and accruals for salary on-costs such as leave entitlements, superannuation and Workcover.

6. **Capital expenditure:** The two broad areas of capital are the capital improvement program (CIP) (which includes infrastructure and major projects) and 'other' which includes fleet, computers, plant and furniture. Expenditure is recognised as capital if it is significant in value and results in assets which have a useful life in excess of at least one year.

7. **Budget information:** The Annual Budget information contained in the report is the budget approved by Council on 25 June 2026.

8. **Cash Flow Statement:** Reflects the actual cash movements during the year.

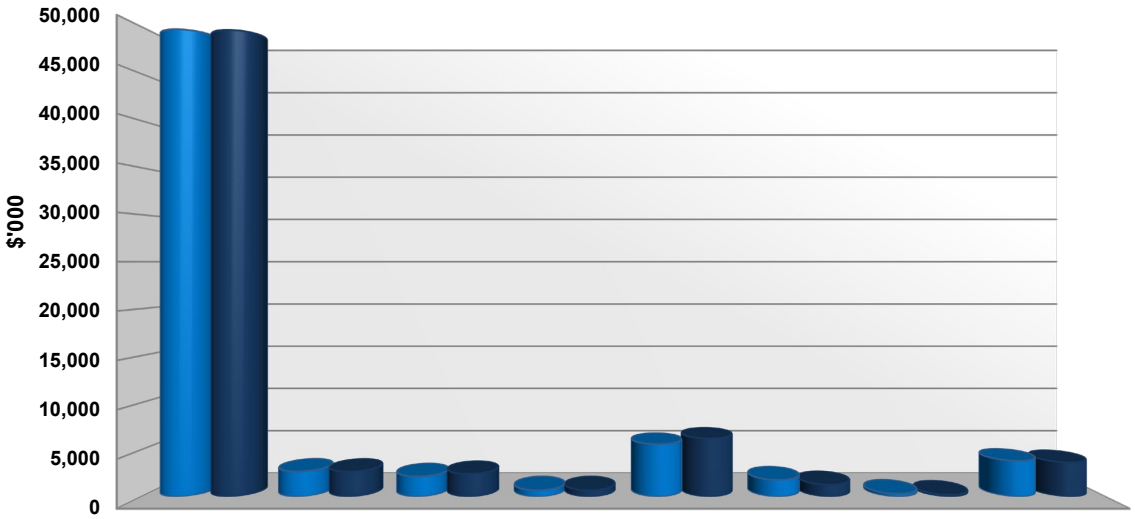
9. **Restricted cash:** These are monies set aside for specific purposes and are not readily available for day-to-day operations or general capital works. They include funds set aside towards meeting long service leave commitments (required by government regulations), statutory reserves (e.g. open space contributions) and other funds that are committed towards specific purposes.

B. Income Statement

B1. Operating Income

The chart below shows the categories of operating income against their respective budgets (excludes non-cash accounting entries such as non-monetary contributions or gifted assets).

Income from operating activities for 1 July 2026 - 30 September 2026



	Rates and charges	Statutory fees and fines	User fees	Contributions - monetary	Grants - operating	Grants - capital (recurrent & non-recurrent)	Net gain on disposal of PIPE	Other Income
YTD actual	49,723	2,686	2,157	688	5,593	1,795	312	3,812
YTD budget	49,659	2,670	2,419	680	6,193	1,270	205	3,651

Operating income for the quarter ended 30 September 2026 is $19,000 favourable against budget. This is due to the following:

- **User fees ($262,000 unfavourable)** – Mainly due to timing and lower-than-anticipated income from parking ticket machines and animal registrations (Community venues and facilities Community Strengthening $154,000 and City Futures $108,000).

- **Grants - operating ($600,000 unfavourable)** – Mainly due to budgeted grant project funding for Dandenong Employment Hub now expected to be received in October (City Futures $259,000). In addition, lower grant funding for Family Day Care and Home & Community Care, reflecting lower than anticipated activity and the timing of grant recognition based on satisfied performance obligations. These are offset by increased grant income received to date for Children's Services and Maternal Child Health and Home Maintenance (Community Strengthening $322,000).

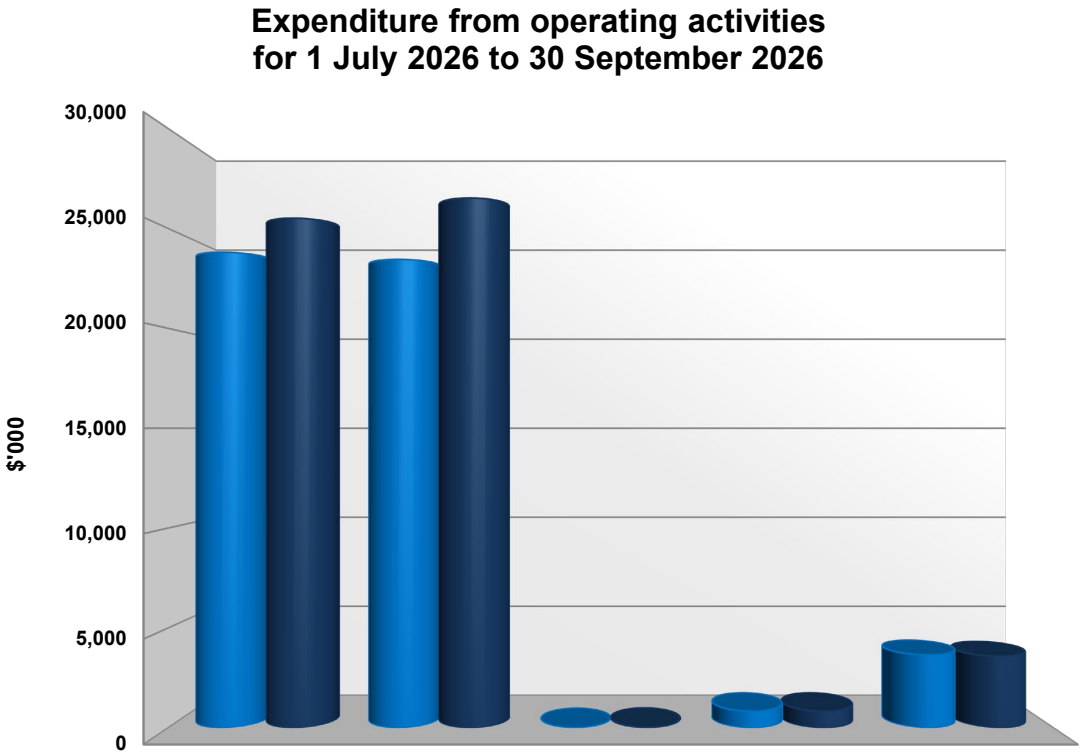
- **Grants - capital ($525,000 favourable)** –. The favourable variance primarily reflects the timing of grant income recognition relative to expenditure on associated capital projects, predominantly relating to the LXRP South Gippsland Path project ($320,000). Grant funding received for projects that have not yet incurred the related expenditure is recorded as unearned income and will be recognised as income as project expenditure occurs.

- **Net gain (loss) on disposal of property, infrastructure, plant and equipment ($107,000 favourable)** - Mainly due to higher-than-budgeted proceeds on asset sales and/or the timing of planned disposals occurring earlier in the year, resulting in an increased net gain recognised year-to-date.

- **Other income ($161,000 favourable)** - Mainly due to higher interest earned on investments, reflecting cash retained in the investment portfolio for longer than anticipated due to the timing of capital expenditure, as well as investment interest rates remaining above the assumptions used in the Budget.

B2. Operating Expenditure

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



	Employee costs	Materials and services	Bad and doubtful debts	Borrowing costs	Other expenses
YTD actual	23,804	23,448	10	838	3,654
YTD budget	25,509	26,521	26	837	3,587

Operating expenditure for the year ended 30 September 2026 is favourable by $3.8 million. This is mainly due to favourable variances in Materials and services and Employee costs.

- **Materials and services ($3.07 million favourable)** – due to the following variances:
    - Delay in delivery of programmed tree maintenance (Parks and Open Spaces $737,000).
    - Lower than anticipated expenses for security, utilities and cleaning (Building Maintenance $393,000).
    - Lower than anticipated application support, software maintenance and professional services to date, particularly associated with the Core Systems Replacement program (Customer and Information Office $905,000).
    - Lower tipping fees reduced hard rubbish collection costs, and lower-than-anticipated domestic garbage tonnages year-to-date. This variance is expected to reduce over

the remainder of the year as activity levels normalise (Waste Management $657,000).

- Lower than anticipated software, professional services and insurance costs (Strategy & Corporate Services $309,000).

- Lower Family Day Care educator payments matched by lower income ($380,000), together with the timing of events, utilities and promotions. These favourable variances are partially offset by earlier than anticipated expenditure on library materials and Volunteer Resource Service (Community Strengthening $261,000).

- **Employee costs ($1.70 million)**

  As depicted in the table below, the $1.70 million favourable variance is made up of:

Directorate	2026-27 Variance Fav/(unfav) $	Grant Funded Programs $	Offset by Lower Income $	2026-27 Potential Underspend/ (overspend) $
CEO SERVICES	(5,281)	-	-	(5,281)
CITY FUTURES	421,072	0	113,969	307,103
COMMUNITY STRENGTHENING	479,367	120,067	173,898	185,402
STRATEGY & CORPORATE SERVICES	159,922	-	-	159,922
CUSTOMER & INFORMATION OFFICE	639,812	-	-	639,812
CHIEF FINANCIAL OFFICE	9,864	-	-	9,864
Grand Total	**1,704,757**	**120,067**	**287,867**	**1,296,823**

  - $120,000 (7%) in grant funded programs which represent a future obligation and require an acquittal, caused mainly by a delay in recruitment (mostly in Community Strengthening).

  - $288,000 represents favourable employee costs that are wholly offset by lower income.

  - The remaining $1.3 million represents a potential underspend in employee costs due to the delay in recruitment of vacant positions as well as the timing gap between recruitment of vacant positions commencing and onboarding across the organisation:

    - *City Futures ($307,000)* – Parks and Open Spaces ($281,000) and City Works ($314,000) showing favourable variance. This is partially offset by an unfavourable variance for Chief Infrastructure Office ($319,000).

    - *Community Strengthening ($185,000)* – The favourable variance is primarily attributed to Community Care ($310,000). This is partially offset by an unfavourable variance for Creative and Engaged City ($129,000).

    - *Strategy & Corporate Services ($160,000)* – Governance, Legal and Risk ($50,000) and Organisational Planning & Strategy ($154,000) showing

favourable variance. This is partially offset by an unfavourable variance for Strategic Communication & Engagement ($49,000).

- *Customer & Information Office ($640,000)* – Favourable variance primarily due to the delay in recruitment for the Core Systems Replacement Project resulting in lower expenditure to date (Digital Technology ($670,000).

C. Balance Sheet

At 30 September 2026, Council's net assets are valued at $3.55 billion.

C1. Current assets

Cash and other assets that can be readily converted to cash.

Cash and cash equivalents ($59.37 million) – Represent the net amount held by Council in cash or term deposits with a term of less than 90 days.

When combined with 'Financial assets' of $183.58 million (below), Council holds a total of $242.95 million in cash and investment funds. Of this amount, $209.99 million (86%) is restricted for specific purposes, including employee entitlements, trust funds and deposits, and internal reserves.

Funds are invested in accordance with Council's Investment Policy. The policy requires Council to invest with prudence, consideration of acceptable risks and relevant legislation.

The details of Council's investments are contained in **Appendix 2**. In selecting investment products, Council has paid due consideration to risk by ensuring the investment portfolio does exceed the limits set in the Policy based on the Standard and Poor's Long-Term rating of Authorised Deposit Taking Institutions (ADI) combined with the term of the investment.

Financial assets ($183.58 million) – The increase in financial assets from 30 June 2026 is primarily due to the delayed timing of planned capital expenditure, which has resulted in Council retaining cash for longer and placing a higher proportion of funds in term deposits with maturities over 90 days at 30 September 2026.

Trade and other receivables ($164.24 million) – This balance includes:

- Rate debtors $143.14 million
- Infringement debtors of $10.56 million (net of provision for doubtful debts).
- General debtors $5.31 million (net of provision for doubtful debts).

Rate revenue (excluding supplementary rates) is accrued evenly over the year, although cash is received in quarterly instalments, via direct debit (including more flexible payment frequencies for ratepayers who sign up to Payble) or as a lump sum, depending on how the ratepayer chooses to pay. Rate revenue in the Income Statement is a monthly accrual of the rates determined for the year in July.

Other assets ($4.03 million) – This balance includes:

- Accrued income $3.44 million – income earned but cash not yet received as at 30 September 2026.
- Prepayments $261,000 - expenses prepaid at 30 September 2026.
- Other deposits of $325,000 comprising:
  - $250,000 for Metropolitan Resource Recovery Landfill Services Gate Fee and
  - $75,000 for Metropolitan Resource Recovery organic waste processing contract.

C2. Non-current assets

Property, infrastructure, plant and equipment ($3.45 billion) – Includes Council roads, drains, buildings, plant and other fixed assets. These values are reflected after recognising the depreciation allowed against each asset.

Investment property ($5.34 million) is separately classified from 'Property, infrastructure, plant and equipment' in accordance with Australian Accounting Standards. Any adjustment to the fair value of these assets on an annual basis is recorded in the Comprehensive Income Statement and these assets are not depreciated.

Right-of-use assets ($182,000) – Represents leased (right-of-use) assets and includes property, fleet, IT and office equipment that has been leased under ordinary lease arrangements.

Trade and other receivables ($168,860) – Comprise:

- $165,781 for Council's share of funds held in trust by Whitehorse City Council relating to the former Narre Warren landfill site, and
- $3,078 for Council's share of funds in South East Metropolitan Advanced Waste Processing Pty Ltd.

C3. Current liabilities

Debts due to be repaid within 12 months.

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

Trust funds and deposits ($23.88 million) – Trust funds and deposits include other refundable monies in respect of:

- Emergency Services Volunteer Fund (ESVF) payments collected by Council on behalf of the State Government but not yet paid on to the State Revenue Office ($20.21 million). These monies are remitted to the State Revenue Office in accordance with legislative timeframes (28 days after each quarterly rate instalment date).
- Other deposits ($2.17 million).
- Landscape deposits ($832,000).
- Road deposits ($510,000).
- Open space contributions ($157,000).

Unearned income ($54.24 million) – Represents income not yet earned, based on specific performance obligations, that were not complete at 30 September 2026 in respect of:

- Developer Contribution Plan liabilities (DCP) – ($39.59 million).
- Operating grants ($9.56 million).
- Capital grants ($4.51 million).
- Other ($5815,000).

Provisions ($21.59 million) – This balance represents the provision for employee entitlements and landfill restoration works.

- Employee entitlements:
  - Long service leave entitlements - $11.39 million.
  - Annual leave entitlements - $9.26 million.
  - Rostered days off (RDO) - $829,000.

- Landfill provision - $115,000 - provision for the restoration and aftercare management of the former Spring Valley landfill site (closed). The former closed landfill is owned by the Council and is used as recreational open space. Council's share is 19.88% of the total future estimated costs.

Interest-bearing liabilities ($7.23 million) – Represents the repayment of long-term borrowings expected during 2026-27.

Lease liabilities ($266,000) - Represents the lease repayments in respect of the right-of-use assets that are payable during 2026-27.

Non-current liabilities

Debts due to be repaid in future years.

Provisions ($2.26 million) – Represents the provisions estimated to be paid beyond the 2026-27 financial year and comprises long service leave entitlements for employees ($950,000) and landfill provision for restoration of Spring Valley landfill site ($1.31 million) (Council's share is 19.88% of the total future estimated costs).

Trust funds and deposits ($3.29 million) – Represents deposits that are payable beyond the 2026-27 financial year and comprises asset protection bonds of $3.07 million, landscape deposits of $167,000 and contractor deposits of $54,000.

Interest-bearing liabilities ($57.23 million) – Comprises the number of outstanding borrowings to be repaid beyond the next 12 months.

C5. Net assets and equity

Net assets - Represents the difference between total assets and total liabilities. It is the Council's net worth to the City's ratepayers.

Reserves – Includes both statutory reserves (S) and discretionary reserves (D). The statutory reserves apply where funds are gained from the application of legislative requirements to contribute – and where expenditure of the funds is not entirely discretionary (i.e. the funds need to be used for certain expenditure only). The reserves listed below are explained in Section D - Notes to the Cash Flow Statement that follows.

The **discretionary** reserves are:

- Major projects reserve
- Insurance fund reserve
- Council funded – Development Contribution Plans reserve
- Spring Valley landfill rehabilitation reserve
- Springvale Activity Precinct – Parking and Development reserve
- Dandenong Activity Precinct – Parking and Development reserve
- Native re-vegetation reserves
- Keysborough South Maintenance Levy reserve
- General reserve (Aged Care)
- Grants in advance reserve
- Future maintenance reserve
- Digital Technology

The **statutory** reserves are:

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

D. Cash Flow Statement

Cash and cash equivalents total $59.37 million as at 30 September 2026, a increase of $22.3 million since 30 June 2026.

When considered together with 'Financial assets' of $183.58 million, Council's total cash and investment holdings comprise $242.95 million. 'Financial assets' are term deposits with a maturity greater than 90 days.

86% or $209.99 million of Council's total cash and investment holdings are restricted for specific purposes. Please refer to the following page for a detailed listing of Restricted Cash items.

Cash flows from operating activities – net inflow of $44.73 million.

The major inflows are rates ($62.85 million), trust funds and deposits taken ($30.93 million), operating grants ($7.54 million) and statutory and user fees ($9.34 million).

The major outflows are materials and services ($34.26 million), employee costs ($25.97 million), and trust funds and deposits repaid ($12.89 million).

Trust funds and deposits taken and repaid mainly relate to the Emergency Services and Volunteers Fund (ESVF). The remittance of ESVF amounts and associated levy interest is made to the State Revenue Office (SRO) in four instalments in accordance with section 41(1) of the *Emergency Services and Volunteers Fund Act 2012 (Vic)*. An instalment is due and payable to the Commissioner of State Revenue 28 days after the due date of rates instalments. Council collects ESVF on behalf of the State Government.

Cash flows from investing activities – net outflow of $20.32 million, including:

- $21.78 million for capital works expenditure. The detailed capital works schedule is included in this report as Appendix 1. Please note the difference between the two capital expenditure amounts is due to the movement in capital trade creditors at the start and end of the reporting period. Appendix 1 is on an accrual basis.
- $1.13 million relates to cash inflow for term deposits invested with a maturity of greater than three months.
- $317,000 proceeds on asset sales mainly relating to the fleet replacement program.

Cash flows from financing activities – outflow of $2.08 million.

Council incurred $858,000 million in borrowing finance costs and repaid $1.09 million of existing borrowings during the period. Council also repaid $128,000 of lease liabilities as at 30 September 2026.

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

Type	30-Sep-26	Notes
Reserve funds	**$'000**	
Council funded Development Contribution Plans (DCP) reserve	16,120	Reserved for specific expenditure in accordance with the published DCP.
Open space – planning, development and improvements	9,828	Reserved for enhancing the City's open space by planning, development and improvements.
Open space – acquisitions	6,000	To fund acquisitions of new open space land.
Major projects reserve	47,431	Funds realised from the sale of Council's property assets or surplus Council funds that will be utilised for investing in other properties or funding future major projects.
Keysborough South Maintenance Levy	3,962	Reserved for specific maintenance expenditure relating to this area.
Spring Valley landfill rehabilitation	6,357	Rehabilitation of the Spring Valley landfill site.
Re-vegetation reserves	132	To meet native re-vegetation requirements on Council's reserves.
Insurance fund reserve	1,124	To meet large and unexpected policy excesses on multiple insurance claims.
Springvale Activity Precinct Parking and Development reserve	236	To fund development in the Springvale Activity Centre.
Dandenong Activity Precinct Parking and Development reserve	3,223	To fund development in the Dandenong Activity Centre.
General reserve (Aged Care)	7,628	Funds set aside for the aged care reforms.
Future maintenance reserve	3,541	Contribution funds for future works to address level crossing removal authority defects.
Digital Technology	586	To fund digital technology uplift.
Total reserve funds	**106,168**	

Employee provisions	**$'000**	
Long service leave	12,343	Funds to meet long service leave commitments.
Annual leave and other	10,085	Funds set aside to meet annual leave and rostered days off (RDO) commitments.
Total employee provisions	**22,428**	

Type	30-Sept-26	Notes
Trust funds and deposits	**$'000**	
Emergency Services Volunteer Fund (ESVF) collected and due	20,206	Payable to State Revenue Office – legislative requirement.
Open space contributions	158	Pending completion of works.
Landscape deposits	999	Pending completion of works.
Road deposits	510	Pending completion of works.
Other trust funds and deposits	5,293	Refundable upon finalisation of programs.
Total trust funds and deposits	**27,166**	

Other restricted funds	$'000	
DCP unearned income	39,585	Pending completion of works by developers.
Other unearned income	14,652	Pending completion of performance obligations.
Total other restricted funds	**54,237**	

Total restricted cash	209,999

E. Statement of Capital Works

Total capital expenditure as at 30 September 2026 was $10.49 million, with a further $26 million in commitments. The following CIP Expenditure Report contains the expenditure status of each of the approved capital projects

The timing of cash outflows and project completion can differ for capital projects. Commentary on the status of each project with major variances are reported if the variance is greater than $300,000. Please note that the variances detailed below are the total of all asset classes by project whereas the Capital Expenditure report details the variances separately by asset class and project.

Property

3974 Dandenong Wellbeing Centre ($497,000 favourable) – The favourable variance is primarily due to the timing of project expenditure. The project is progressing as planned and remains within the overall program budget

4264 Dandenong Stadium Court Resurfacing ($374,000 unfavourable) – The project is progressing as planned and remains within the overall program budget.

Infrastructure

3992 DCP Perry Rd Stage 3 ($445,000 unfavourable) – The project is progressing as planned and remains within the overall program budget.
.

4308 LXRP South Gippsland Path ($320,000 unfavourable) – The project is progressing as planned and remains within the overall program budget.

APPENDIX 1 – CIP EXPENDITURE REPORT

	YTD ACTUAL $	YTD BUDGET $	YTD VARIANCE $	COMMIT $	ANNUAL BUDGET $
PROPERTY					
Buildings					
1869. Dandenong Community Hub	5,226	-	(5,226)	737,689	-
3041. Dandenong Civic Ctr Rectification	-	9,833	9,833	10,412	597,997
3083. Bldg Renewal Walker St Gallery	-	-	-	7,840	-
3207. Bldg Renewal Aq/Leis D'nong Stadium	40,193	62,468	22,275	52,110	1,350,152
3224. Ross Res Athletics Pav. Amenities	900	-	(900)	2,885	-
3271. Bldg Renewal Aq/Leis Gloria Pyke	-	27,114	27,114	-	325,500
3324. Bldg Renewal Aq/Leis Springers	-	34,445	34,445	8,010	413,508
3548. Keysborough Community Hub (KCH)	4,983	-	(4,983)	13,699	-
3717. Springvale Reserve	3,600	-	(3,600)	2,009	-
3820. Bldg Renewal Aq/Leis NPAC	-	20,858	20,858	143,555	250,402
3873. Bldg Renewal DDA	7,600	39,176	31,576	-	235,055
3876. Bldg Renewal Fixt/Fitt Bathroom	1,625	-	(1,625)	5,773	-
3879. Building Renewal Minor Works	-	-	-	12,393	-
3883. Bldg Renewal Fixt/Fitt Kitch & Mech	68,662	96,034	27,372	90,171	456,203
3904. Bldg Renewal Theatre	2,800	72,408	69,608	23,805	434,448
3906. Dandenong New Art	40,375	25,000	(15,375)	213,432	3,000,000
3946. Bldg Renewal Aquat/Leis	3,080	-	(3,080)	39,048	-
3974. Oasis Aquatics & Wellbeing	6,247,462	6,744,978	497,516	16,103,932	55,000,001
4001. Dandenong Market Bazaar Bird Net	1,936	-	(1,936)	540	-
4003. Springvale Res Masterplan Implem.	11,545	-	(11,545)	29,250	-
4071. Noble Park Comm Ctr-DDA bathroom	408	-	(408)	289,961	-
4073. Drum Theatre Facade & Lighting	-	500	500	-	450,000
4081. Dandenong Employment Hub Fitout	8,502	-	(8,502)	2,141	-
4104. Security Program	13,625	-	(13,625)	6,527	-
4126. Dandenong Day Nursery Cafe Blinds	10,885	-	(10,885)	38,135	-
4132. Heritage Hill (Laurel)	4,500	-	(4,500)	-	-
4146. 39 Clow Ground Floor HVAC	-	-	-	3,394	-
4184. Dandenong Market - Lift	148,280	-	(148,280)	-	-
4185. D'nong Market Fire & Compliance	4,600	8,583	3,983	111,425	2,382,997
4186. D'nong Market Struct Rectification	-	833	833	-	597,997
4202. Gas Transition Program	-	-	-	8,794	-
4220. Bldg Renewal Fixt/Fitt General	-	-	-	54,189	-
4264. Dandenong Stadium Court Resurfacing	623,624	250,000	(373,624)	1,149,128	1,200,000
4265. Water Main Renewal Program	-	-	-	12,943	-
4270. Creative Studio Hub	-	1,690	1,690	-	10,140
4288. Police Paddocks DDA Access	-	18,454	18,454	750	194,997
4291. Ross Reserve Athletics Changeroom	-	483	483	-	390,313
4293. Dandenong Library Inclusive Spaces	7,900	-	(7,900)	13,700	-
4296. Springers Floor & Futsal Goal	-	-	-	1,200	-
4299. Springvale Res Sport Pav Amenities	860	-	(860)	22,189	-
4319. Bldg Renewal Comm Wellbeing	-	567	567	-	270,803
4320. Bldg Renewal Audit Driven	-	8,583	8,583	-	2,382,997
4321. D'nong Market PA System	-	20,334	20,334	-	122,003
4322. Bldg Renewal SEL Reactive Prg	-	882	882	-	286,700
4336. D'nong Stadium Social Rm Gate&Rail	-	21,666	21,666	-	249,997
4337. D'nong Stadium Social Rm Gate&Rail	-	10,500	10,500	-	123,000
4338. D'nong Market Utility & MSA	-	10,416	10,416	-	62,497
4339. D'nong Market East Interface	-	13,516	13,516	-	81,097
4340. Paddy O'Donoghue MCH HVAC	33,286	35,003	1,717	-	35,003
Leasehold Improvements					
3553. Parkmore Customer Service Refurb	-	13,334	13,334	-	80,003
4288. Police Paddocks DDA Access	-	-	-	-	-
Total property	**7,296,457**	**7,547,658**	**251,201**	**19,211,029**	**70,983,810**

Greater Dandenong

Financial Report for the period 1 July 2026 – 30 September 2026

	YTD ACTUAL $	YTD BUDGET $	YTD VARIANCE $	COMMIT $	ANNUAL BUDGET $
PLANT AND EQUIPMENT					
Plant, machinery and equipment					
1445. Fleet Renewal Program	46,512	66,666	20,154	1,480	2,499,997
Library books					
3104. Library Strategy Books & Resources	121,281	-	(121,281)	633,342	1,178,628
Computers and telecommunications					
4084. Ian St CCTV SCSG	-	-	-	8,960	-
4162. CCTV Renewal Program	5,816	-	(5,816)	-	-
4262. AI-powered Chat Bot	47,961	-	(47,961)	18,917	-
Fixtures, fittings and furniture					
3314. Furn Renewal Community Hubs	10,315	-	(10,315)	285	-
4269. Library RFID Infrastucture Renewal	555	-	(555)	1,401	-
4300. Furn Renewal Kitchen & Mechanical	-	-	-	22,000	-
4301. MCH Office Furniture	28,451	31,216	2,765	30,625	93,648
4342. Furniture & Equipment Renewal	-	592	592	-	235,103
Total plant and equipment	**260,892**	**98,474**	**(162,418)**	**717,009**	**4,007,376**
INFRASTRUCTURE					
Parks, open space and streetscapes					
3147. Parking Machines	400	-	(400)	30,019	-
3173. Springvale Activity Ctr Wayfinding	-	-	-	15,000	-
3211. Passive OS Softfall & Rubber	-	933	933	74,749	815,197
3835. Passive OS Signage	-	3,476	3,476	-	20,855
3847. Public Lighting Renewal Program	-	42	42	10,580	300,503
4012. Alex Wilkie Wetlands	1,191	-	(1,191)	107	-
4075. Parking Meter Expansion	7,900	-	(7,900)	-	-
4079. Police Paddocks Pitch 3 Lighting	-	26,728	26,728	291,947	290,004
4082. Buckley Street Streetscape SCSG	-	6,146	6,146	-	913,753
4083. Douglas St CCTV SCSG	-	2,362	2,362	-	14,173
4084. Ian St CCTV SCSG	-	991	991	-	203,891
4085. Frank St CCTV SCSG	-	3,354	3,354	-	20,123
4086. Dandenong Creek Trail LighthinG SCS	-	717	717	-	212,604
4087. Lonsdale Street CCTV Instal SCSG	-	9,206	9,206	-	55,237
4088. Civic Centre Bollards SCSG	-	5,750	5,750	-	17,250
4089. Fotheringham Reserve Lighting SCSG	-	12,604	12,604	5,910	75,624
4090. Lois Twohig Lighting SCSG	-	10,896	10,896	-	65,375
4091. Heritage Hill Fencing SCSG	-	3,662	3,662	-	21,973
4151. Public Art Renewal Program	-	7,984	7,984	-	89,903
4162. CCTV Renewal Program	-	15,250	15,250	-	181,500
4175. Springvale Revit ActPLAN	20,480	-	(20,480)	7,849	-
4235. Greaves Res Oval 4 Lighting	1,800	-	(1,800)	-	-
4282. Warner Reserve Sth Soccer Field	-	909	909	-	449,999
4290. Fotheringham Reserve LED Lighting	6,900	-	(6,900)	-	-
4304. Passive OS Furniture & BBQs	40,347	28,627	(11,720)	82,245	343,523
4305. Ian Tatterson Wayfinding	33,073	-	(33,073)	56,947	-
4352. Currajong St Reserve OS Amenities	-	16,728	16,728	82,225	180,004
4353. Simpson Drive Reserve OS Amenities	-	15,272	15,272	84,000	83,996
4354. Goodman Reserve Dog Off Leash	-	12,728	12,728	70,000	70,004
4355. Norman Luth Reserve Masterplan Imp	-	2,182	2,182	3,350	12,001
4356. Warner Reserve Dog Off Leash	6,660	6,728	68	-	290,004
4357. Fotheringham Reserve Dog Off Leash	-	10,910	10,910	29,662	60,005
4358. 195 Hutton Rd Paths, Bridge & OS	-	182	182	-	200,002

Greater Dandenong

Financial Report for the period 1 July 2026 – 30 September 2026

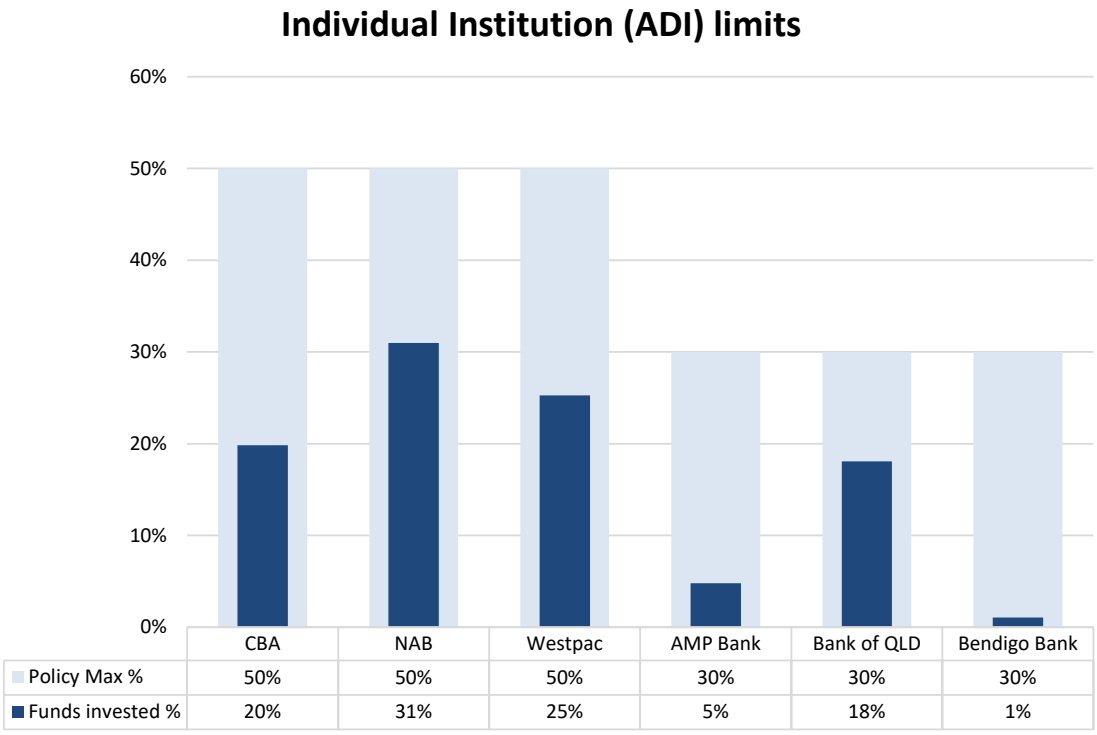
	YTD ACTUAL $	YTD BUDGET $	YTD VARIANCE $	COMMIT $	ANNUAL BUDGET $
INFRASTRUCTURE					
Recreational, leisure and community facilities					
1679. Parkfield Reserve Master Plan	-	-	-	-	-
3209. Active Reserve Prog Facilities	28,314	33,972	5,658	50,318	296,846
3925. ARP Fencing Program	-	34,714	34,714	2,950	372,427
4228. Active Res □Oval Drain&Irrigatn RN	188,198	100,270	(87,928)	606,467	551,485
4275. JC Mills Res Hockey Field & Fence	-	-	-	-	3,300,000
4277. JC Mills Reserve Hockey Lighting	-	-	-	-	-
4282. Warner Reserve Sth Soccer Field	-	-	-	-	-
4283. Dandenong Park Playground	-	-	-	-	1,000,000
4292. Ross Res. Athletics Shade Struct's	1,710	-	(1,710)	-	800,000
4315. Various Park & Playground Works	-	10,534	10,534	2,850	31,602
4346. Apex Park Rsv Playgrnd & Amenities	-	-	-	-	240,000
4347. Greaves Reserve Picnic, BBQ & Play	-	-	-	-	780,000
4348. Rowley Allen Playground & Picnic	-	-	-	-	480,000
4349. Bakers Road Reserve Playground	-	-	-	-	480,000
4350. S'vale Sth Reserve Recreation & OS	-	11,334	11,334	-	34,002
4351. Shepley Oval Cricket Wkts & Nets	-	-	-	-	57,905
Roads					
3099. Road Signs, Linemark & Improvemts	-	-	-	-	-
3231. Road Reconstruction Program	-	-	-	953,094	-
3373. Kerb & Channel Renewal	5,709	-	(5,709)	2,677	-
3404. Black Spot - Brady Rd, Dandenong	-	-	-	40,447	-
3752. Roads to Recovery Prg	307,317	23,459	(283,858)	660,524	1,933,837
3753. Road Resurfacing Program	93,778	101,000	7,222	187,315	2,771,999
3754. Road Rehabilitation Program	-	34,582	34,582	1,011	405,492
3961. Road Reconstruction Program	70,121	88,432	18,311	112,665	716,592
3992. DCP Perry Rd Stage 3 (KR01c)	844,566	399,997	(444,569)	1,580,908	399,997
4076. Safe Local □Chapel Rd Keysboroug	-	-	-	-	-
4077. Safe Local - Bryants Rd Dandenong	190,886	-	(190,886)	2,208	-
4138. LATM Renewal Program	63,492	-	(63,492)	-	-
4189. Black Spot Prog.-View Rd, S/Vale	600	-	(600)	557	-
4225. Dandenong Market Road Safety	-	-	-	10,430	-
4257. Safe Local - McCrae St Dandenong	29,575	-	(29,575)	132,740	-
4258. Blackspot Dandenong	22,730	-	(22,730)	2,425	-
4259. Blackspot Gladstone Rd, Dand Nth	-	-	-	-	-
4260. Blackspot Clow St, Dandenong	9,155	-	(9,155)	6,155	-
4302. Road Renewal (Complex) Program	608,056	599,600	(8,456)	99,449	3,999,997
4309. LXRP Fowler Road	-	-	-	-	-
4316. Road Safety Infrast Renewal Prg	-	10,416	10,416	-	62,497
4334. Road Renewal Prg Condition & Design	-	-	-	-	600,000
4343. Clow St Intersection Upgrade	-	-	-	-	120,000
Bridges					
3185. Bridge & Boardwalk Program	-	318	318	-	399,498

	YTD ACTUAL $	YTD BUDGET $	YTD VARIANCE $	COMMIT $	ANNUAL BUDGET $
INFRASTRUCTURE					
Footpath and cycleways					
3134. Palm Plaza	2,325	21,666	19,341	12,570	249,997
3355. Footpath Renewal Program	27,550	20,864	(6,686)	44,890	779,504
4250. LXRP Fowler Rd Footpath	-	-	-	3,094	-
4287. Tirhatuan Park Sensory Trail	-	-	-	-	155,350
4308. LXRP Sth Gipps Path	319,885	-	(319,885)	386,519	-
4344. Lois Twohig Reserve Path	-	7,860	7,860	27,312	47,160
4345. Ross Reserve Pedestrian Path Link	-	17,143	17,143	-	120,001
Off street car parks					
4186. D'nong Market Struct Rectification	-	-	-	11,500	-
4272. Off Street Car Park Renewal	-	17,166	17,166	-	51,498
Other infrastructure					
Waste management					
4335. Kerbside Glass Bin Program	-	-	-	-	3,602,378
Drainage					
4010. LRCI2 Callander Road	(3,587)	-	3,587	-	-
4226. Drainage Renewal Works Program	7,762	8,667	905	50,662	464,003
4314. Stormwater Renewal Wetlands	-	21,034	21,034	1,238	246,203
Total infrastructure	**2,936,891**	**1,767,395**	**(1,169,496)**	**5,837,565**	**30,537,773**
GRAND TOTAL	**10,494,240**	**9,413,527**	**(1,080,713)**	**25,765,603**	**105,528,959**

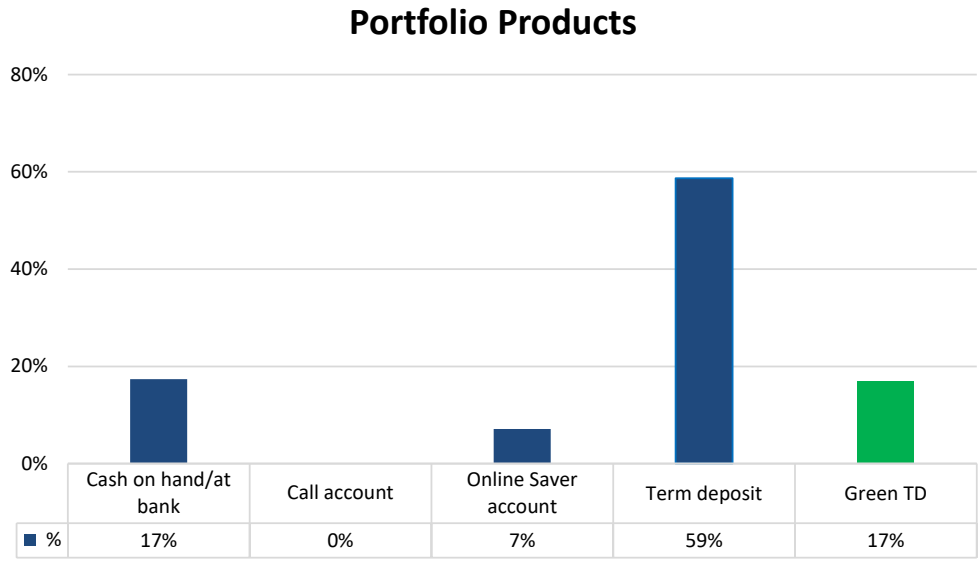
CIP Glossary

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

APPENDIX 2 – INVESTMENT ANALYSIS

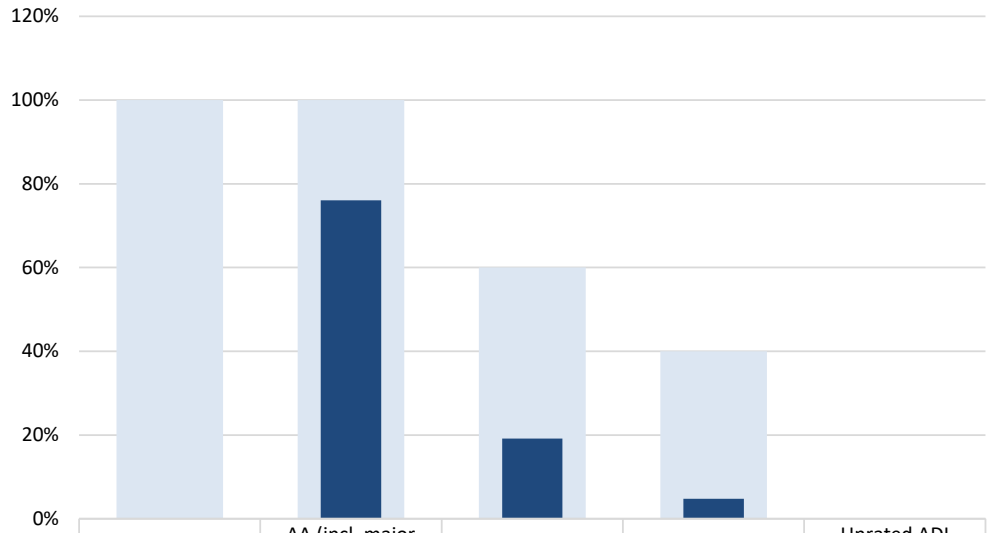


Policy limit – AAA category bank max. 60%, AA category or major bank 50%, A category bank max. 40%, BBB category bank max. 30%, Unrated ADI category bank 0%.



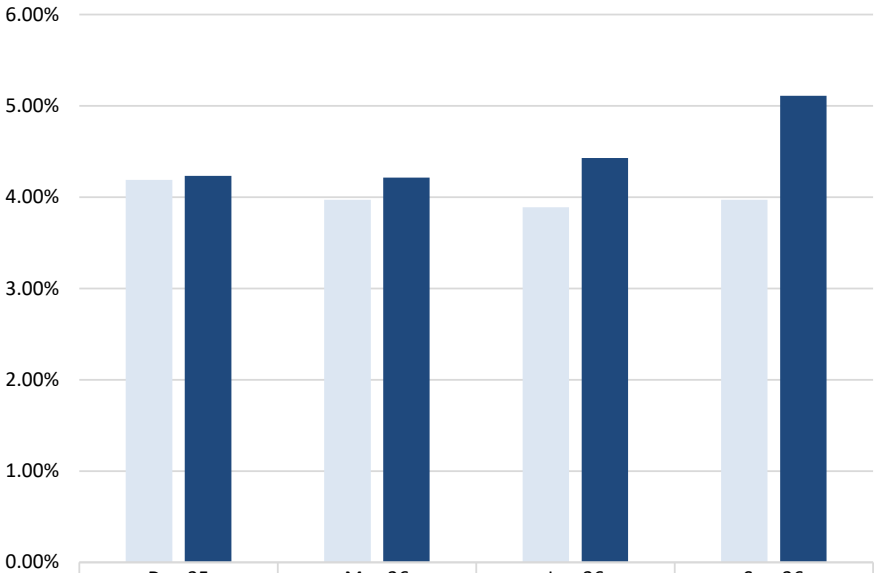
Green term deposits (TD): At 30 September 2026, 28% of Council's investment portfolio (or $62.9 million) was held in 'green deposits' certified to the Climate Bonds Initiative - Climate Bonds Standard (the same certification used for green bonds). Investments held with Bendigo Bank are included in this category, noting the institution's policy of not investing in fossil fuels.

Investment portfolio by credit rating



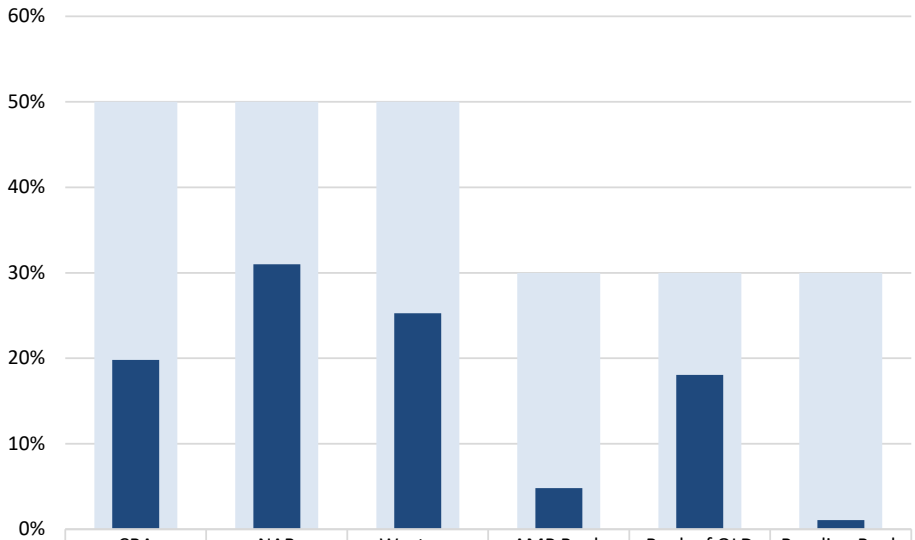
	AAA	AA (incl. major banks)	A	BBB	Unrated ADI category
Policy Max %	100%	100%	60%	40%	0%
Funds invested %	0%	76%	19%	5%	0%

Benchmark Indicator - Term/Green Deposits



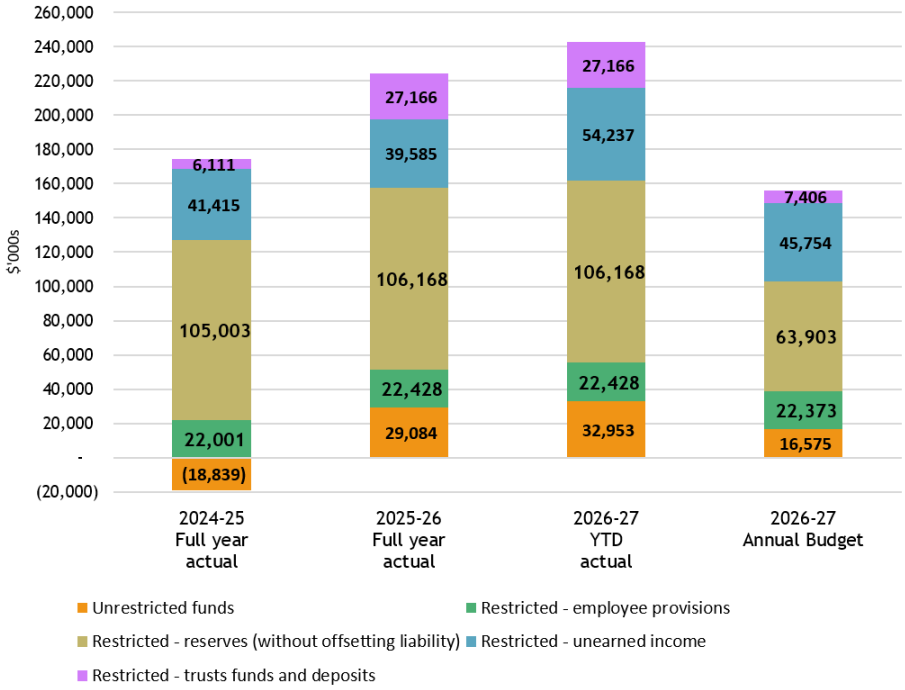
	Dec-25	Mar-26	Jun-26	Sep-26
UBSA Warburg	4.19%	3.97%	3.89%	3.97%
Actual Return - Term Deposits	4.23%	4.21%	4.43%	5.11%

Individual Institution (ADI) limits



	CBA	NAB	Westpac	AMP Bank	Bank of QLD	Bendigo Bank
Policy Max %	50%	50%	50%	30%	30%	30%
Funds invested %	20%	31%	25%	5%	18%	1%

Restricted and unrestricted cash balances



Notes – (1) The 'Restricted and Unrestricted Cash' graph presents Council's cash and investment holdings (including term deposits with a maturity over 90 days that are classified as 'financial assets'). The Statement of Cash Flows reports cash and cash equivalents only, so the graph will not reconcile directly to the Statement of Cash Flows.

APPENDIX 3 – DIRECTORATE ANALYSIS

Total Operating Results by Directorate

	YTD ACTUAL $'000	YTD BUDGET $'000	YTD VARIANCE $'000	ANNUAL BUDGET $'000
Income				
Chief Financial Office	82	135	(53)	609
Customer & Information Office	-	-	-	127
Strategy & Corporate Services	293	379	(86)	1,455
City Futures	12,493	12,702	(209)	53,846
Community Strengthening	5,967	6,294	(327)	29,522
Non-Directorate [(a)]	46,141	45,977	164	192,449
Capital Works Program	1,795	1,270	525	14,566
Total income	**66,771**	**66,757**	**14**	**292,574**
Expenses				
Chief Executive Office	226	222	(4)	788
Chief Financial Office	1,235	1,178	(57)	5,436
Customer & Information Office	5,378	6,700	1,322	21,573
Strategy & Corporate Services	5,291	5,767	476	16,868
City Futures	23,229	25,303	2,074	115,527
Community Strengthening	15,071	15,959	888	64,863
Non-Directorate [(a)]	16,038	15,108	(930)	60,512
Capital Works Program	-	-	-	-
Total expenses	**66,468**	**70,237**	**3,769**	**285,567**
Net surplus (deficit)	**303**	**(3,480)**	**3,783**	**7,007**

Notes

General note: Total income and total expenditure may differ to the operating result presented earlier in this report due to the treatment of proceeds from asset sales and associated written down value.

(a) Non-Directorate includes non-attributable items such as rates income, Emergency Services Volunteer Fund (ESVF), developer's contributions, interest income, non-monetary assets, finance costs and depreciation. The $930,000 year-to-date unfavourable variance in Non-Directorate is due to two fixed asset accounting entries (non-cash adjustments that don't affect the cash position):

- 'Asset write offs' ($721,0000) which represent asset renewal and replacement as part of capital work projects and renewal programs. Refer to Note 24 of this report for further details.

- 'Prior year capital expenditure unable to be capitalised (non-cash)' of $236,000 which represents works in progress (prior year capital expenditure) that is not able to be capitalised to the asset register because it is not capital in nature or does not meet the capitalisation threshold. Refer to Note 23 of this report for further details.

CEO Directorate

	Notes	YTD ACTUAL $'000	YTD BUDGET $'000	YTD VARIANCE $'000	ANNUAL BUDGET $'000
Expenses					
Employee costs		157	151	(6)	681
Materials and services		69	70	1	105
Other expenses		-	1	1	2
Total expenses		**226**	**222**	**(4)**	**788**
Net surplus (deficit)		**(226)**	**(222)**	**(4)**	**(788)**

No variances requiring commentary for this directorate at 30 September 2026.

Chief Financial Office Portfolio

	Notes	YTD ACTUAL $'000	YTD BUDGET $'000	YTD VARIANCE $'000	ANNUAL BUDGET $'000
Income					
Statutory fees and fines		38	31	7	125
User fees		2	1	1	2
Other income	**1**	42	103	(61)	482
Total income		**82**	**135**	**(53)**	**609**
Expenses					
Employee costs		950	960	10	4,303
Materials and services	**2**	285	218	(67)	1,130
Other expenses		-	-	-	3
Total expenses		**1,235**	**1,178**	**(57)**	**5,436**
Net surplus (deficit)		**(1,153)**	**(1,043)**	**(110)**	**(4,827)**

Income

Note 1 **Other income (61,000 unfavourable)** – Due to timing of recoveries of rates debts outstanding.

Expenditure

Note 2 **Materials and Services ($67,000 unfavourable)** – Due to earlier than anticipated expenditure in Postage, Software Maintenance & Application Support and External Valuations Contractors. This is expected to balance over the next quarter.

Customer and Information Office Portfolio

	Notes	YTD ACTUAL $'000	YTD BUDGET $'000	YTD VARIANCE $'000	ANNUAL BUDGET $'000
Income					
Other income		-	-	-	127
Total income		**-**	**-**	**-**	**127**
Expenses					
Employee costs	**3**	1,575	2,214	639	9,886
Materials and services	**4**	3,419	4,325	906	10,965
Other expenses	**5**	384	161	(223)	721
Total expenses		**5,378**	**6,700**	**1,322**	**21,572**
Net surplus (deficit)		**(5,378)**	**(6,700)**	**1,322**	**(21,445)**

Expenditure

Note 3 Employee costs ($639,000 favourable) – Favourable variance primarily due to delay with recruitment with CSR Project (Core System Replacement $596,000).

Note 4 Materials and services ($905,000 favourable) – Mainly due to lower than anticipated application support, software maintenance and professional services to date (Business Systems $178,000, Technical Services $253,000 and Core Systems Replacement $504,000).

Note 5 Other expenses ($223,000 unfavourable) – Unfavourable variance due to timing of IT Equipment Leasing Expenditure (Technical Services $223,000).

Strategy and Corporate Services Directorate

	Notes	YTD ACTUAL $'000	YTD BUDGET $'000	YTD VARIANCE $'000	ANNUAL BUDGET $'000
Income					
User fees		3	3	-	9
Grants - operating		-	19	(19)	19
Contributions - monetary	**6**	50	-	50	-
Asset sales		(11)	-	(11)	-
Other income	**7**	251	357	(106)	1,427
Total income		**293**	**379**	**(86)**	**1,455**
Expenses					
Employee costs	**8**	2,179	2,339	160	10,466
Materials and services	**9**	2,903	3,212	309	5,510
Other expenses		209	216	7	892
Total expenses		**5,291**	**5,767**	**476**	**16,868**
Net surplus (deficit)		**(4,998)**	**(5,388)**	**390**	**(15,413)**

Income

Note 6 **Contributions - monetary ($50,000 favourable)** – Favourable variance due to receipt of unbudgeted contributions (Community Development $50,000).

Note 7 **Other income ($106,000 unfavourable)** – Primarily due to timing delay in receipt of rent and recoveries on council properties (Property Management Admin $103,000).

Expenses

Note 8 **Employee costs ($160,000 favourable)** – Primarily due to a delay in recruitment of vacant positions (Organisation Planning & Strategy $154,000, Governance Legal & Risk $50,000).

These favourable variances are partially offset by unbudgeted temporary agency costs and higher salary costs (Strategic Communication & Engagement $49,000).

Note 9 **Materials and services ($309,000 favourable)** – The favourable variance is primarily due to lower than anticipated software, professional services and insurance costs (Asset Management $255,000, Strategic Comms & Engagement $44,000).

City Futures Directorate

	Notes	YTD ACTUAL $'000	YTD BUDGET $'000	YTD VARIANCE $'000	ANNUAL BUDGET $'000
Income					
Rates and charges	**10**	7,504	7,442	62	29,783
Statutory fees and fines		2,649	2,639	10	13,402
User fees	**11**	1,473	1,627	(154)	7,411
Grants - operating	**12**	119	378	(259)	980
Asset sales	**13**	328	216	112	565
Other income		420	400	20	1,705
Total income		**12,493**	**12,702**	**(209)**	**53,846**
Expenses					
Employee costs	**14**	9,426	9,847	421	43,777
Materials and services	**15**	12,831	14,461	1,630	68,777
Bad and doubtful debts		-	26	26	1,570
Carrying amount of assets sold		5	11	6	45
Other expenses		967	958	(9)	1,358
Total expenses		**23,229**	**25,303**	**2,074**	**115,527**
Net surplus (deficit)		**(10,736)**	**(12,601)**	**1,865**	**(61,681)**

Income

Note 10 Rates and charges ($62,000 favourable) – Due to higher than anticipated garbage charges received via supplementary rates (Waste Management $62,000).

Note 11 User fees ($154,000 unfavourable) – Due to phasing and timing of parking income ($137,000) and animal registrations ($32,000) which will be reviewed and revised in second quarter.

Note 12 Grants - operating ($259,000 unfavourable) – Mainly due to budgeted grant project funding for Dandenong Employment Hub expected to be received in October ($300,000).

Note 13 Asset Sales ($112,000 favourable) – Due to earlier than anticipated sales of fleet items, which will balance as year progresses.

Expenses

Note 14 Employee costs ($421,000 favourable) – Due mainly to the delay in recruitment of vacant positions as well as the timing gap between recruitment of vacant positions commencing and onboarding occurring in the following departments listed below:

City Futures Directorate	2026-27 Variance Fav/(unfav) $	Grant Funded Programs $	Offset by Lower Income $	2026-27 Potential Underspend / (overspend) $
BUSINESS DEVELOPMENT AND INVESTMENT	2,295	-	-	2,295
CHIEF INFRASTRUCTURE OFFICE	(319,378)	-	-	(319,378)
CITY DEVELOPMENT	99,595	-	52,428	47,167
CITY FUTURES EXECUTIVE	(9,733)	-	-	(9,733)
CITY WORKS	313,574	-	-	313,574
COMMUNITY COMPLIANCE & AMENITY	24,433	-	61,541	(37,108)
INFRASTRUCTURE STRATEGY	(33,869)	-	-	(33,869)
PARKS & OPEN SPACES	281,167	-	-	281,167
STRATEGIC & ENVIRONMENTAL PLANNING	62,989	-	-	62,989
Grand Total	**421,072**	**0**	**113,969**	**307,103**

In particular, the following areas are exhibiting higher favourable employee costs:

- Parks and Open Spaces ($281,000) - Due to less than anticipated use of agency staff, and temporary role vacancies. (Parks Executive $158,000, and Active Parks $76,000).

- City Works ($314,000) – The favourable variance is mainly due to temporary vacant roles (Cleansing $92,000, Roads & Drains $80,000 and Waste Management $74,000).

The favourable variance is partially offset by Chief Infrastructure Office ($319,000). The unfavourable variance primarily relates to expenditure currently under review for capitalisation.

Note 15 Materials and services ($1.60 million favourable) – Lower expenditure to date across several areas including:

- Parks and Open Spaces ($737,000) – The favourable variance primarily due to delay in delivery of programmed tree maintenance. (Urban Forest $132,000, Active Parks $323,000 and City Presentation $291,000).

- Waste Management ($657,000) –The favourable variance is primarily due to lower tipping fees, reduced hard rubbish collection costs, and lower-than-anticipated domestic garbage tonnages year-to-date. This variance is expected to reduce over the remainder of the year as activity levels normalise.

- Building Maintenance ($393,000) – The favourable variance is primarily due to lower than anticipated expenses for security, utilities and cleaning.

Community Strengthening Directorate

	Notes	YTD ACTUAL $'000	YTD BUDGET $'000	YTD VARIANCE $'000	ANNUAL BUDGET $'000
Income					
User fees	**16**	679	787	(108)	3,419
Grants - operating	**17**	4,692	5,014	(322)	23,909
Other income	**18**	596	493	103	2,194
Total income		**5,967**	**6,294**	**(327)**	**29,522**
Expenses					
Employee costs	**19**	9,518	9,997	479	44,563
Materials and services	**20**	3,848	4,109	261	17,798
Bad and doubtful debts		10	-	(10)	7
Other expenses	**21**	1,695	1,853	158	2,495
Total expenses		**15,071**	**15,959**	**888**	**64,863**
Net surplus (deficit)		**(9,104)**	**(9,665)**	**561**	**(35,341)**

Income

Note 16 User fees ($108,000 unfavourable) – Unfavourable variance due to lower than anticipated box office / reception and bar income for the Drum Theatre and fees (Cultural & Community Hubs $59,000, Food Services $45,000 and Family Day Care $48,000).

The unfavourable variance is partially offset by lower than anticipated costs for Food Services ($47,000).

Note 17 Grants - operating ($322,000 unfavourable) – comprising:

Lower than anticipated:

- Family Day Care $433,000 (partially offset by lower educator payments).

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

- Home and Community Care $221,000.

The unfavourable variance is partially offset by increased grants received to date Children's Services ($106,000), Maternal Child Health ($88,000) and HACC Home Maintenance (54,000)

Note 18 Other income ($103,000 favourable) – Mainly due to higher than expected hire out of community venues and facilities (Cultural & Community Hubs $137,000).

Expenses

Note 19 Employee costs ($479,000 favourable)

Community Strengthening Directorate	2026-27 Variance Fav/(unfav) $	Grant Funded Programs $	Offset by Lower Income $	2026-27 Potential Underspend/ (overspend) $
COMMUNITY CARE	544,240	8,107	173,898	362,235
COMMUNITY STRENGTHENING EXECUTIVE	76	-	-	76
COMMUNITY WELLBEING	87,324	111,961	-	(24,637)
SAFE, ACTIVE & CONNECTED COMMUNITIES	9,527	-	-	9,527
CREATIVE AND ENGAGED CITY	(161,800)	-	-	(161,800)
Grand Total	**479,367**	**120,067**	**173,898**	**185,402**

The $479,000 favourable variance at the end of the September consists of:

- $120,000 (28%) relates to grant funded programs which represent a future obligation and require an acquittal, caused mainly by a delay in recruitment (Child First $73,000 and MCH Additional Support $35,000).

- $174,000 in Community Care is offset by lower income due to actual target achievement and service levels. This is due to ongoing resourcing challenges combined with an ageing workforce on limited duties or Workcover, as well as service demand.

- The remaining $185,000 favourable variance is due to delays in recruitment of vacant positions as well as the timing gap between recruitment of vacant positions commencing and onboarding occurring, in the following areas:

    - Home & Community Care ($153,000)
    - HACC – Home Maintenance ($56,000)
    - Change & Special Projects ($55,000)
    - Access & Quality Systems ($53,000)
    - Food Services ($48,000)

These favourable variances are partially offset by higher casual salaries, overtime, temporary staff, staff recoveries and salaries (Cultural and Community Hubs $154,000, Library Grant Projects ($30,000).

Note 20 Materials and services ($261,000 favourable) - Due to lower Family Day Care educator payments which is matched by lower income ($380,000), timing of events, utilities and promotions (Experiences and Partnerships $79,000, Cultural & Community Hubs $81,000 and Experiences & Partnerships $80,000).

These favourable variances are partially offset by earlier than anticipated expenditure on library materials and Volunteer Resource Service (Library & Info Service $255,000 & Community Funding $127,000).

Note 21 Other expenses ($158,000 favourable) – Mainly due to later than expected community grant program funding distributions. This will occur in the coming months (Community Funding $210,000). Most of this variance is expected to resolve by year end.

Non-Directorate

	Notes	YTD ACTUAL $'000	YTD BUDGET $'000	YTD VARIANCE $'000	ANNUAL BUDGET $'000
Income					
Rates and charges		42,218	42,216	2	160,991
Statutory fees and fines		-	-	-	71
Grants - operating		782	782	-	14,556
Contributions - monetary		639	680	(41)	2,000
Contributions - non-monetary		-	-	-	7,500
Other income	**22**	2,502	2,299	203	7,331
Total income		**46,141**	**45,977**	**164**	**192,449**
Expenses					
Employee costs		-	-	-	255
Materials and services		92	126	34	598
Prior year capital expenditure unable to be capitalised (non-cash)	**23**	236	-	(236)	-
Depreciation		13,573	13,567	(6)	54,294
Amortisation - right of use assets		179	179	-	715
Borrowing costs		838	837	(1)	4,086
Asset write offs	**24**	721	-	(721)	-
Other expenses		399	399	-	506
Total expenses		**16,038**	**15,108**	**(930)**	**60,512**
Net surplus (deficit)		**30,103**	**30,869**	**(766)**	**131,937**

Note - *Non-Directorate includes non-attributable items such as rates income, ESVF on Council properties, developer's contributions, interest income, gifted assets, carrying amount of assets disposed/written off and finance costs.*

Income

Note 22 Other income ($203,000 favourable) – Largely pertains to higher interest earned on investments, reflecting cash retained in the investment portfolio for longer than anticipated due to the timing of capital expenditure, as well as investment interest rates remaining above the assumptions used in the Budget.

Expenses

Note 23 Prior year capital expenditure unable to be capitalised (non-cash) ($236,000 unfavourable) – Due to prior year capital expenditure included in works-in-progress being non-capital in nature or not meeting capitalisation thresholds (Corporate Accounting $236k). Comprises:

- $219k relates to the Footpath Renewal Program, where expenditure was determined to be repairs and maintenance in nature, including footpath replacement works at various locations, traffic management variations and associated concrete footpath works. As

these costs do not provide an incremental future economic benefit, they are not eligible for capitalisation and have been written off.

- $17k relates to individual footpath and traffic management works within the Footpath Renewal Program that were below Council's capitalisation threshold. These costs do not meet the criteria for recognition as a capital asset and have therefore been expensed.

Note 24 Asset write offs ($721,000 unfavourable) – primarily driven by non-cash asset register corrections, infrastructure renewal projects, and the disposal of obsolete assets identified through ongoing asset management reviews. The write-offs largely reflect asset management activities associated with ongoing asset verification, renewal programs and redevelopment projects rather than new operational expenditure.

Year to date result mainly relates to:

- Asset register data cleansing and reclassification activities ($337k), predominantly within Parks, Open Space and Streetscapes ($150k), Roads - Kerb ($125k) and Drainage assets ($95k). Key items include reclassification of kerbs associated with playground infrastructure, correction of asset categorisation, disposal of bulk-purchased litter bins and signage subsequently recorded as individual assets, drainage asset register corrections, and ownership transfers. Notable examples include litter bin and signage revaluations, playground kerb reclassifications, drainage record corrections, and the transfer of footpath assets to the appropriate owner.

- Asset renewal and replacement programs ($151k) across Roads - Kerb ($30k), Drainage - Pipes ($29k) and Buildings - Specialised ($19k). Major contributors include the Abbots Road / Cranbourne Line Upgrade, drainage renewal works on Clow Street, renewal works at the Dandenong Civic Centre and Jan Wilson Community Centre, and replacement of recreation infrastructure.

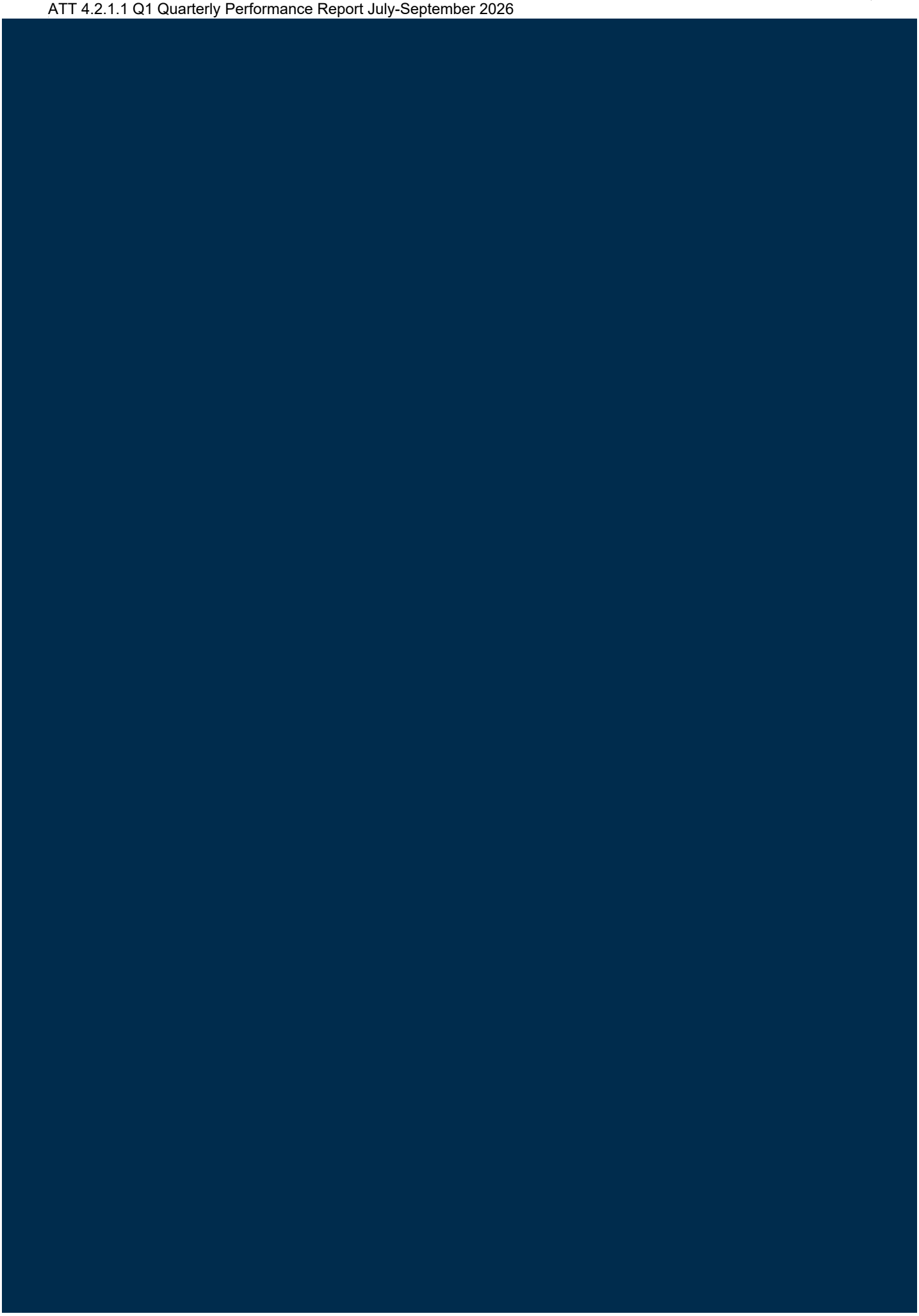
- Demolished and removed assets ($202k), mainly relating to Drainage - Pipes and Pits ($86k), Buildings - Specialised ($47k), Roads - Kerb ($8k) and recreation infrastructure assets. Significant write-offs include the removal of the Jarvis Pavilion at J C Mills Reserve as part of the Dandenong Wellbeing Centre redevelopment and drainage assets impacted by the Fowler Road and Progress Street Level Crossing Removal Project.

- Parks, open space and community infrastructure adjustments ($46k), primarily within Recreational, and Leisure and Community Facilities ($37k) including demolition of cricket practice facilities, removal of redundant recreation assets, and duplicate asset records identified through asset register reviews.

Capital Works Program

	Notes	YTD ACTUAL $'000	YTD BUDGET $'000	YTD VARIANCE $'000	ANNUAL BUDGET $'000
Income					
Grants - capital	**25**	1,795	1,270	525	14,248
Contributions - monetary		-	-	-	318
Total income		**1,795**	**1,270**	**525**	**14,566**
Net surplus (deficit)		**1,795**	**1,270**	**525**	**14,566**

No variances requiring commentary for this directorate at 30 September 2026.



4.2.2 Gambling Harm Prevention and Minimisation Policy 2026

Responsible Officer: Executive Director Strategy & Corporate Services

Attachments:

1. Gambling Harm Prevention and Minimisation Policy 2026 [**4.2.2.1** - 11 pages]
2. Gambling Policy 2022-26 superseded version [**4.2.2.2** - 11 pages]
3. Gambling Harm Prevention and Minimisation Policy 2026 Changes [**4.2.2.3** - 7 pages]
4. FY26-27 Advocacy Pack - Gambling Excerpt [**4.2.2.4** - 1 page]
5. Benchmarking other councils [**4.2.2.5** - 1 page]

Officer Recommendation

That Council:

1. **NOTES that Greater Dandenong City Council has been advocating against gambling harm since the adoption of its first Gambling Policy in 2002; and**
2. **ADOPTS the Gambling Harm Prevention and Minimisation Policy 2026 per Attachment 1.**

Executive Summary

1. The current Gambling Policy expired August 2026.
2. This policy is classed as a discretionary policy within Council's integrated planning framework.
3. The revised policy refines and updates its advocacy goals, gives further emphasis to the rise of sports betting and on-line gambling, adjusts its guidance about Council's interaction with gambling operators, and clarifies the criteria which directs Council's responses to EGM gambling applications. Attachment 3 provides the Table of Changes between the outgoing policy (Attachment 2) and the reviewed Policy.
4. A significant addition to the Policy is clause at Section 5.4, which states that Council will not grant or renew leases to any organisation that operates EGMs, or to establish a new EGM venue, on Council-owned or managed land or facilities.
5. This clause has direct implications for Noble Park Football Social Club (Club Noble), which operates 50 EGMs on Council-owned land under a lease that expires on 31 December 2033. If the clause is adopted, the Club would need to divest its EGMs to renew its lease beyond 2033. Options for Councillors' consideration in relation to this clause are outlined in this report.

Background

6. Electronic gambling machines (EGMs or 'pokies') account for nearly half of legal gambling losses and most gambling-related problems in our community.

7. Currently 928 EGMs operate at venues within Greater Dandenong, among the highest number among Victorian municipalities.

8. 2025/26, losses to EGMs in Greater Dandenong reached $146.7 million, equivalent to $401,923 per day and the second highest level of EGM losses per adult in Victoria.

9. Increasing access to the internet and smartphones, coupled with extensive promotion of gambling, have provided people with the means to gamble on a wide variety of events, at any time or place.

10. These developments have fuelled a steep rise in the popularity of sports betting and other online gambling, particularly among teenagers and young adults.

11. The impacts of gambling losses among local residents and families include personal distress; financial hardship and poverty; family conflict, violence and breakup; decreased attendance and productivity at work; crime; and homelessness.

12. These consequences may be worsened by relatively low incomes among many residents and soaring costs of food, utilities and housing.

13. Council has been engaged in advocacy for gambling reform since at least 2002 with the adoption of its first gambling policy.

14. To strengthen its advocacy Council became a founding member of the Alliance for Gambling Reform, soon after is inception in 2015. Council continues to support the Alliance as a key leadership Council.

15. On four occasions Council has opposed local gambling applications for more EGMs with oral testimony before the Victorian Gambling and Casino Control Commission (VGCCC), resulting in refusal of three of these applications by the Commission.

16. Attachment 4 details Council current gambling advocacy asks for FY26-27.

17. The revision of the Gambling Policy is intended to strengthen Council's advocacy for changes to the regulation of gambling and to refine its other efforts to lessen the impact of gambling upon our community.

Key Issues and Discussion

18. The Policy updates the 2022 Policy (Attachment 2) following a review of how the current policy has operated, current gambling conditions, legislation and trends, other council policies, and consultation with residents, community groups, agencies and Council staff.

19. The Policy covers five areas of Council activity:
    a. Advocacy for gambling reform;
    b. Monitoring and reporting of gambling trends;
    c. Community consultation and education;
    d. Council's relationship with the gambling industry; and
    e. Council responses to applications for EGMs or gambling venues.

Advocacy

20. State and Federal gambling reform offers the best prospect of substantial and lasting relief from gambling harm. Since 2015, Council has been a founding and financial member of the Alliance for Gambling Reform, supporting its campaigns, sharing data on gambling trends and reinforcing its messages with local parliamentarians.

21. The policy removes advocacy goals superseded by recent government reforms and retains others, such as lower caps on EGM numbers and a pre-commitment scheme.

22. It gives greater emphasis to online gambling, adding new goals to ban online and broadcast gambling advertising and online gambling inducements.

Monitoring and reporting of gambling trends

23. Council will continue to monitor and share information on gambling trends with Councillors, residents, local agencies, the Alliance for Gambling Reform and other councils, to guide its actions and advocacy. This section is largely unchanged from the 2022 Policy.

Community consultation and education

24. Council will continue to inform residents about gambling harm and available support through its media and communication channels, working with Gambler's Help Southern, local agencies and the Alliance for Gambling Reform. It will also support social, hobby, learning and sporting activities as alternatives to gambling.

25. A new measure will restrict public access to gambling sites from Council computers and similar equipment, where feasible.

Council's relationship with the gambling industry

26. These clauses ensure Council's dealings with gambling operators align with its efforts to reduce gambling harm and avoid any perception of undue industry influence on Council business.

27. Council will not provide or accept financial or in-kind support from EGM gambling venues, except in clearly defined circumstances, and will not promote community grants or projects offered by these venues.

EGM applications

28. Council does not control the approval of new gaming venues or additional EGMs, but it may oppose applications before the Victorian Gambling and Casino Control Commission (VGCCC) where it considers the impact would be detrimental to the community.

29. The Policy condenses and clarifies the criteria Council uses to assess each application on its merits and evidence, without significantly changing their intent or practical application.

Impact of Policy on Noble Park Football Club

30. A new clause at Section 5.4 paragraph 2 states that "Council will not grant or renew leases to any organisation that operates EGMs, or to establish a new EGM venue, on Council-owned, or managed, land or facilities". This has direct implications for Noble Park Football Social Club (Club Noble).

31. The Club holds a 27-year lease, executed on 28 August 2006, over Council-owned land at 46-56 Moodemere Street, Noble Park, which expires on 31 December 2033. It operates 50 EGMs, with 2025/26 gambling losses of $6,638,138.

32. Under the lease rent clauses (Annexure C of Attachment 5), the market rent of $250,000 per annum is discounted by 90% to a base of $25,000 in recognition of the Club's community contributions, with a further 1% discount when specific conditions are met. The Club currently pays $21,558 per annum.

33. If the clause is adopted, Club Noble would need to divest all 50 EGMs to renew its lease beyond 2033. This allows seven years for the Club to move to a different revenue model, as most other clubs in Greater Dandenong have done.

34. Attachment 5 provides a summary of approaches of twelve other Victorian councils in relation to the existence, or prospect of, future EGM gambling venues situated on their land. Responses indicate that prohibiting new leases for additional gambling venues on council land is current for Brimbank, Casey, Greater Bendigo, Hobsons Bay, Maribyrnong, Melton, and Mornington Peninsula councils.

35. Options for Councillors' consideration in relation to this clause are set out below. The officer recommendation is that the policy is adopted retaining the new clause at Section 5.4 paragraph 2. i.e. Option 1.

Option 1: Retain clause (Recommended)	**No new or renewed leases to organisations operating EGMs on Council land. Club Noble would need to divest its 50 EGMs to renew its lease beyond 2033.**	**Strongest alignment with Council's harm prevention objectives. Provides a clear position and a seven-year transition period.**	**Potential loss of rental income and community contributions.**
Option 2: Apply to new leases only	Prohibit new EGM venues and leases on Council land, while allowing existing leases to be renewed.	Consistent with the approach of other Victorian councils. Minimises disruption to Club Noble and community groups it supports.	EGM gambling would continue on Council land beyond 2033. May be seen as inconsistent with Council's advocacy position on gambling harm.
Option 3: Conditional renewal	Allow renewal of existing leases subject to conditions, such as a staged reduction in EGM numbers and enhanced harm minimisation measures.	Balances harm reduction with community benefit. Provides a negotiated pathway for transition.	More complex to negotiate, monitor and enforce. Requires legal and property advice on lease terms.
Option 4: Defer the clause	Adopt the Policy without Section 5.4 paragraph 2, and consider the lease position following engagement with Club Noble and affected stakeholders.	Allows more engagement with the Club and reduces risk of challenge.	Delays a clear Council position. Matter would need to return to Council for decision.

36. The table below (EGM Venue Level Losses) compares Club Noble's 2025-26 EGM losses with other venues in the municipality.

EGM Venue Level Losses

Name	Type	Expenditure 2025/26	EGMs in June 2026
Aces Sporting Club	Club	$2,978,731	77
Albion Hotel	Hotel	$1,977,780	24
Dandenong Club	Club	$10,688,148	103
Dandenong Rsl	Club	$9,309,126	63
Dandenong Workers Social Club	Club	$2,182,330	77
Greyhounds Entertainment	Club	$17,167,312	93
Highways Sandown	Club	$21,789,279	90
Keysborough Hotel	Hotel	$25,854,319	89
Noble Park Football Social Club	Club	$6,638,148	50
Noble Park Rsl	Club	$4,550,720	35
Players Hotel	Hotel	$3,468,377	25
Sandown Park Hotel	Hotel	$15,429,674	76
Springvale RSL Club	Club	$7,031,200	55
Waltzing Matilda Hotel	Hotel	$17,636,678	71

Ave Losses per venue	Number of venues	Total Expenditure	Number of EGMs
$10,478,702	**14**	**$146,701,821**	**928**

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

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

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

Operating Budget Implications

38. There are no implications for the current operating budget. However, if the Section 5.4 clause is adopted and Club Noble's lease is not renewed when it expires on 31 December 2033, Council would forgo rental income of $21,558 per annum.

39. Demand for Council's community grants may also increase if local groups currently supported by Club Noble's donations seek alternative funding. These potential impacts will be considered in future budget and Long Term Financial Plan processes.

Asset Implications

40. The Policy does not affect the current use of any Council asset. However, Section 5.4 has implications for the Council-owned property at 46–56 Moodemere Street, Noble Park, which is leased to Club Noble until 31 December 2033. If the Club continues to operate EGMs, the lease would not be renewed and Council would need to determine the future use of the site, including options to re-lease, repurpose or retain it for community use. This will be considered through Council's Asset Plan and property portfolio planning well ahead of the lease expiry.

Legal/Risk Implications

41. It should be noted that there is mixed risk associated with the inclusion of the stipulation not to grant or renew leases as per information detailed about Club Noble.

42. There are no legal implications relevant to this report. This policy is a discretionary policy and does not contravene any existing legislation or regulation. It is intended to strengthen Council's advocacy for changes to the regulation of gambling and seek to lessen the impact of gambling harm upon this community.

Environmental Implications

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

Gender Impact Assessment

44. The Gender Impact Assessment identified several gender-related considerations, including the predominance of young men among participants in sports betting; the impact of gambling problems for families, including in aggravating family violence; and the appeal of EGM gambling venues for some women, owing to the relative comfort and security that is often provided at such premises.

Community Consultation

Purpose	Consultation sought insights into the relevance of clauses in the policy relating to advocacy, community education, monitoring of trends and responses to EGM gambling applications.
Engagement period	November 2025 to June 2026
Level of Influence:	Consult
Engagement Activities:	Meetings and conversations with: • Your Say • Residents, through several of Council's consultative committees • Local community agency staff, including SICMAA and the Interfaith Network • Staff in organisations involved in advocacy for gambling. reform at a statewide level, including the Alliance for Gambling Reform and the Victorian Local Governance • Internal stakeholders

Communication reach and engagement numbers:	Approximately eight key *external* stakeholders were interviewed Discussions were also held with *internal* stakeholders in the Grants, Youth Services, Sport and Recreation, Growth and Investment units, as well as staff in the fields of health planning and from libraries. Opportunities to provide feedback were also provided to Council's Positive Ageing, Disability and LGBTIQA+ advisory groups.
Summary of feedback:	Principal concerns included: Advocacy for: * Increased funding for Gambler's Help and financial counselling services. * Implementation of a pre-commitment scheme, as pledged by the State Government. * Reduced opening hours of EGM venues. * Fewer gambling advertisements on TV or online. * A reduction in the caps, or limits, upon the number of EGMs in Greater Dandenong and other disadvantaged communities. * Stronger regulation by government of overseas gambling sites, which present opportunities for people to gamble on international sporting events. Emphasis should be given to the role of gambling problems in contributing to family violence • Council should not provide grants to gambling operators or to support their social programs, except under specific circumstances. Neither should it withhold grants though, from community organisations that have accepted funds from gambling operators. • Council should encourage sports clubs to deter sports gambling among their membership; and gambling advertising should continue to be prohibited at Council-owned sporting venues. • The policy should recognise the exposure and vulnerability of young people to sports betting advertising. • Council may support healthy recreational and social alternatives to gambling, including safe spaces for women, such as the Libraries after Dark program and other activities offered throughout the municipality.

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

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

- Safe and peaceful community.

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

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

Legislative and Policy Obligations

47. 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.

Gambling Harm Prevention and Minimisation Policy 2026

Greater Dandenong

Document Control

Date Created:

Objective ID:

Date of Adoption:

Version No:

Policy Superseded by this Policy: Gambling Policy Sep 2022 to Aug 2026

Responsible Department: Community Advocacy

Responsible Directorate: Strategy and Corporate Services

Policy Type: Discretionary

Next Review: September 2030

Document Compliance

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

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

Acknowledgment of Country

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

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1. POLICY OBJECTIVE (OR PURPOSE)

This policy forms a basis for Council activities relating to gambling.

It provides a foundation for Council responses to gambling issues within our community incorporating amendments which respond to growing challenges, such as the rise of sports betting and online gambling, and to changes in gambling trends and the policy environment.

2. BACKGROUND

Losses to gambling are largely sustained by people who can least afford them: those on lower incomes, without paid work and with limited formal education. Such conditions are more prevalent in Greater Dandenong than in most other municipalities.

Council first developed a gambling policy in 2002, with its most recent review being completed in 2026. Successive policies have guided Council responses to EGM gambling in particular and to gambling-related issues in general. Most past policies have shared a focus upon advocacy for reform gambling regulation, monitoring of gambling trends and relevant policy developments, informing the residents about the impact of gambling, and describing the manner in which Council shall respond to local gambling applications.

This reviewed policy includes updated findings of research into gambling trends and impacts, coupled with outcomes of targeted consultations among internal business units, community stakeholders, and statewide organisations with relevant experience and expertise in this field.

Legal gambling in Victoria includes sports betting, racing, lotteries, keno, lotto and the Casino. Electronic gambling machines (EGMs or ‘pokies’) account for nearly half of all legal gambling losses and most harm in our community, as they are widely accessible and provide people with the means to gamble continuously.

Many people gamble to ease boredom, social isolation or depression, while others are influenced by unrealistic expectations about the chances of winning or attracted by convenient access to venues. Moreover, gambling machines are designed to entice users into losing more money than they might otherwise gamble.

928 EGMs operate at 14 clubs and hotels within Greater Dandenong – the fifth highest number among the Victorian municipalities. Under State Government regulations, 989 EGMs are permitted to operate in this municipality. This means that 61 more may be installed in local venues before the cap is reached.

In 2025/26, $146.7 million was lost to EGMs in Greater Dandenong - an average of $401,923 each day. EGM gambling losses in this year were equivalent to $1,104 per adult, the second highest rate of losses per adult in Victoria, and eight times the rate of losses in Boroondara ($142 per adult) - the most affluent municipality in the State.

State Government-sponsored research discredits gambling industry claims that its activities confer economic benefit upon the community, showing that jobs generated by gambling are balanced by declines in expenditure and employment in other fields of industry.

A further concern for Council, and a focus of its efforts to address gambling-related harm, is the rise of sports betting and other online gambling. Such activity has burgeoned in recent years, fueled by increasing access to smartphones and internet technology, a proliferation of gambling operators, and the promotion of gambling through free-to-air broadcasts, streaming services, social media and other means.

An estimated at $211 million is lost to these other legal forms of gambling each year by Greater Dandenong residents, bringing local annual gambling losses in 2025/6 to approximately $358 million or an average of $2,693 per adult.

Gambling-related harm generally occurs when a person persistently loses more money than they, or their household, can comfortably afford. Local experience confirms that the resulting financial hardship often contributes to personal distress, family poverty, conflict and violence, decreased attendance and productivity at work, criminal actions to obtain money, and homelessness.

3. SCOPE

This policy encompasses community education and engagement, the monitoring of gambling trends, advocacy for gambling reform and Council's relationship with the gambling industry.

It also concerns applications for new venues or additional EGMs which are submitted to Council as statutory planning applications or referred to Council by the Victorian Gambling and Casino Control Commission (VGCCC).

4. DEFINITIONS

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

Advocacy	Seeking to persuade governments or other institutions to direct resources to a particular community or goal. For a council, its purpose is generally to further the interests and rights of residents, including marginalised individuals, ensuring that they receive fair access to services and resources.
Council Staff	Means all Council employees including fulltime, part-time, casual, permanent, temporary, agency staff, contractors, consultants and volunteers.
EGMs	Electronic Gambling Machines, or 'pokies'
VGCCC	Victorian Gambling and Casino Control Commission (VGCCC).

5. POLICY

5.1 ADVOCACY

Council will advocate and support the advocacy of other local governments or organisations, for State and Federal government reform to the regulation of gambling, including, but not limited to:

- reduction in the number of EGMs permitted in municipalities of socio-economic disadvantage and relatively high EGM density
- introduction of a compulsory precommitment scheme
- banning online and broadcast gambling advertising
- prohibition of incentives offered by gambling operators to induce people to gamble
- establishment of a federal gambling regulator to monitor online gambling operations and moderate the harmful impacts of online gambling upon young people and others
- prohibition of donations by the gambling industry to political parties, parliamentarians and candidates
- public campaigns to inform people about the hazards of online and other gambling, and sources of assistance
- removal of addictive EGM design features

Council will collaborate with other local governments and work with State-wide and national forums and organisations to advocate for gambling reform.

Council may respond to government and parliamentary inquiries that present opportunities to advance gambling reform.

5.2 MONITORING AND REPORTING GAMBLING TRENDS

Council will monitor and make information publicly accessible about gambling conditions and trends, the nature and extent of gambling harm, and relevant policy or legislative developments.

Statistical data and research about gambling will be maintained on Council's website.

Relevant statistical information and research prepared by Council will be shared with its local government partners, the Alliance for Gambling Reform, interested community organisations, and peak bodies.

5.3 COMMUNITY CONSULTATION AND EDUCATION

Council will take steps to inform residents about the harmful consequences of gambling and advise them of available support for those adversely affected by such activities.

Council may support community education and awareness-raising initiatives that are complementary to its existing programs.

Council may, at its discretion, provide advice, information or publicity, to gambling-focused community groups whose goals and activities are consistent with Council policy, objectives and standards.

Council will favour the development of social and recreational options for residents, which provide healthy alternatives to gambling.

Council will take whatever steps are feasible to prevent staff or residents from accessing internet gambling sites from Council-owned computers or other electronic devices.

5.4 COUNCIL'S RELATIONSHIP WITH THE GAMBLING INDUSTRY

Council will prohibit, where practically feasible, any proposal to install further EGMs, or to establish a new EGM venue, on Council-owned, or managed, land or facilities.

Council will not grant or renew leases to any organisation that operates EGMs, or proposes to do so, on Council-owned or managed land or facilities.

Council will not accept financial or in-kind contributions from, or grant them to, any club or hotel that derives revenue from the operation of EGMs at its venue, or from any commercial gambling provider.

The exceptions to this policy statement will be:

- any proposed investment by a club that increases the amenity of its operations on leased Council-owned land and facilities, where such investments are considered by Council to offer significant community benefit
- Funding of RSLs by Council invitation, for the purpose of conducting ANZAC Day commemorations

Council will not participate in the distribution of proceeds of gambling through any form of community contribution program, or its equivalent, conducted by a gambling venue or provider.

Council will not promote community grants, projects or events that are conducted by EGM venues.

Where Council provides grants or other funding to community groups or agencies, it will encourage the selection of non-gambling venues for the conduct of events or programs supported by such funds.

Council will encourage sporting clubs and associations to dissuade members from engaging in sports betting or other gambling

Gambling advertising and promotion is prohibited in Council-owned venues, except where that venue is already functioning as an EGM gambling provider.

Council will refrain from organising activities involving staff or residents at EGM gambling venues, where suitable alternatives are available.

Councillors and staff are discouraged from attending functions at EGM venues when representing Council in an official capacity.

5.5 EGM APPLICATIONS

EGM gambling applications are those submitted to the Victorian Gambling and Casino Control Commission (VGCCC) for approval of premises as suitable for EGM gambling, or for additional EGMs at existing gambling venues.

State legislation presents councils with the opportunity to oppose such applications by written and oral submission to the VGCCC.

Relevant Factors in Considering EGM Applications

In reviewing EGM applications relating to venues within Greater Dandenong, Council will consider their merits on a case-by-case basis. Accordingly, when deciding whether to oppose an application, Council will weigh the full range of prospective economic and social benefits and liabilities of that proposal.

Council may oppose the installation of additional EGMs, or the establishment of new EGM venues, in:

- Venues located in an area with high levels of socio-economic disadvantage among residents living within a 2.5-kilometer radius of the venue. This is to be verified by evidence, which may include information about incomes, English fluency, unemployment rates, educational attainment, government-subsidised housing and other evidence of socioeconomic disadvantage, and vulnerability to gambling-related harm, among residents.
- Venues in an area where the density of EGMs is relatively high, measured as the number of EGMs per 1,000 adults within 2.5 kilometers of the subject venue.
- Venues situated in an area where the average estimated EGM expenditure per adult within 2.5 kilometers of the subject venue is relatively high.
- Venues in close proximity to activity centres, strip shopping centres, transport hubs and other localities where people go about their daily routines, or which are otherwise situated in locations conducive to convenience or impulse gambling.
- Venues situated near sensitive land uses, including, but not limited to:
    - areas frequented by children, young people, families or vulnerable residents
    - gambling support, counselling, mental health or other welfare agencies
    - schools and aged-care facilities
- The presence of other conditions where it is determined by Council that approval of the application would cause significant harm to residents or the local community.

- Circumstances of substantial opposition from residents to specific features of an application.

In weighing such considerations, Council may decide to oppose an application, where it concludes that the proposal would result in a net negative impact upon the local community.

Response to EGM Applications

As an initial response to an EGM application within Greater Dandenong, Council may prepare a social and economic impact assessment to help guide its response to that application.

Council may then decide to respond to the application to the VGCCC by either of the following steps:

- Inform the VGCCC that it does not wish to make a submission; or
- Oppose the application by written submission to the VGCCC, supplemented by oral testimony at a hearing to determine the application.

Any formal Council resolution determining its response to an application within Greater Dandenong to the VGCCC will be made at an open meeting of Council.

Council will notify residents of gambling applications within Greater Dandenong, in print, social media and/or through its website. These notifications will inform residents of their right to present a submission on their own behalf directly to the VGCCC, expressing their views about the application.

Council may inform the VGCCC of its opposition to any application in an adjacent municipal district, where it considers that the proposal would exert a net negative impact upon the wellbeing of Greater Dandenong residents.

6. RESPONSIBILITIES

Responsibility will rest with the Advocacy Unit for informing Council staff and residents about the content and meaning of this policy, through the Council website, emails, presentations, print, social media or other means. The Advocacy Unit is responsible for preparing responses to EGM applications in accordance with the guidance provided in this policy.

7. CONFLICT OF INTEREST

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

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

Where a conflict of interest arises:

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

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

8. REPORTING, MONITORING, REVIEW AND IMPLEMENTATION

Reporting	Coordinator Community Advocacy
Monitoring	The policy and its influence upon Council actions will be monitored by the Advocacy Unit, endeavouring to ensure its provisions are adhered to in Council advocacy, interactions with the community, and other activities relevant to this policy.
Review	The Policy will be reviewed in the event of any significant relevant legislative changes, and in the course of its standard four-yearly review.
Stakeholder Engagement	• Governance Legal and Risk • Executive Team • Relevant Advisory Committees available at the time of review
Implementation	The policy will be published on the Council website and will provide guidance for the relevant activities of the Advocacy Unit, and its provisions will be brought to the attention of other units, where required.

9. REFERENCES AND RELATED DOCUMENTS

Legislation: State

- *Casino Control Act 1991*
- *Casino (Management Agreement) Act 1993*
- *Charter of Human Rights and Responsibilities Act 2006*
- *Family Violence Protection Act 2008*
- *Gambling Regulation Act 2003*
- *Gender Equality Act 2020*
- *Local Government Act 2020*

- *Planning and Environment Act 1987*
- *Public Health and Wellbeing Act 2008*
- *Racing Act 1958*
- *Victorian Gambling and Casino Control Commission Act 2011*

Legislation: Federal

- *Broadcasting Services Act 1992*
- *Interactive Gambling Act 2001*
- *Gambling Measures Act 2012*

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

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

- Council Plan (2025-29)
- Community Engagement Policy 2025-29
- Community Facilities Access and Use Policy 2026-28
- Community Grants Program Policy 2023 -27
- Community Vision and Principles 2040
- Diversity, Access and Equity Policy 2025-29
- Imagine 2030 Community Plan
- Leasing and Licensing of Commercial Properties (under review)

Administrative Updates

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

Date	Update

GREATER DANDENONG
City of Opportunity

Gambling Policy

Policy Endorsement:	Endorsement required by Council		
Policy Superseded by this Policy:	Electronic Gaming Policy 2018		
Directorate:	Community Services		
Responsible Officer:	Hayden Brown		
Policy Type:	Discretionary		
File Number:	A8898853		
1st Adopted by Council	Minute No. 1313 25 November 2002	Last Adopted by Council: 12 September 2022	Minute No. 564
Review Period:	Every 4 years	Next Review:	August 2026

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1. POLICY OBJECTIVE (OR PURPOSE)

This policy forms a basis for Council activities relating to gambling. These include monitoring of gambling trends, informing residents about the hazards of gambling and sources of assistance, easing the impact of gambling, supplying alternative social and recreational outlets, guiding Council's interactions with gambling providers, advocacy for gambling reforms and responses to applications for the electronic gambling machines (EGMs) or venues.

It provides a foundation for Council responses to gambling issues within our community and incorporates amendments which respond to emerging challenges, such as the rise of sports betting and online gambling.

The most recent review of this policy conducted in 2022 was guided by the findings of research, coupled with targeted internal and external consultations.

2. BACKGROUND

Council first developed a gambling policy in 2002, with the last review being completed in 2018. These successive policies have guided Council responses to EGM gambling in particular and to gambling-related issues in general.

As part of the 2022 review the Electronic Gambling Policy has been retitled to the Gambling Policy and it now incorporates amendments to strengthen and refine Council activities in the fields of community education and development, Council's relationship with the gambling industry, responses to local EGM gambling applications and advocacy. Among the primary concerns for Council are the high levels of EGM gambling expenditure incurred by residents as well as the rise of sports betting and online gambling.

The easing of lockdowns has triggered a surge in local EGM gambling, with losses surging to $103 million in 2021/22 – representing the second highest rate of losses per adult in the State and the equivalent of the cost of feeding nearly 40,000 children for an entire year[1]. Cumulative EGM gambling losses in Greater Dandenong, since the introduction of EGMs in Victoria, now exceed $4 billion (in 2022 dollars). Low incomes and high rates of unemployment, aggravated by rising food, housing and utility costs, make gambling-related problems and their impact upon residents an issue of acute concern for our community.

In addition, the rise of sports and online gambling forms a growing source of gambling harm, for younger, local residents in particular, fuelled largely by the easy availability of online gambling and its aggressive promotion by gambling operators.

Practical experience shows that the effects of gambling upon residents include poverty and financial pressure, personal distress, a diminished social life, family conflict, violence and breakup, decreased attendance and productivity at work, deceptive or criminal actions to obtain money and homelessness. Though males predominate among those who participate in sports gambling, similar proportions of women and men use EGMs and both women and men endure the adverse impacts of gambling. Notably, women account for most of those adversely affected by family violence – a common result of gambling-related problems.

State Government-sponsored research shows that gambling generates no net economic benefit, as jobs generated by gambling are balanced by declines in expenditure and employment in other fields of industry.

[1] Based on the findings of the 2014 Healthy Food Access Basket Survey, conducted by Queensland Health CPI adjusted.

Further, less than five cents for every dollar lost to gambling by residents is returned by local clubs to the wider community in the form of gifts, donations, sponsorships and support for veterans.

3. SCOPE

This policy encompasses community education and engagement, monitoring of gambling trends, advocacy for gambling reform and Council's relationship with the gambling industry. It also concerns applications for new venues or additional EGMs which are submitted to Council as statutory planning applications or referred to Council by the Victorian Gambling and Casino Control Commission (VGCCC).

4. POLICY

4.1 ADVOCACY

Council will advocate and support the advocacy of other local governments or organisations for reform to the regulation of gambling, including, but not limited to:

- reduction in the number of EGMs permitted under the caps, in municipalities of socio-economic disadvantage and relatively high EGM density;
- measures to diminish EGM gambling harm such as $1 bet limits, removal of EFTPOS facilities from venues, compulsory pre-commitment, reduced venue operating hours and removal of misleading or addictive EGM design features;
- more stringent restraints upon advertising of sports betting during sports broadcasts;
- steps to reduce access to unregulated online gambling sites;
- removal of gambling advertisements from SBS; and
- prohibition of donations by the gambling industry to political parties, parliamentarians and candidates.

Council will collaborate with other local governments and work within State-wide and national forums to advocate for reform.

Council will respond to government and parliamentary inquiries that present an opportunity to advance gambling reform.

4.2 MONITORING AND REPORTING GAMBLING TRENDS

Council will monitor and make information available about:

- gambling conditions and trends - including EGM, sports betting, online gambling and others - and the nature and extent of gambling harm; and
- relevant policy or legislative developments.

Statistical data and research about gambling will be maintained on Council's website.

Relevant data and research prepared by Council will be shared with its local government partners, interested community organisations and peak bodies.

4.3 Community Consultation and Education

Council will inform residents about the destructive consequences of gambling – including EGM gambling, sports and online betting and other forms of gambling – and advise them of available support for those adversely affected by gambling.

Council may support community education and awareness-raising initiatives that are complementary to existing programs.

Council may, at its discretion, provide advice, information or publicity, to gambling-focused community groups whose goals and activities are consistent with Council policy, objectives and standards.

Council will favour the development of social and recreational options for residents – such as libraries, community centres, sports grounds and fitness centres – which provide alternative recreational outlets to gambling.

4.4 COUNCIL'S RELATIONSHIP WITH THE GAMBLING INDUSTRY

Council will prohibit, to the extent possible, any proposal to install further EGMs on Council-owned or managed land or facilities.

Council will not accept financial or in-kind contributions from any club or commercial gambling provider or hotel that derives revenue from EGMs. The exception to this policy statement will be any proposed investment by such club or hotel that increases the amenity of its operations on leased Greater Dandenong City Council owned land and facilities, where such investments are considered by Council to offer significant community benefit.

Council-supported clubs will be discouraged from accepting funds from the gambling industry.

Gambling advertising and promotion is prohibited in council-owned venues, except where that venue is functioning as a commercial gambling provider.

Council will discourage organising activities involving staff or residents at EGM gambling venues where equivalent, suitable alternatives are available.

Council will not provide funding to any club or hotel that derives revenue from EGMs.

4.5 EGM Applications

EGM gambling applications are those applications (to whom) for approval to operate EGMs at non-gambling venues, or for additional EGMs at an existing venue. In response to such applications, State legislation prescribes a dual role for councils in the process of approval. This is as follows:

- the granting or refusal of planning approval for the addition of further EGMs, or establishment of a new gambling venue.
- the opportunity to oppose an application by submission to the VGCCC.

Relevant Factors in Considering EGM Applications

The merits of each EGM application will be considered by Council on a case-by-case basis. Accordingly, when deciding whether to support or oppose an application, Council will consider the full range of economic and social benefits and liabilities of that proposal.

Additionally, Council will discourage locating additional EGMs in:

- Venues located in an area with high levels of socio-economic disadvantage among residents living within a 2.5 kilometre radius of the venue. This is to be verified by evidence, which may include:
  - low incomes or high levels of dependence upon government pensions or benefits;
  - limited English fluency;
  - high unemployment;
  - limited educational attainments;
  - high proportion of government-subsidised housing; and
  - disadvantage measured by the Index of Relative Socio-economic Disadvantage.
  - other measures which may provide evidence of socioeconomic disadvantage and vulnerability to gambling-related harm among residents in the vicinity of the venue;
- Venues in an area where the density of EGMs is relatively high, measured as the number of EGMs per 1000 adults within 2.5 kilometre of the subject venue;
- Venues situated in an area where the average estimated EGM expenditure per adult within 2.5 kilometre of the subject venue is relatively high;
- Venues in close proximity to activity centres, strip shopping centres, transport hubs and other areas where people go about their daily routines, which may encourage convenience or impulse gambling;
- Venues situated near sensitive land uses, including, but not limited to:
  - areas frequented by children;
  - families or vulnerable residents;
  - welfare agencies;
  - gambling support service providers;
  - counselling service provider;
  - mental health services; and
  - schools and aged care facilities;
- Circumstances of substantial opposition or specific objections from residents, community groups, agencies or other Councils, in relation to specific features of an application;
- The presence of other conditions where it is determined by Council that approval of the application would exert a substantial adverse influence upon the local community.

In weighing such considerations, Council may decide to oppose an application where it concludes that the proposal would result in a net negative impact upon the local community.

Response to EGM Applications

As an initial response to an EGM application within Greater Dandenong, Council may prepare a Social and Economic Impact Assessment to help guide its response to that application. Council may then decide to respond to an EGM application to the VGCCC by either of the following steps:

- Inform the VGCCC that it does not wish to make a submission; or
- Oppose the application by written submission to the VGCCC, supplemented by oral testimony at a hearing to determine the application.

Any formal Council resolution determining Council's response to an application within Greater Dandenong to the VGCCC will be made at an open meeting of Council.

Council will notify residents of gambling applications within Greater Dandenong, in print or social media, and/or through its website. These notifications will inform residents of their right to present a submission on their own behalf directly to the VGCCC, expressing their views about the application.

Council may inform the VGCCC or the Victorian Civil and Administrative Tribunal (VCAT) of its opposition to any application in an adjacent municipal district where it considers that the proposal would exert a net negative impact upon the wellbeing of Greater Dandenong residents, or upon people employed within this municipality.

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

Section 9 of the *Local Government Act 2020* (the Act) states that a Council must give effect to its overarching governance principles in the performance of its role. This Gambling Policy is consistent with the principles set out in the Act.

First, in its intention to mitigate the harm caused by gambling, this policy strives to accomplish the most beneficial outcomes for the municipal community and alleviate the harmful economic and social impacts of gambling, reflecting the intent of Sections 9(b) & (c) of the Act.

Furthermore, this policy reflects collaborative efforts in advocacy for gambling reform and in supporting community initiatives which inform the community about the nature and impacts of gambling, matching the purpose of Section 9(f) of the Act.

The fact that the report will be considered by Council in an open public meeting and minutes of that meeting and decision will be published, reflects transparency in the manner in which this policy shall be considered, as the Act requires.

The manner and extent to which the policy fulfils its purpose in providing support to the community and responds in an appropriate fashion to EGM applications is assessed during the life of the policy as well as during the process of formal review which preceded the development of this policy.

Finally, in its focus upon easing the impact of gambling upon lower-income families and individuals this policy responds to well-documented local gambling losses and their adverse effects upon our community – reflecting efforts to achieve the best outcomes for the municipal community, as required under the Act.

5.1 DIVERSITY, ACCESS AND EQUITY POLICY

This Gambling Policy is also consistent with Council's Diversity and Access Policy in its objective of crafting services and programs which meet the diverse needs of residents and addressing circumstances that limit access, opportunity and inclusion for residents – of which, gambling losses are one for many residents.

5.2 COMMUNITY ENGAGEMENT POLICY

This Gambling Policy is also consistent with Council's Community Engagement Policy in the process of consultation with residents, local agencies, other councils and state-wide bodies with a formal role in monitoring and responding to gambling-related issues.

5.3 COMMUNITY VISION 2040 AND COUNCIL PLAN 2021-25

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

Moreover, Council's determination to alleviate gambling-related problems experienced by residents, as articulated in this policy, conforms with Council's Community Vision for 2040 and its accompanying principles, including a "safe and peaceful community" and "Mind, Body and Spirit".

The Council Plan describes the kind of future the Council is working for, and how Council will accomplish this over four years. This report is consistent with the following Council Plan objectives:

- A socially connected, safe and healthy city;
- A city that supports entrepreneurship, quality education and employment outcomes; and
- A Council that demonstrates leadership and a commitment to investing in the community.

This policy reflects the intent to achieve a 'socially connected, safe and healthy city', under a Council that demonstrates leadership and a commitment to investing in the community – goals that are consistent with the Council Plan 2021-25. Further, the contents of the policy are consistent with the Council Plan 2021-2025 Objective 'Support alliances and community initiatives to address gambling harm and promote sources of assistance'.

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

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).

All matters relevant to the Victorian Human Rights Charter have been considered in the preparation of this this policy and are consistent with the standards set by the Charter.

In particular, the Gambling Policy holds particular relevance to Section 17 – Right to the protection of families and children - whose welfare can be compromised by the destructive impacts of gambling in our community. In Section 4 which address advocacy, responses to gambling applications and informing residents about the impacts of gambling and sources of assistance, this policy seeks to ease the harmful impact of gambling upon vulnerable residents.

7. RESPONSE TO THE GENDER EQUALITY ACT 2020

The *Gender Equality Act 2020* took effect on 31 March 2021 and obliges councils to take steps to achieve workplace gender equality and to promote gender equality. In particular, Part 3, Section 9 of the Act states that 'A defined entity must undertake a gender impact assessment when developing or reviewing any policy of, or program or service provided by, the entity that has a direct and significant impact on the public.'

Indeed, the impact of gambling in our community does exhibit a gendered impact. Notably, the prevalence of participation in gambling on electronic gambling machines is slightly more prevalent among women than men, though males predominate among those who participate in sports and online betting. On the other hand, research has established that gambling losses contribute to family conflict and violence - circumstances most adversely affecting women and their children.

A gender impact assessment (GIA) was conducted to examine major gender-related issues connected with the prevalence of gambling and gambling problems, and their implications for this policy.

The GIA determined that levels of participation in EGM gambling were similar among women and men, while men predominated among those who engage in sports betting. Accordingly, measures to address sports betting in community programs and through advocacy are included in the revised version of the policy.

The GIA also found that some women were often attracted to EGM venues as safe, comfortable and welcoming settings, with the result that the reviewed policy has been amended to give emphasis to Council's role in creating and promoting safe, inexpensive alternatives, such as the activities conducted at the municipal libraries under the 'Libraries after Dark' program.

In addition, it was noted that family conflict and violence – largely affecting women and children – are among the consequences of gambling problems reported from local experience and documented in research. This issue is mentioned explicitly in the policy and forms one of the key subjects of efforts to inform the community.

8. CONSIDERATION OF CLIMATE CHANGE AND SUSTAINABILITY

Efforts to respond to the impact of gambling upon this community, embodied in this policy, do not have any direct bearing on Council's Declaration on a Climate and Ecological Emergency, Council's Climate Change Emergency Strategy 2020-2030 or the requirements of the *Local Government Act 2020* in relation to the overarching governance principle on climate change and sustainability.

However, the policy features clauses with an explicit purpose to reduce gambling harm – a goal which may only be attained by reducing gambling losses among residents. In the extent to which adjustments to prevent further climate change may contribute to a rise in utility and food costs, it is to be hoped that a decline in local gambling losses may offset some of the accompanying financial burden upon residents.

It is otherwise unlikely that the implementation of this policy would exert any appreciable bearing upon the physical environment, climate change or ecological sustainability.

9. RESPONSIBILITIES

Responsibility for discharging the requirements entailed in this policy rests primarily with the Community Advocacy Unit.

10. REPORTING, MONITORING AND REVIEW

The achievement of beneficial outcomes for the community, required under the principles of the *Local Government Act 2020*, is a primary focus of this policy and therefore subject to review through this process. The requirement of transparency under the Act is fulfilled in the way in which the policy is reviewed, including the consultative process which generated the draft policy and the manner in which it is ratified by Councillors.

The effectiveness of the policy in guiding Council responses to gambling-related issues, is documented in quarterly responses to Council's Annual Plan actions to the Executive Management Team about progress in relation to advocacy, informing the community and responses to gambling issues, thereby forming a basis for assessing the effectiveness of the policy which directs and underpins these activities.

The manner in which the policy influences responses to proposals for EGMs at local venues will be closely monitored in order to ensure that it duly reflects the social conditions of the communities affected by such applications.

Finally, conditions relating to gambling, including levels and rates of EGM losses, EGM numbers and density, and venue numbers, will be monitored throughout the life of this policy, providing insight into its effectiveness in stemming gambling losses and protecting this community against the detrimental impact of gambling.

The policy will be reviewed every four years.

11. REFERENCES AND RELATED DOCUMENTS

Legislation

- *Family Violence and Protection Act 2008*
- *Gambling Regulation Act 2003*
- *Gender Equality Act 2020*
- *Interactive Gambling Act 2001*
- *Local Government Act 2020*
- *Planning and Environment Act 1987*
- *Public Health and Wellbeing Act 2008*
- *Charter of Human Rights and Responsibilities Act 2006*

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

- Greater Dandenong City Council Community Engagement Policy 2021
- Greater Dandenong City Council Community Vision 2040
- Greater Dandenong City Council - Council Plan 2021-25
- Greater Dandenong City Council Diversity, Access and Equity Policy
- Greater Dandenong City Council Leasing and Licensing of Community Facilities Policy

Gambling Harm Prevention and Minimisation Policy - Table of Changes

Note: content reviewed and transferred to updated policy template

POLICY NAME: Gambling Harm Prevention and Minimisation Policy

REVIEW DATE: September 2026

Policy section	Change proposed	Reason for proposed change
Title Page	**Update Gambling Policy** **To:** **Gambling Harm Prevention and Minimisation Policy**	To better reflect the nature of the policy and outcomes being sought.
1. Policy Objective	**Replace paragraph**: These include monitoring of gambling trends, informing residents about the hazards of gambling and sources of assistance, easing the impact of gambling, supplying alternative social and recreational outlets, guiding Council's interactions with gambling providers, advocacy for gambling reforms and responses to applications for the electronic gambling machines (EGMs) or venues. It provides a foundation for Council responses to gambling issues within our community and incorporates amendments which respond to emerging challenges, such as the rise of sports betting and online gambling. The most recent review of this policy conducted in 2022 was guided by the findings of research, coupled with targeted internal and external consultations. **With**: This policy forms a basis for Council activities relating to gambling. It provides a foundation for Council responses to gambling issues within our community incorporating amendments which respond to growing challenges, such as the rise of sports betting and online gambling, and to changes in gambling trends and the policy environment.	Tightens purpose statement. Reflects more contemporary challenges in this field and remarks upon research and consultations which form the basis for this revision of the policy.
2. Background	The background is re-written to give emphasis to the scale and impact of gambling losses upon the community.	Reflects current conditions and levels of gambling losses, as well as to more clearly explain the impact of gambling
3. Scope	No changes	n.a.

Policy section	Change proposed	Reason for proposed change
4. Definitions	Definitions included as part of the new template	New template format
5. Policy: 5.1 Advocacy	New Inclusions. • introduction of a compulsory precommitment scheme • banning online and broadcast gambling advertising • prohibition of incentives offered by gambling operators to induce people to gamble • establishment of a federal gambling regulator to monitor online gambling operations and moderate the harmful impacts of online gambling upon young people and others	Updated types of advocacy positions, removal of outdated asks and inclusion of more relevant positions.
	Replace: '…measures to diminish EGM gambling harm such as $1 bet limits, removal of EFTPOS facilities from venues, compulsory pre-commitment, reduced venue operating hours' **With** 'introduction of a compulsory precommitment scheme'	Emphasis is given to compulsory precommitment, as a reform which is likely to be effective in reducing gambling harm, and already pledged by the State Government. The reforms deleted here have partly been implemented and otherwise represent measures to which governments are not receptive.
	Replace: 'more stringent restraints upon advertising of sports betting during sports broadcasts;' and 'removal of gambling advertisements from SBS' as advocacy goals, **With**: 'banning of online and broadcast gambling advertising, with particular consideration of their impact upon young people'	The proposed advocacy goals relating to the promotion of gambling are replaced by a more clear and emphatic goal, reflecting current political conditions and the stronger position now being taken by advocates in this field.
	Replace: 'steps to reduce access to unregulated online gambling sites' **With**: 'establishment of a federal gambling regulator to monitor online gambling operations and moderate the harmful impacts of online gambling upon young people and others'	The goal of reducing access to unregulated sites is implied in the broader objective of establishing a federal organisation to monitor and regulate online gambling. This latter goal is consistent with the 'Murphy Inquiry' recommendations, favoured by advocacy organisations, and holds more direct relevance to possible federal reforms.

Policy section	Change proposed	Reason for proposed change
	Addition of: 'prohibition of incentives offered by gambling operators to induce people to gamble' 'public campaigns to inform people about the hazards of online and other gambling, and sources of assistance'	These advocacy objectives reflect further recommendations of the Murphy Inquiry' and are relevant to reforms currently under consideration by the Federal Government.
	Replace: the word 'will' in the following paragraph: 'Council will respond to government and parliamentary inquiries that present an opportunity to advance gambling reform' **With** 'may'	To express this point in a manner that clearly allows Council to exercise discretion in responding to gambling-related inquiries
5.2 Monitoring and Reporting Gambling Trends	**Replace**: 'Council will monitor and make information available about: • gambling conditions and trends - including EGM, sports betting, online gambling and others - and the nature and extent of gambling harm; and • relevant policy or legislative developments.' **With**: Council will monitor and make information publicly accessible about gambling conditions and trends, the nature and extent of gambling harm, and relevant policy or legislative developments.'	This change improves readability by replacing a sentence featuring two dot points with a single statement, while leaving the import of this statement unchanged.
	Replace: 'Relevant data and research prepared by Council will be shared with its local government partners, interested community organisations and peak bodies.' **With**: Relevant statistical information and research prepared by Council will be shared with its local government partners, the Alliance for Gambling Reform, interested community organizations, and peak bodies.	This change incorporates reference to the Alliance for Gambling Reform – a key partner of Council in its efforts to advocate for reform - as one of the organisations that Council will share information and research
5.3 Community Consultation and Education	**Replace**: 'Council will inform residents about the destructive consequences of gambling – including EGM gambling, sports and online betting and other forms of gambling – and advise them of available support for those adversely affected by gambling.' **With**: 'Council will take steps to inform residents about the harmful consequences	Clarity and concision are improved with the removal of an unnecessary phrase which specifies types of gambling

Policy section	Change proposed	Reason for proposed change
	of gambling and advise them of available support for those adversely affected by such activities'	
	Replace: 'Council will favour the development of social and recreational options for residents – such as libraries, community centres, sports grounds and fitness centres – which provide alternative recreational outlets to gambling' **With**: 'Council will favour the development of social and recreational options for residents, which provide healthy alternatives to gambling.'	Removes a superfluous phrase that specifies social and recreational options
	Add: 'Council will take whatever steps are feasible to prevent staff or residents from accessing internet gambling sites from Council-owned computers or other electronic devices.'	With the rise of online gambling, this clause adds a measure to ensure that Council is taking due responsibility for blocking access to such activities from computer facilities available to the public
5.4 Council's Relationship with the Gambling Industry	**Replace**: 'Council will prohibit, to the extent possible, any proposal to install further EGMs on Council-owned or managed land or facilities.' **With**: 'Council will prohibit, *where practically feasible*, any proposal to install further EGMs, *or to establish a new EGM venue*, on Council-owned or managed, land or facilities'.	Adds reference to the establishment of new EGM gambling venues on Council land, as actions prohibited under this policy
	Add: 'Council will not grant or renew leases to any organisation that operates EGMs, or proposes to do so, on Council-owned or managed land or facilities.'	Affirms Council's determination to refrain from participating in, or supporting, EGM gambling in the municipality
	Replace: 'Council will not' accept financial or in-kind contributions from any club or commercial gambling provider or hotel that derives revenue from EGMs' and 'Council will not provide funding to any club or hotel that derives revenue from EGMs' **With**: 'Council will not accept financial or in-kind contributions from, *or grant them to*, any club or hotel that derives revenue from the operation of EGMs at its venue, or from any commercial gambling provider.'	In a single clause, states that Council will not only decline to accept contributions from EGM operators, but will also not grant funds to such organisations. This clause is subject to the conditions cited below

Policy section	Change proposed	Reason for proposed change
	Add: to the existing exception to this clause, a further exception is added: 'Funding of RSLs by Council invitation, for the purpose of conducting ANZAC Day commemorations'	This additional exception affords Council the discretion to extend financial support, by invitation, to ANZAC Day commemorations conducted by local RSLs
	Replace: 'Council will discourage organising activities involving staff or residents at EGM gambling venues where equivalent, suitable alternatives are available' **With**: 'Council *will refrain from* organising activities involving staff or residents at EGM gambling venues, where suitable alternatives are available'	This change from the words 'will discourage' to 'refrain from' adds emphasis to this clause
	Remove: 'Council-supported clubs will be discouraged from accepting funds from the gambling industry.'	This clause places Council in the invidious position of having to endeavour to police the decisions and behaviour of community organisations – a condition which would conflict with Council's supportive role in their activities.
	Add the following clauses: Council will not participate in the distribution of proceeds of gambling through any form of community contribution program, or its equivalent, conducted by a gambling venue or provider. Council will not promote community grants, projects or events that are conducted by EGM venues. Where Council provides grants or other funding to community groups or agencies, it will encourage the selection of non-gambling venues for the conduct of events or programs supported by such funds. Council will encourage sporting clubs and associations to dissuade members from engaging in sports betting or other gambling. Gambling advertising and promotion is prohibited in Council-owned venues, except where that venue is already functioning as an EGM gambling provider. Councillors and staff are discouraged from attending functions at EGM venues when representing Council in an official capacity.	These clauses share the overall purpose of strengthening and clarifying Council's concern for alleviating the destructive impact of gambling upon our community, affirming its independence from the gambling industry, and clearly distinguishing its roles and responsibilities from the activities and objectives of local gambling operators.
5.5 EGM Applications	**Replace:** EGM gambling applications are those applications (to whom) for approval to operate EGMs at non-gambling venues, or for additional EGMs at an existing	Updating the process surrounding EGM applications making the statement more concise.

Policy section	Change proposed	Reason for proposed change
	venue. In response to such applications, State legislation prescribes a dual role for councils in the process of approval. This is as follows: • the granting or refusal of planning approval for the addition of further EGMs, or establishment of a new gambling venue. • the opportunity to oppose an application by submission to the VGCCC. **With:** EGM gambling applications are those submitted to the Victorian Gambling and Casino Control Commission (VGCCC) for approval of premises as suitable for EGM gambling, or for additional EGMs at existing gambling venues. State legislation presents councils with the opportunity to oppose such applications by written and oral submission to the VGCCC.	
	Replace: 'In response to such applications, State legislation prescribes a dual role for councils in the process of approval. This is as follows: • the granting or refusal of planning approval for the addition of further EGMs, or establishment of a new gambling venue. • the opportunity to oppose an application by submission to the VGCCC.' **With**: 'State legislation presents councils with the opportunity to oppose such applications by written and oral submission to the VGCCC.'	This amendment produces a more concise statement, without altering its explanatory benefit
	Replace: 'Venues located in an area with high levels of socio-economic disadvantage among residents living within a 2.5-kilometre radius of the venue. This is to be verified by evidence, which may include: ○ low incomes or high levels of dependence upon government pensions or benefits; ○ limited English fluency; ○ high unemployment; ○ limited educational attainments; ○ high proportion of government-subsidised housing; and ○ disadvantage measured by the Index of Relative Socio-economic Disadvantage.	Replaces a lengthy list of conditions relevant to the assessment of gambling applications with a sentence

Policy section	Change proposed	Reason for proposed change
	○ other measures which may provide evidence of socioeconomic disadvantage and vulnerability to gambling-related harm among residents in the vicinity of the venue' **With**: 'Venues located in an area with high levels of socio-economic disadvantage among residents living within a 2.5-kilometer radius of the venue. This is to be verified by evidence, which may include information about incomes, English fluency, unemployment rates, educational attainment, government-subsidised housing and other evidence of socioeconomic disadvantage, and vulnerability to gambling-related harm, among residents.'	
	Replace: 'Venues situated near sensitive land uses, including, but not limited to: ○ areas frequented by children; ○ families or vulnerable residents; ○ welfare agencies; ○ gambling support service providers; ○ counselling service provider; ○ mental health services; and ○ schools and aged care facilities; **With**: 'Venues situated near sensitive land uses, including, but not limited to: · areas frequented by children, young people, families or vulnerable residents. · gambling support, counselling, mental health or other welfare agencies · schools and aged-care facilities'	This section is reformatted for concision and clarity
	Sections numbering updated and outdated sections removed as per new Template. Remove Sections: - Charter of Human Rights and Responsibilities Act 2006 – Compatibility Statement - Response to the Gender Equality Act 2020 - Consideration of Climate Change and Sustainability Include new section: - Administrative Updates	New template schema

11. Community Public Health

Gambling



The opportunity

For many residents, gambling is a cause of financial hardship, poverty, personal stress, family conflict and violence, unemployment and even homelessness.

Governments have the means to take steps to reduce the enduring burden of gambling losses, thereby improving the financial wellbeing of residents, easing family conflict and improving welfare of the community.

Why it matters

In 2024-25, $141 million was lost to electronic gaming machines (EGMs or 'pokies') in Greater Dandenong – the second highest rate of losses in Victoria. Meantime, the relentless and aggressive promotion of sports gambling prompts a growing number of young people to gamble regularly.

In communities of financial disadvantage, facing the burden of rising household costs, measures to reduce gambling losses would improve the prosperity and wellbeing of many local families.

What Council is asking for

- **National ban** on gambling advertising, including online gambling
- A prompt and full implementation of the State Government's pledge to introduce a **mandatory pre-commitment scheme**
- **Reductions in State Government 'caps' or limits** upon the number of EGMs permitted in communities of elevated gambling losses and socio-economic disadvantage
- **Prohibition** of Australian parliamentarians, candidates and political parties by the gambling industry

Municipality	Venues	Future (on council land)	Management of Current Leases	Special arrangements
Maribyrnong	Yarraville-Footscray Bowling Club	No new Council leases.	Practise harm minimization. Restrict addition of EGMs at venues on council land.	Lease expired in 2022. Council adopted a lease agreement requiring the club to remove all EGM by end 2032
Brimbank	St Albans Sports Club Green Gully Soccer Club	No new Council leases.	*May* charge market rent for venues on council land	
Hume	Sunbury United Soccer Club	No new Council leases	Full commercial rent under new/renewed leases. Require 'Community Value Statements' No increase in EGMs Encourage divestment.	Council encouraged the club to reduce its EGM numbers, with the club making an application to do so in 2024.
Mornington Peninsula	Hastings Club (closed)	No new council leases.	Provide community benefit No increase in EGMs	Venue closed due to a variety of problems
Melton	Melton Country Club		Contribute to the Community Benefits Fund No increase in EGMs	
Hobsons Bay	Altona Bowls Club Altona Sports Club	No new council leases.	No increase in EGMs when leases are renewed	
Greater Bendigo	Bendigo Stadium	No new EGMs	No increase in EGMs	Bendigo Stadium already has the maximum no of EGMs
Casey	Tooradin and District Sports Club	No new council leases.	No renewed leases	The Tooradin and District Sports Club (2026 $3.3M, 46 EGMs) lease expires in 2028, and under Council policy, may not be expected to be renewed.
Moonee Valley	Essendon Football Club	No policy located		
Banyule	Montmorency RSL Sub-Branch	No comment in policy		
Campaspe	Kyabram Club	No policy located		
East Gippsland	Lakes Entrance Bowls Club	No policy located		
Wyndham		No new council leases.		
Kingston		No new Council leases – except with community benefit		
Monash		No new EGMs		
Cardinia		No new council leases.		
Darebin		No new council leases.		
Maroondah		No new council leases. ('Prohibiting exposure to gambling on Council-owned or managed land')		
Yarra		No comment in policy		
Yarra Ranges		No comment in policy		
Whittlesea		No policy - being revised		
Ballarat		No comment in policy		
Greater Geelong		No comment in policy		A venue on council land sold its entitlements to another and closed

4.2.3 Adoption of Positive Ageing Strategy

Responsible Officer: Executive Director Community Strengthening

Attachments:
1. Positive Ageing Strategy 2026-2030 Consultation Report [**4.2.3.1** - 12 pages]
2. draft Positive Ageing Strategy 2026-30 [**4.2.3.2** - 25 pages]

Officer Recommendation

That Council:

1. **NOTES the community feedback received on the Draft Positive Ageing Strategy 2026-2030; and**
2. **APPROVES the Positive Ageing Strategy 2026-2030, provided at Attachment 1, for implementation.**

Executive Summary

1. At its meeting on 17 August 2026, Council endorsed the Draft Positive Ageing Strategy 2026-2030 for public consultation from 18 August to 15 September 2026.
2. Community engagement demonstrated strong support for the draft Strategy. Following analysis of the feedback, only minor changes were required to reflect the community's input.
3. Council is now asked to approve the revised Positive Ageing Strategy 2026-2030, provided at Attachment 1, for implementation.
4. The Positive Ageing Strategy 2026-2030 Consultation Report (Attachment 2) provides the evidence supporting the recommended approval by summarising the consultation process, the key themes raised by the community and the minor changes made to the draft Strategy.

Background

5. The Positive Ageing Strategy outlines how Council supports older people to live well, stay independent, and remain connected to their community.
6. The draft Strategy has been developed through extensive consultation with older people, service providers, community networks and the broader community, using a range of engagement methods, with ongoing and significant input from the Positive Ageing Advisory Committee. It also draws on feedback from earlier consultations, including the Council Plan deliberative engagement process and the 2023 Aged and Disability Services Review, to help identify priorities and shape the final strategy.
7. At the Monday 17 August Council Meeting, Councillors approved the Draft Positive Ageing Strategy 2026-2030 to commence a four-week public consultation from Tuesday 18 August 2026.

8. Council invited community input to test and strengthen the proposed priorities and actions. Consultation activities included an online Have Your Say survey, community drop-in sessions, targeted conversations with seniors groups, and promotion through stakeholder networks and partner organisations. Community engagement reached 297 people through direct emails and networks, 131 unique visitors accessed the Have Your Say webpage, and 55 individual feedback comments were received. A total of 32 survey responses were submitted, with 31 respondents indicating support or strong support for the draft Strategy.
9. Council made the following minor updates in response to community feedback:
    - Updating the consultation findings to reflect both stages of the consultation.
    - Updating the statistics to include recently released figures.
    - Minor revision to the actions and measurable outcomes based on community input.
10. This Strategy replaces the Positive Ageing Strategy 2017–2025 and continues Council's commitment to helping older people live well, stay connected and remain active members of the community.
11. The Positive Ageing Strategy 2026-2030 (Attachment 1) is presented to Council for approval.

Key Issues and Discussion

12. The Positive Ageing Strategy is a Key Priority within Council's Integrated Planning Framework.
13. The Strategy supports Greater Dandenong City Council's Community Vision 2040 by outlining how Council will enhance wellbeing, inclusion and participation for older people. In doing so, it promotes a community that is welcoming, healthy and age friendly for everyone.
14. The draft Strategy is built around four key themes:
    a. **Social Connections and Participation**
    Older people are connected, valued and actively participating in community life;
    b. **Transport and Access**
    Older people can access services, activities and community spaces safely and independently;
    c. **Safety, Health and Wellbeing**
    Older people feel safe, supported and empowered to maintain their health, independence and quality of life; and
    d. **Information and Communication**
    Older people are informed, digitally included and actively engaged in shaping their community.
15. Previous Positive Ageing Strategies at the City of Greater Dandenong have focused on improving older people's health, wellbeing, independence and social inclusion, while responding to priorities such as transport, access to services, social connection and communication. They have delivered initiatives that help older residents remain active and connected. The new Strategy will build on this work by strengthening age-friendly environments, expanding opportunities for participation and responding to emerging needs within the ageing community.
16. This third Positive Ageing Strategy is the next step in Council's ongoing commitment to older people.
17. Government aged care policy and programs may change over the four-year life of the Strategy. The Strategy's Guiding Principles provide a consistent framework for Council to review and adjust actions in response to those changes while maintaining the Strategy's intended direction.

18. Where Council has limited control or influence, the Strategy emphasises its advocacy role in working to achieve improved outcomes.
19. The actions in the draft Strategy will be delivered by existing staff across Council and incorporated into current business and strategic plans. No additional resources are required beyond Council's annually adopted budget.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

20. Following endorsement of the Strategy, Council will review existing workforce priorities to ensure they align with its deliverables.

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

Operating Budget Implications

21. Following endorsement of the Strategy, Council will refocus existing operational budgets to align with its deliverables. Any new initiatives will be considered through Council's annual budget process.

Asset Implications

22. This report has no direct impact on existing assets. Future asset development relevant to the Strategy should be guided by its principles and applicable legislation.

Legal/Risk Implications

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

Environmental Implications

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

Gender Impact Assessment

25. The Gender Impact Assessment for the Positive Ageing Strategy acknowledges that older women may experience ageing differently to men, including higher rates of financial disadvantage, social isolation, caring responsibilities, housing insecurity and barriers to accessing services and community participation. These experiences can be further influenced by factors such as cultural background, language, disability, health, and migration experiences. The assessment finds that the Strategy supports positive gender outcomes through actions that promote social connection, access to information, inclusive engagement, healthy ageing, transport accessibility and partnerships with organisations that support older people. It also highlights the importance of ensuring the diverse perspectives of older women and other underrepresented groups continue to inform the implementation and evaluation of the Strategy.

Community Consultation Summary

Purpose	Seek community feedback to ensure the draft Positive Ageing Strategy reflects the priorities, experiences and aspirations of older people, and confirms support for the proposed actions over the next four years.
Engagement period	18 August to 15 September 2026
Level of Influence:	Based on IAP2 Public Participation Spectrum: Consult

Engagement Activities:	• Have Your Say survey promoted through Council channels, Council facilities, email lists and community networks • Drop-in sessions at local hub locations for older people, families and carers • Consultation with the Positive Ageing Advisory Committee
Communication reach and engagement numbers:	• The Positive Ageing Strategy consultation attracted 131 unique visitors to the Have Your Say page, generated 151 page views and resulted in 46 strategy downloads. • Community engagement reached 297 people through direct emails and networks, with 32 online submissions and 55 individual feedback comments received. • Engagement activities included five face-to-face community drop-in sessions across the municipality. • Feedback was gathered through online submissions, face-to-face conversations and targeted engagement with the Positive Ageing Advisory Committee, Seniors clubs and Seniors Leadership network. • Consultation materials were also accessed in several languages other than English, including Chinese (Simplified and Traditional), Arabic, Greek, Punjabi, Vietnamese and Shinala.
Summary of feedback:	Feedback demonstrated overwhelming support for the proposed direction of the Strategy, with 31 of 32 survey respondents indicating that they supported or strongly supported the proposed priorities. Community consultation showed strong support for the draft Positive Ageing Strategy and confidence in Council's approach to creating an age-friendly community. The priority areas reflected the importance of staying healthy, independent, connected and informed as people age. Feedback strongly endorsed actions that increase opportunities for social, recreational and intergenerational activities, support physical activity and healthy ageing, improve transport options, provide accessible information and promote digital inclusion, with community priorities aligning closely with the actions already proposed in the draft Strategy. Further information is available in Positive Ageing Strategy 2026-2030 Consultation Report (Attachment 2).

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

26. This report is consistent with the following principles in the Community Vision 2040:
    - Safe and peaceful community.
    - Education, training, entrepreneurship and employment opportunities.

- Embrace diversity and multiculturalism.
- Mind, body and spirit.

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 city of accessible, vibrant centres and places.

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.

Positive Ageing Strategy Consultation Report

18 August 2026 – 15 September 2026

Greater Dandenong

Executive Summary

Consultation on the Draft Positive Ageing Strategy 2026-2030 engaged older residents, carers, community groups, service providers and the broader community through online surveys, community drop-in sessions, direct stakeholder engagement and the Have Your Say platform. The consultation generated strong participation and valuable feedback, ensuring community perspectives informed the development of the final Strategy.

Feedback demonstrated overwhelming support for the proposed direction of the Strategy. More than 90% of survey respondents indicated they were either very supportive or generally supportive of the proposed priorities, with no respondents reporting that they were not supportive. This strong level of endorsement reflects community confidence in Council's approach to supporting positive ageing and creating an age-friendly community.

Support for the draft Guiding Principles was also strong, with 87.5% of survey respondents indicating the principles reflected what is important for ageing well in Greater Dandenong. Limited qualitative feedback was provided on the principles, suggesting respondents were generally comfortable with the proposed approach and instead focused their comments on the priority areas and actions. Overall, the findings confirm that the Guiding Principles provide an appropriate foundation for the Strategy.

Safety, Health and Wellbeing emerged as the highest-rated priority area, highlighting the importance of healthy ageing, physical activity, falls prevention and maintaining independence. Strong support was also evident for Social Connections and Participation, with respondents identifying social inclusion, reducing isolation and opportunities for community involvement as key priorities. Transport and Access and Information and Communication were also consistently recognised as important enablers of independent and connected ageing.

The highest-ranked actions focused on increasing opportunities for social, recreational and intergenerational activities, supporting participation in physical activity programs, improving community transport options, strengthening healthy ageing initiatives and promoting accessible information. These findings reinforce the importance of enabling older people to remain active, connected, informed and engaged in community life.

Across all consultation activities, participants consistently identified accessible information, digital inclusion, meaningful participation in decision-making, age-friendly environments and support to navigate key life transitions as important priorities. Participants also emphasised the importance of maintaining independence, accessing services and remaining connected to their communities. These themes are reflected throughout the draft Strategy, demonstrating strong alignment between community expectations and the proposed priorities and actions.

Overall, consultation confirmed that the Draft Positive Ageing Strategy 2026-2030 accurately reflects the priorities, needs and aspirations of older people in Greater Dandenong. Feedback validated the Strategy's strategic direction and resulted in only minor refinements to wording and performance measures. Importantly, the consultation demonstrated strong community support for the proposed Guiding Principles, priorities, actions and intended outcomes.

Consultation Snapshot

- **151** consultation page views on the Have Your Say page
- **133** unique visitors to the Have Your Say page
- **46** Positive Ageing Strategy downloads
- **32** online submissions via the Have Your Say page
- **297** people reached through direct email and networks
- **5** drop-in consultation sessions
- **55** individual feedback comments received overall
- Content accessed in other languages other than English included Shinala, Chinese (Simplified), Arabic, Chinese (Traditional), Greek, Punjabi and Vietnamese

Community Drop-In Sessions

- Dandenong Library – Monday 24 August
- Keysborough Community Hub – Tuesday 1 September
- Dandenong Oasis Aquatic Centre – Thursday 3 September
- Dandenong Market – Friday 11 September
- Springvale Community Hub – Monday 14 September

This community engagement provided valuable feedback from older residents, families, community groups and service providers, helping to inform the final Positive Ageing Strategy and ensuring it reflects community priorities and supports age-friendly outcomes.

Have Your Say – Survey Results

The survey results demonstrate strong support for the draft Positive Ageing Strategy 2026-30 and its four proposed priorities. Of the 32 respondents who answered the question about their level of support, 59.38% indicated they were *very supportive* of the priorities, while a further 31.25% reported being *generally supportive*, as shown in the figure below.

A further 9.38% of respondents indicated they were supportive of some elements of the priorities, and no respondents reported being unsupportive. Overall, more than 90% of respondents expressed support for the proposed priorities, highlighting strong community endorsement of the Positive Ageing Strategy's direction and confidence in the focus areas identified by Council.

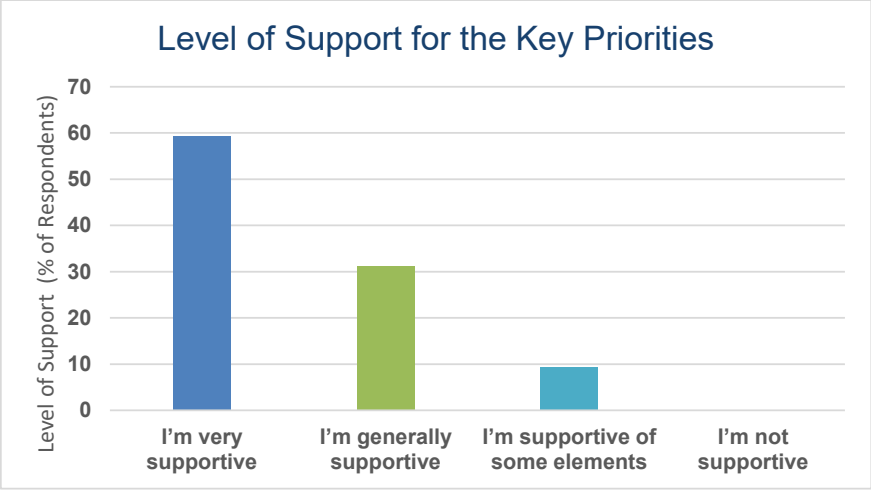


Figure 1: Key Priorities

Figure 2 below shows that Safety, Health and Wellbeing was the highest-ranked priority area, achieving the highest weighted score (3.16) based on a scoring system that factored in their ranking preferences. This was followed by Social Connections and Participation (2.75), highlighting the importance respondents place on staying connected and engaged in the community. Information and Communication (2.06) and Transport and Access (2.03) received similar levels of support and were ranked third and fourth respectively. Overall, these findings suggest that respondents place the greatest importance on initiatives that support health, wellbeing and safety, while also recognising the value of maintaining social connections and participation as key components of positive ageing.

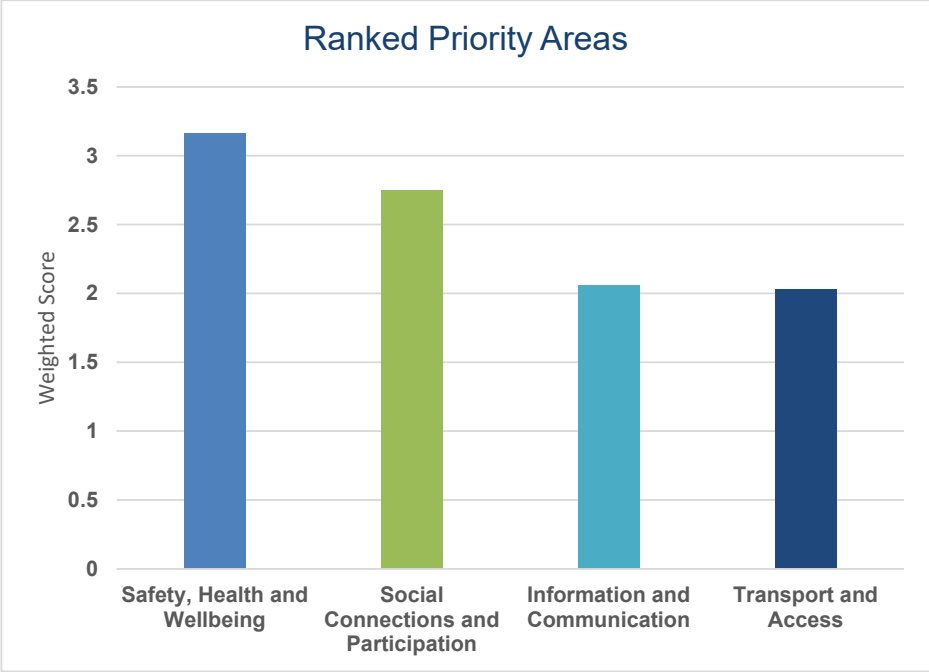


Figure 2: Priority Areas

Respondents were then asked to choose their top 10 actions from a list of 21. Each action received a score based on:

- How many people selected it, and
- How highly they ranked it (for example, whether it was chosen 1st, 2nd, 3rd, and so on).

Actions chosen by more people and ranked higher received a higher overall score, which helps identify the actions that were considered the most important by the group.

Figure 3 below, shows that the actions most frequently selected by respondents as a top priority were focused on supporting healthy, connected, independent and inclusive ageing. The action most prioritised, was *increase opportunities for social, recreational and intergenerational activities*, followed by *support participation in physical activity programs*. Other frequently selected priorities included *increase community transport for essential services and activities.*

The top-ranked actions indicate a strong community focus on promoting healthy ageing, social connection, independence, accessibility and inclusion, enabling older people to remain active, connected and engaged in community life.

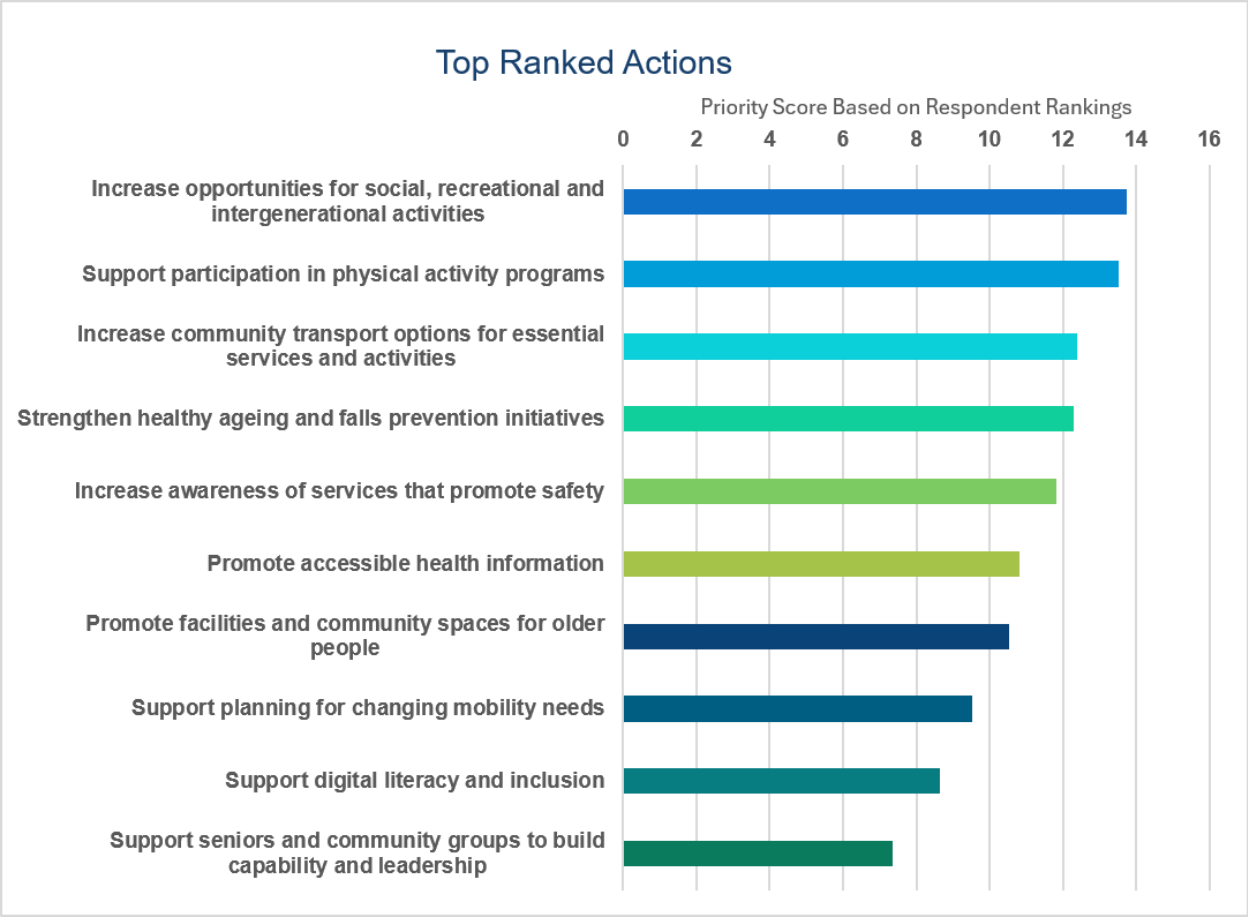


Figure 3: Actions

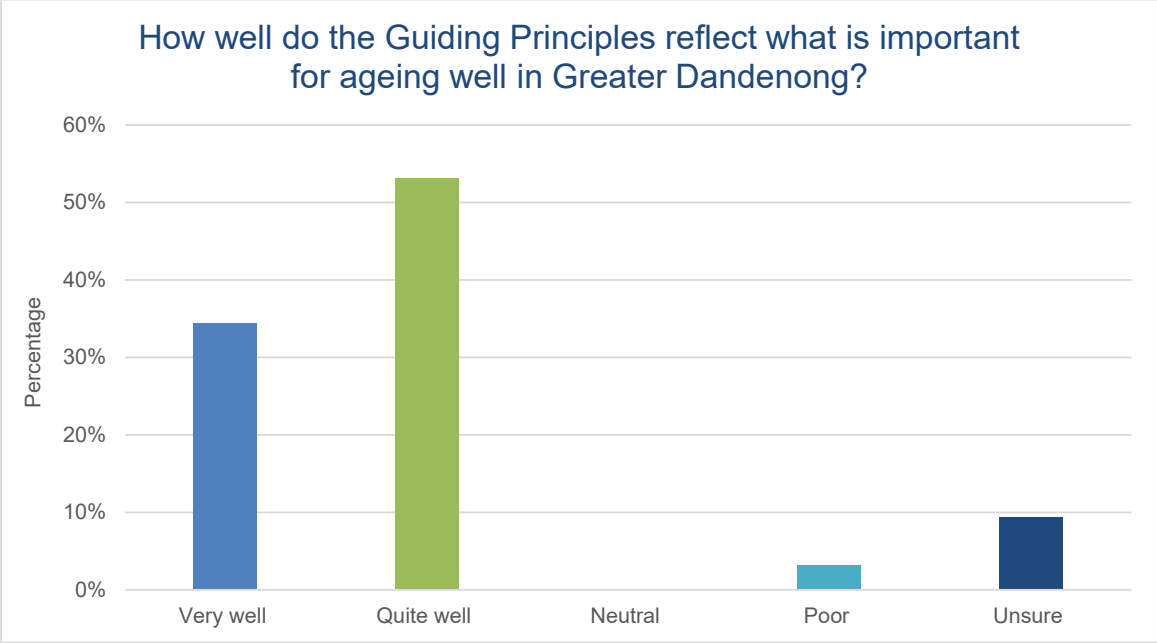


Figure 4: Guiding Principles

Feedback on the draft Guiding Principles was generally positive, with 87.5% of survey respondents indicating the principles reflected what is important for ageing well in Greater Dandenong either *very well* (34.38%) or *quite well* (53.13%). Only one respondent rated the principles poorly, while three respondents were unsure. Notably, very little qualitative feedback was provided specifically about the Guiding Principles, suggesting that respondents were generally comfortable with the proposed approach and instead focused their comments on the priority areas and actions. Overall, the findings indicate broad support for the proposed principles and confirm that they provide an appropriate foundation for the Strategy.

When considered alongside feedback from community consultation activities and the Have Your Say page, the findings demonstrate strong community support for the Draft Positive Ageing Strategy 2026-2030. Analysis showed a high level of alignment between community feedback, the Guiding Principles and the proposed priorities and actions, confirming support for the Strategy's four priority areas. Feedback also highlighted the importance of promoting health and wellbeing, social connection, independence, accessibility and inclusion, providing confidence that the Strategy reflects the key priorities of older people in Greater Dandenong.

Consultation Findings by Key Theme

Theme 1 - Social Connections and Participation

Draft Action	Consultation Findings	Assessment
1.1 Increase opportunities for inclusive participation in community life by promoting Council and community facilities to older people and Seniors groups.	Strong support for increasing awareness and use of community facilities and local opportunities. Several respondents emphasised the importance of helping older people stay involved and connected.	Strong alignment. No change required.
1.2 Increase opportunities for inclusive social, recreational and intergenerational activities that support connection and participation.	One of the strongest themes. Respondents consistently identified social connection, outings, exercise groups, walking groups and reducing loneliness as priorities.	Strong alignment. No change required.
1.3 Promote volunteering pathways that recognise and utilise the skills, experience and contributions of older people.	Feedback recognised the valuable contribution older people make through volunteering, caring and sharing experience with younger generations.	Strong alignment. No change required.
1.4 Promote access to peer support networks and respite opportunities for carers of older people, with a focus on supporting older carers.	Support for carers was regularly identified, particularly older carers and those needing information and support services.	Strong alignment. No change required.
1.5 Strengthen community capacity by supporting the sustainability and capability of seniors and community groups.	Positive support for strengthening Seniors groups and ensuring older people continue contributing to community life and decision-making.	Strong alignment. No change required.

Key Messages from the Consultation:

- Social participation remains a strong priority.
- Respondents strongly support activities that reduce isolation and loneliness.
- Community facilities, programs and volunteering opportunities remain important.
- Older people want to remain active contributors to community life.
- Carers require ongoing support and recognition.

Feedback aligns closely with the draft actions and reinforces the importance of providing diverse and accessible opportunities for older people to participate in community life, maintain relationships and contribute their skills, knowledge and experience.

Theme 2 - Transport and Access

Draft Action	Consultation Findings	Assessment
2.1 Improve accessibility of transport information to support informed travel choices.	Respondents identified difficulties understanding transport options and locating available information.	Strong alignment. No change required.
2.2 Increase transport access for essential services and activities for health and social participation.	Transport was consistently identified as essential for maintaining independence, attending appointments and participating in community life.	Strong alignment. No change required.
2.3 Build confidence and capability in using public transport.	Support for practical assistance and education about public transport.	Strong alignment. No change required.
2.4 Support transition planning for changing mobility needs, including reduced driving capacity.	Respondents highlighted mobility changes, accessibility challenges and the importance of planning for reduced driving capacity.	Strong alignment. No change required.

Key Messages from the Consultation:

- Reliable and accessible transport is essential for maintaining independence as people age.
- Transport enables access to health services, social activities and community participation.
- Safe, accessible footpaths, crossings and transport infrastructure are important for staying connected to the community and accessing services.
- Older people value information and support to help them adapt to changing mobility needs and maintain their independence.

Feedback aligns strongly with the draft actions and highlights the importance of Council's advocacy and partnership role in improving transport outcomes that support age-friendly communities.

Theme 3 - Safety, Health and Wellbeing

Draft Action	Consultation Findings	Assessment
3.1 Enhance awareness of and connection to services that promote safety at home and in the community.	Respondents sought greater awareness of safety supports and practical information.	Strong alignment. No change required.
3.2 Enable active and healthy lifestyles through increased participation in age-appropriate physical activity.	Respondents strongly supported exercise programs, mobility initiatives, walking groups and healthy ageing activities.	Strong alignment. No change required.
3.3 Support lifelong learning initiatives that enhance social connection and improve wellbeing by increasing access to inclusive, community-based education and skill building activities for older adults.	Multiple respondents suggested digital learning, language learning, practical skills and education programs for older people.	Strong alignment. No change required.
3.4 Assist older people to maintain stable and appropriate housing through information, education, and connections to support services.	Feedback highlighted housing planning, downsizing decisions and understanding support systems.	Strong alignment. No change required.
3.5 Strengthen early intervention and prevention approaches that support healthy ageing, mobility and falls prevention.	Strong support for fall prevention, mobility, physical wellbeing and preventative health initiatives.	Strong alignment. No change required.

Key Messages from the Consultation:

- Physical activity is a key priority for supporting health and wellbeing.
- Exercise programs and falls prevention are important for maintaining independence.
- Older people value opportunities for lifelong learning and staying engaged.
- Information about housing, future planning and aged care services is highly valued.
- Maintaining health, wellbeing and independence remains a strong community priority.

This theme generated some of the strongest levels of feedback. Feedback demonstrates strong alignment with the draft actions and confirms the importance of supporting older people's health and wellbeing through both direct programs and information services.

Theme 4 - Information and Communication

Draft Action	Consultation Findings	Assessment
4.1 Strengthen digital inclusion by enabling older people to build confidence, skills and access to digital technologies.	Strong support for digital learning and confidence-building opportunities. Several respondents specifically referred to digital literacy needs.	Strong alignment. No change required.
4.2 Promote preventative health literacy through accessible community-based education and information.	Respondents highlighted the need for clearer information about health, My Aged Care, housing and support systems.	Strong alignment. No change required.
4.3 Embed age-inclusive practice across all Council communication, services and engagement approaches.	Strong support for accessible information and inclusive communications.	Strong alignment. No change required.
4.4 Position Council as a leader in positive ageing messaging, promoting strengths-based narratives that challenge ageism.	Respondents identified ageism and the need to recognise older people's contributions.	Strong alignment. No change required.
4.5 Work with cultural groups and community leaders to share clear, culturally appropriate information so older people understand and can access available programs and information.	Feedback focused on the need to ensure information reaches all community groups.	Strong alignment. No change required.
4.6 Increase meaningful participation of older people in decision making, including governance structures such as the Positive Ageing Advisory Committee.	Strong support for involving older people in planning, governance and decision-making.	Strong alignment. Minor word change to measure.
4.7 Improve access to relevant life-stage information to support informed decision making across ket transitions (e.g. retirement, planning, housing).	Respondents highlighted retirement planning, ageing services, housing decisions and navigating support systems.	Strong alignment. No change required.

Key Messages from the Consultation:

- Digital inclusion remains important.
- Information about My Aged Care and service navigation is a priority.
- Older people value opportunities to influence Council decision-making, recognise contributions and challenge stereotypes.
- Clear information during life transitions is essential for ageing well.

Feedback strongly supports the proposed actions to improve access to information, digital literacy, and support for navigating ageing-related services. The feedback aligns closely with the draft actions, with only a minor wording amendment suggested to strengthen the involvement of older people in decision making.

Conclusion

The consultation findings indicate that the Draft Positive Ageing Strategy 2026-2030 aligns strongly with the priorities, needs and aspirations of older people in Greater Dandenong. Survey respondents demonstrated overwhelming endorsement of the draft strategy and consistently reinforced key issues, including social connection, transport, physical activity, access to information, digital inclusion, healthy ageing and participation in decision-making.

The consultation process did not identify any significant gaps or concerns with the proposed strategic direction. Feedback largely affirmed the Guiding Principles, priorities and actions, with most suggestions seeking greater emphasis or refinement of matters already addressed within the Strategy. The positive response to the Guiding Principles further confirms that the values underpinning the Strategy reflect community expectations for ageing well in Greater Dandenong. As a result, the recommended changes are limited to minor wording refinements and performance measure updates.

Overall, the findings confirm that the Positive Ageing Strategy focuses on the issues that matter most to older residents. Feedback was primarily directed towards how actions can be implemented to achieve the intended outcomes, rather than the strategic direction itself. The consultation provides a high level of confidence that the final Positive Ageing Strategy 2026-2030 reflects the needs, priorities and aspirations of Greater Dandenong's ageing community, is grounded in a well-supported set of Guiding Principles and has strong community endorsement.



Draft Positive Ageing Strategy

2026-2030

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.



Attribution:
Auntie Heather Kennedy
Trawalway Plermiernier and Bunurong Artist
Coming Together as One
Acrylic on canvas

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DRAFT

Mayor's Message

Greater Dandenong is proud to be home to a diverse and vibrant community, including many older people who make significant contributions to strengthening our city every day.

Through their involvement in families, neighbourhoods, workplaces, community groups and volunteer activities, these contributions help ensure our community is a welcoming and inclusive place for people of all ages.

To support older people to remain healthy, connected, informed, active and independent, we have developed the Positive Ageing Strategy 2026-2030. It is my pleasure to share this important strategy which will guide our work in this space for the next four years. The strategy recognises that ageing well is about more than health. It is about having opportunities to contribute to community life, maintaining social connections, accessing services and facilities, staying informed and feeling safe.

The strategy has been shaped by the voices of our community. More than 1,400 people contributed through consultations, community events, online engagement and advisory committees. We also received feedback from service providers and community groups.

This feedback helped identify four key priorities:

- Social Connections and Participation
- Transport and Access
- Safety, Health and Wellbeing
- Information and Communication

At Greater Dandenong City Council, we cannot achieve these outcomes alone. We will continue to work alongside community organisations, service providers, businesses, government agencies and older residents to deliver initiatives that support positive ageing and foster a strong sense of belonging for all.

I would like to sincerely thank everyone who contributed to the development of this strategy. Together, we are creating a community where older people are valued, respected and empowered to remain active, connected and engaged in community life.

DRAFT

Executive Summary

Greater Dandenong's Positive Ageing Strategy responds to the increasing number of older residents by planning proactively for a community where people can live well as they age. Guided by the World Health Organization's definition of healthy ageing, the strategy recognises that wellbeing extends beyond physical health. It prioritises creating inclusive environments that enable older people to remain active, independent and connected, while supporting meaningful participation and a strong sense of purpose.

Through the 2017-2025 strategy, Council delivered a wide range of initiatives that have expanded social participation, improved access to community transport, strengthened partnerships, and elevated the voices of older people through advisory structures and engagement processes.

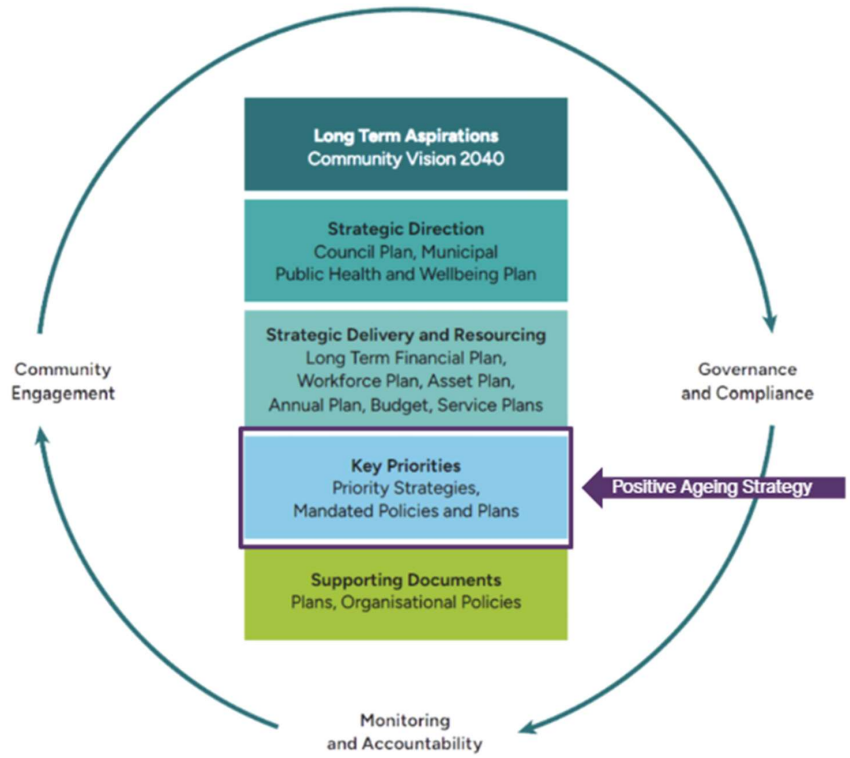
While challenges remain - including increasing loneliness, the diverse and changing needs of the ageing population, and barriers related to transport, accessibility and access to information - there are significant opportunities to build on the strong existing foundation. Strengthening partnerships across sectors, investing in preventative health and wellbeing initiatives, and continuing to foster meaningful social connections will further improve outcomes for older people.

Recognising and valuing the contributions of older people, alongside ensuring services are accessible, inclusive and responsive, will be critical. Together, these efforts will support the development of a more connected and age-friendly Greater Dandenong - where older adults are empowered to participate fully in community life.

Key themes included in this plan:

1	**Social Connections and Participation**	Older people are connected, valued and actively participating in community life.
2	**Transport and Access**	Older people can access services, activities and community spaces safely and independently.
3	**Safety, Health and Wellbeing**	Older people feel safe, supported and empowered to maintain their health, independence and quality of life.
4	**Information and Communication**	Older people are informed, digitally included and actively engaged in shaping their community.

Integrated Planning Framework



Council's Integrated Planning Framework (IPF) outlines Council's planning in the long, medium, and short term. This planning approach is required by law and helps Council plan well, measure progress, and deliver better outcomes for the community.

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

The Positive Ageing Strategy is a key Council plan that supports Community Vision 2040 by outlining how access, connection and participation for older people will be improved.

It contributes to the Council Plan 2025–2029 by strengthening inclusion, access and wellbeing for older people while supporting broader community outcomes.

Together, these plans improve access to services, strengthen community connections, support health and wellbeing, and promote inclusion so everyone can participate, regardless of age or ability.

The Positive Ageing Strategy further informs internal policies and processes, helping staff embed these priorities in everyday work and improve outcomes for older people.

Background

People are living longer and healthier lives, and this is clearly reflected in Greater Dandenong. The growing number of older residents is a positive sign of improved wellbeing and longevity in the community.

An ageing population brings many opportunities. Older people contribute valuable skills, knowledge and life experience. They play an important role in families, volunteering and community life, helping to build stronger, more connected neighbourhoods.

This trend also provides a great opportunity to plan ahead and create environments that support people to stay active, independent and engaged. By working together across services, organisations and government, we can build a community where people continue to thrive as they age.

The World Health Organization (WHO) defines healthy ageing as “the process of developing and maintaining functional ability that enables wellbeing in older age.” Functional ability is about a person’s capacity to do the things they need, value and enjoy in everyday life. This means healthy ageing goes beyond physical and mental health. It also includes creating supportive environments that enable independence, participation, and a strong sense of purpose.

To guide this work, Council has drawn on the WHO Global Age-Friendly Cities Framework. This framework provides a practical model for designing communities, services and policies that better meet the needs of older people. It promotes active ageing by strengthening health, participation and security



across eight key areas of daily life, including housing, transport, social participation and access to services. This approach aligns with Council's commitment to building an inclusive, supportive and age-friendly community where people of all ages can thrive.

The Positive Ageing Strategy outlines how Greater Dandenong will support older people to maintain good health and wellbeing, remain active and connected in their communities, and access the support they need as they age. It reflects the community vision for positive ageing, where:

- Older people are respected, valued, and supported to lead active, connected, and meaningful lives
- Opportunities are available to enhance health, wellbeing, and safety
- The ongoing contributions of older people are recognised and celebrated
- People can participate safely and independently in community life
- Services and supports are accessible and responsive to physical and social needs
- Ageing is viewed positively, supported by education and information
- Older adults are empowered to remain active, connected, and informed about available supports.





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Guiding Principles

The Guiding Principles have been developed to provide a clear, consistent and future-focused foundation for the Positive Ageing Strategy. They set a shared direction for how Council plans, delivers and evaluates services for older people, ensuring a coordinated approach across all areas of work.

These principles are essential in helping the Strategy respond to a changing environment. As community needs, expectations and demographics evolve, the principles provide a stable framework that supports flexible and informed decision-making. They also ensure the Strategy remains aligned with the Community Vision and the broader commitments outlined in the Council Plan.

By establishing a consistent foundation, the principles guide Council's planning, prioritisation and service delivery over time. They help ensure that decisions are grounded in what matters most to older people, with a strong focus on dignity, inclusion, access and wellbeing.

Community feedback has played an important role in shaping the principles, including insights from the City of Greater Dandenong Deliberative Panel. This feedback highlighted the need for flexible and responsive approaches that:

- Support older people to maintain their independence
- Enable informed choice and decision-making
- Reduce barriers and improve access for people from diverse backgrounds

There is also a strong emphasis on early support, social connection and overall wellbeing. The principles encourage place-based approaches that recognise and respond to local strengths, needs and priorities.

Importantly, they support balanced decision-making by reinforcing the need to maintain quality and safety while ensuring long-term sustainability. They also embed a strong commitment to keeping the lived experience and voices of older people central to planning, delivery and evaluation.

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Guiding Principles for Future Work

Principle	What it means	Why it matters for future community work
1. Independence and choice	Supporting older people to live independently for as long as possible and to make informed choices about their lives and support.	Future services must adapt to increasing expectations for autonomy, flexibility and person-centred support rather than one-size-fits-all programs.
2. Equity, accessibility, inclusion and participation	Ensuring services and opportunities are fair, accessible and inclusive so all older residents can participate in community life.	Growing diversity and complexity mean Council must design services that reduce barriers and respond equitably to different needs and circumstances.
3. Prevention, early support and wellbeing	Providing early, low-level supports that maintain health, wellbeing and independence.	Preventative approaches help reduce long-term demand on higher-cost services and support older people to stay well and connected.
4. Connection and community belonging	Strengthening social connection, reducing loneliness and fostering a sense of belonging.	Social isolation is a growing risk; community-based connections play a critical role in protecting wellbeing and resilience.
5. Place-based and local solutions	Tailoring responses to local needs, strengths and community context.	Local knowledge allows Council to respond flexibly as demographics, service markets and community expectations continue to change.
6. Partnership and collaboration	Working with community organisations, health services, government and other councils.	Future challenges cannot be addressed by Council alone; partnerships enable shared expertise, resources and coordinated responses.
7. Quality, safety, sustainability and lived experience	Ensuring services are safe, high-quality, financially sustainable and informed by lived experience.	Long-term community work must balance quality and safety with sustainability, while keeping older people's voices central to decision-making.

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Achievements of the Positive Ageing Strategy

The Draft Positive Ageing Strategy 2026–2030 builds on the achievements of *Ageing is About Living 2012–2015* and the *Positive Ageing Strategy 2017–2025*. Over more than a decade, these strategies have strengthened social participation, improved access to services and transport, enhanced community connections, supported healthy ageing, and elevated the voices of older people in Council planning and decision-making.



In particular, the Positive Ageing Strategy 2017–2025 has delivered a broad range of initiatives that have strengthened the health, wellbeing, independence and social inclusion of older people across the municipality. Guided by community priorities – particularly transport, health services, social inclusion and communication – the strategy has turned community feedback into tangible outcomes that enhance quality of life.

Key highlights from our previous strategy include:

- Delivery of over 80 inclusive programs and events such as the Stronger Together forum, Living Well Expo and Advanced Care Planning.
- More than 350 day trips promoting social connectedness and active ageing to popular destinations such as zoos, historical venues and outdoor spaces.
- Celebrating our older people with our annual Seniors Festival Centenarian event.
- Expansion of social participation opportunities through partnerships with community centres and neighbourhood houses, connecting to more older people.

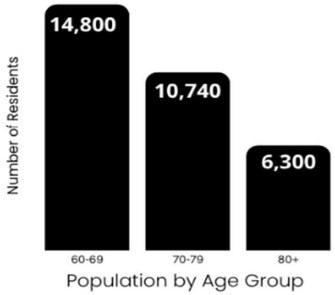


- Increased education program delivery, resulting in greater focus on health, wellness and preventative initiatives such as Strong and Steady falls prevention, stroke awareness and diabetes education.
- Enhanced community input into the design of open spaces and recreational facilities through engagement with the Positive Ageing Advisory Committee including projects such as the Oasis Wellbeing Centre, the Alex Wilkie Nature Sensory Trail, and the Central Dandenong Community Hub.
- Strengthened the voice of older people through the Positive Ageing Advisory Committee and inclusive consultation processes.
- Expansion of community transport services including shopping programs and partnerships with local organisations.
- Initiating projects that challenge ageism and foster respectful community attitudes, such as the Biscuit Tin Project and the EveryAGE Counts campaign.
- Development of the Social Connections Booklet, a practical and accessible resource that connects older residents with local services, activities and social opportunities to support wellbeing, independence and community participation, while reducing social isolation.
- Implementation of health and wellbeing activities such as Tai Chi, Line Dancing and Pickleball.
- Strengthened support networks for carers by building partnerships and increasing promotion of services such as Carers Gateway and the Walks for Carers program.
- Secured Support for Carers funding to better support local carers.
- Increased volunteering opportunities, including participation in major programs and events such as the Living Well Expo and essential support for the Day Trip Program.
- Developed a bimonthly Living Well newsletter providing older people with relevant information on healthy ageing, educational topics and social engagement opportunities. Available in both print and digital formats, it plays a key role in promoting social inclusion, lifelong learning and connections across the Greater Dandenong community.

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Community Snapshot of older people in our municipality

Residents 60+



31,840
1 in 5 are 60 or older.

Carers

2,280
residents aged 60 or more were providing unpaid care, representing 8.4% of people in this age group.

Volunteers

2,400
residents aged 60 years or more had participated in volunteering during the previous 12 months, representing 7.2% of residents this age.

Aged Pension

74%
residents aged 65+ in Greater Dandenong are in receipt of the Aged Pension - the highest rate in Victoria, significantly above the metropolitan average of 51%.

Falls

One in 4 people aged 65+ have at least 1 fall per year.

Exercise of any type reduces the risk of falling by 23%.

Exercise

1 in 3
adults 65+ met the physical activity guidelines in 2022.

Cultural Diversity

76%
of residents aged 60+ were born overseas representing the second most culturally diverse population of older residents in Victoria.

Challenges and Opportunities

Supporting older people is both important and full of opportunity. By working together, we can create a community where people feel valued, connected and supported at every stage of life.

Older people have different needs, backgrounds and life experiences. Some may need more support with their health, while others are active and independent. This means we need flexible and personalised support, rather than a “one-size-fits-all” approach.

Some older people may also feel lonely or isolated, especially if they live alone or do not have strong support networks. Everyday challenges - such as transport, building access or not knowing what services are available - can make it harder to stay connected. By making services easier to access and information simpler to find, we can help more people stay involved in their community.

There is already a strong foundation to build on. We have seen great results from social activities, improved transport, education programs and stronger community connections. These successes show what is possible. By continuing to build partnerships with health services and community organisations, we can reach more people and provide more coordinated, helpful support.

Programs that promote physical activity, healthy eating and confidence can help older people stay well and independent for longer. Social activities, group programs and learning opportunities give people the chance to connect, share experiences and enjoy life. These programs not only support health but also bring a sense of belonging and purpose.

It is also important to recognise and value the skills, knowledge and life experience of older people. Older people play an important role in our communities - as volunteers, carers, mentors and leaders. When people feel respected and included, they are more likely to stay active and engaged.

Providing clear, simple and easy-to-understand information is another key part of support. When people know what help is available and how to access it, they are more confident in reaching out and getting the support they need.

Together, these actions help create a more inclusive, supportive and connected community - where older people can continue to live safely, stay independent and feel a strong sense of belonging.

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Consultation – How was this Developed?



Council's understanding of the needs and aspirations of older people was informed through a range of earlier engagement activities, including consultation on Council's future role in aged care and disability services, development of the Council Plan, and ongoing input from the Positive Ageing Advisory Committee. These engagement activities involved over 1400 participants and helped identify the issues that matter most to older residents, providing an evidence base for the development of the draft Positive Ageing Strategy.

Following development of the draft Strategy, Council invited further community input to test and strengthen the proposed priorities and actions. Consultation activities included an online Have Your Say survey, community drop-in sessions, targeted conversations with Seniors groups, and promotion through stakeholder networks and partner organisations. More than 295 people were reached through these networks, 133 unique visitors accessed the Have Your Say webpage, and more than 55 individual pieces of feedback were received. A total of 32 survey responses were submitted, with 31 respondents indicating support or strong support for the draft Strategy.

The feedback gathered across both stages of engagement highlighted a shared desire for a community where people can remain connected, healthy, active and independent as they age. Consistent feedback themes included the importance of accessible transport, opportunities to participate in community life, access to information and services, healthy and active ageing initiatives, and opportunities for older people to continue contributing their knowledge, skills and experience. These insights have shaped the priorities and actions contained within this Strategy.

This third Positive Ageing Strategy reaffirms Council's commitment to supporting older people to live well, stay connected and remain active members of the community. By working collaboratively with residents, community groups, service providers and government partners, Council will continue to promote an age-friendly municipality that values the contribution of older people and supports positive ageing for all.

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Key Themes Identified



1. Social Connections and Participation

What we heard from the community

- Older people want more chances to connect and feel part of community life
- Inclusive social and recreational activities to reduce isolation
- Volunteering options that use people's skills and experience
- Better awareness and use of local facilities.

Why we developed this theme

- Feedback showed social connection and participation are key to wellbeing
- Many people feel there are missed opportunities to bring older residents into community life
- Improving access and inclusion can help people stay active, valued and connected.

What we want to achieve

- Older people are connected, valued and actively participating in community life.



2. Transport and Access

What we heard from the community

- Older people find transport information hard to find and understand
- Limited transport options make it harder to get to services, appointments and social activities
- Some people lack confidence or skills to use public transport
- Preparing for transitions such as reducing or stopping driving are not well supported.

Why we developed this theme

- Access to safe and reliable transport is essential for independence and participation
- Barriers to transport can lead to isolation and reduced access to services
- Better information and support can help older people stay connected and confident.

What we want to achieve

- Older people can access services, activities and community spaces safely and independently.

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3. Safety, Health and Wellbeing

What we heard from the community

- Many older people are unaware of safety support services at home and within the community
- More opportunities are needed for physical activities that support health and independence
- People want greater access to lifelong learning and wellbeing activities that build connection
- Older people need better information and support to understand housing options
- Early support and prevention activities are not well coordinated.

Why we developed this theme

- Feeling safe, healthy and supported is essential for independence and quality of life
- Gaps in awareness, access and coordination make it harder for older people to stay well
- Strengthening prevention and supports can reduce risks and improve long-term outcomes.

What we want to achieve

- Older people feel safe, supported and empowered to maintain their health, independence and quality of life.



4. Information and Communication

What we heard from the community

- Some older people lack confidence, skills or access to digital technology
- Health information is not always clear or easy to understand
- Not all Council communication and services are age-friendly
- Ageism and negative views of ageing can affect people's sense of value and inclusion
- Opportunities to have a say in decisions are not always consistent
- People need clearer information at key life stages, such as retirement or housing changes.

Why we developed this theme

- Clear information and inclusive communication are essential for participation
- Barriers to digital access and understanding can lead to exclusion
- Stronger engagement and more inclusive communication help older people feel valued and heard.

What we want to achieve

- Older people are informed, digitally included and actively engaged in shaping their community.

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Council's Role

The City of Greater Dandenong plays an important role in supporting older members of our community. Council recognises and values the significant contribution older people have made - and continue to make - in shaping a vibrant, inclusive and connected community. By planning for the diverse abilities, needs and aspirations of residents, Council strengthens and enhances its service delivery and overall community outcomes.

Council provides both direct and indirect support to older people through a wide range of initiatives. These include community service programs, infrastructure improvements, community funding opportunities, events, and arts and cultural heritage programs. Council works collaboratively across Council teams, services and roles to design and deliver programs that help older people stay connected, active and supported. Council also works in partnership with not-for-profit organisations and community groups, while advocating for improvements that respond to identified community needs.

The City of Greater Dandenong has a long-standing commitment to ensuring older people are respected, valued and supported to live meaningful and fulfilling lives. Council remains responsive to the needs of all residents, including the unique priorities of older people. Multiple areas of Council have developed targeted strategies and actions to address these needs, reflected in the Strategy.

Through ongoing engagement with the community, local businesses and service providers, Council helps foster an inclusive environment where older people feel respected, supported and empowered to remain active, connected members of the community.

Council plays a range of roles in implementing actions and supporting the successful delivery of this Strategy. These roles are included in the Action plan, and include:

- **Deliver:** Directly providing programs, services and activities that support older people.
- **Partner:** Working collaboratively with community organisations, networks and agencies to deliver initiatives.
- **Promote:** Raising awareness of available programs, services and activities, and encouraging participation through targeted communication and promotion.
- **Advocate:** Working with State and Federal Governments on behalf our community to influence their decision making.

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Action Plan

Theme 1: Social Connections and Participation

Older people are connected, valued and actively participating in community life.

No	Action	Council's Role	Measure
1.1	Increase opportunities for inclusive participation in community life by promoting Council and community facilities to older people and Seniors groups.	Promote	Number of promotions about facilities per year.
1.2	Increase opportunities for inclusive social, recreational and intergenerational activities that support connection and participation.	Deliver Partner Promote	Number of activities per year that are delivered or promoted.
1.3	Promote volunteering pathways that recognise and utilise the skills, experience and contributions of older people.	Promote	Number of opportunities provided by Council and community organisations that are promoted to older people.
1.4	Promote access to peer support networks and respite opportunities for carers of older people, with a focus on supporting older carers.	Promote	Number of carer-support events promoted per year.
1.5	Strengthen community capacity by supporting the sustainability and capability of seniors and community groups	Deliver Partner Promote	Number of leadership activities per year.

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Theme 2: Transport and Access

Older people can access services, activities and community spaces safely and independently.

No	Action	Council's Role	Measure
2.1	Improve accessibility of transport information to support informed travel choices.	Deliver Promote	Increase the availability of information about transport across Council platforms (e.g. Website, printed materials).
2.2	Increase transport access for essential services and activities for health and social participation.	Deliver Advocate	Increase community transport routes to destinations that support health, wellbeing and social connection, based on identified community need and priorities.
2.3	Build confidence and capability in using public transport.	Deliver Partner	Increase programs and education sessions supporting older people to access public transport.
2.4	Support transition planning for changing mobility needs, including reduced driving capacity.	Deliver Partner Promote	Number of initiatives delivered to support transition planning for changing mobility needs, including information sessions, resources, and individual support.

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Theme 3: Safety, Health and Wellbeing

Older people feel safe, supported and empowered to maintain their health, independence and quality of life.

No	Action	Council's Role	Measurable Outcome
3.1	Enhance awareness of and connection to services that promote safety at home and in the community.	Deliver Promote	Number of education sessions delivered and information shared.
3.2	Enable active and healthy lifestyles through increased participation in age-appropriate physical activity.	Deliver Partner Promote	Increase in the percentage of older adults regularly participating in age-appropriate physical activity programs delivered by Council and in collaboration with community organisations.
3.3	Support lifelong learning initiatives that enhance social connection and improve wellbeing by increasing access to inclusive, community-based education and skill-building activities for older adults.	Deliver Promote	Number of programs that support lifelong learning
3.4	Assist older people to maintain stable and appropriate housing through information, education, and connections to support services.	Deliver Promote Advocate	Number of education sessions and newsletter articles about housing security.
3.5	Strengthen early intervention and prevention approaches that support healthy ageing, mobility and falls prevention.	Deliver Partner Promote	Number of programs delivered by Council, in collaboration with community organisations and newsletter articles per year.

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Theme 4: Information and communication

Older people are informed, digitally included and actively engaged in shaping their community.

No	Action	Council's Role	Measurable Outcome
4.1	Strengthen digital inclusion by enabling older people to build confidence, skills and access to digital technologies.	Deliver Promote	Number of programs that are promoted to older individuals that support digital literacy for older residents.
4.2	Promote preventative health literacy through accessible, community-based education and information.	Deliver Partner	Number of face-to-face and online health education sessions promoted per year.
4.3	Embed age-inclusive practice across all Council communication, services and engagement approaches.	Deliver Promote	Increase information delivered using diverse and accessible formats.
4.4	Position Council as a leader in positive ageing messaging, promoting strengths-based narratives that challenge ageism.	Deliver Partner Promote	Number of Council communications, programs and public messaging that include representation of older people.
4.5	Work with cultural groups and community leaders to share clear, culturally appropriate information so older people understand and can access available programs and information.	Partner Promote	Number of partnerships with local cultural groups and leaders.
4.6	Increase meaningful participation of older people in decision making, including governance structures such as the Positive Ageing Advisory Committee (PAAC).	Deliver Promote	Annual number of PAAC meetings, consultations for Council plans and strategies that incorporate input from older people.
4.7	Improve access to relevant life-stage information to support informed decision making across key transitions (e.g. retirement, planning, housing).	Deliver Partner Promote	Number of opportunities provided for education on life stage transitions.

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Implementation, Monitoring and Reporting

The Positive Ageing Strategy will be put into practice by building its priorities into Council planning, decisions and day-to-day work. It will guide how services and programs are designed and delivered, ensuring they are inclusive and age-friendly.

Council will work closely with older people, carers and community groups to implement the actions.

The Positive Ageing Advisory Committee provides advice and feedback to help guide the strategy and its actions. Council will review progress each year with input from the Committee, aligning this review with Council's planning and reporting processes to track progress against the strategy's goals. The Committee will also contribute to and support the development of an annual action plan that outlines the activities needed to achieve the aims of the Positive Ageing Strategy.

This approach supports transparency, accountability and ongoing improvement, and reinforces Council's commitment to building a community that values and supports older people.



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Supporting Documents

The Positive Ageing Strategy supports the goals of the Council Plan 2025-29 and Community Vision by promoting active living, opportunities for community interactions and events, strengthening social connections, creating safe and welcoming spaces and accessible programs for all.

The Council Plan and Community Vision emphasises priorities including:

- Our city is a socially connected, safe and healthy city
- Our city is accessible to all and supports health and wellbeing
- Our city is vibrant and well planned for the future
- We have well-connected spaces and places
- We value the voices of our community in decision making.

The Positive Ageing Strategy helps put these priorities into action by making sure Council supports healthy, connected and inclusive communities where older people feel valued and able to participate fully in community life.

The Disability Action Plan 2026–30, Libraries Strategy 2022–26 and Make Your Move Greater Dandenong Physical Activity Strategy 2020–30 closely align with and support the Positive Ageing Strategy by promoting inclusion, accessibility, lifelong learning, and active, healthy lifestyles for older people.



Appendices

World Health Organization (WHO) Age-friendly Cities Framework
https://extranet.who.int/agefriendlyworld/age-friendly-cities-framework/

Council Plan 2025-2029
www.greaterdandenong.vic.gov.au/council-plan-2025-29

Disability Action Plan 2026-30
https://www.greaterdandenong.vic.gov.au/disability-action-plan

Libraries Strategy 2022–2026
https://www.greaterdandenong.vic.gov.au/about-libraries/libraries-strategy-2022-26

Make Your Move Greater Dandenong Physical Activity Strategy 2020–2030
https://www.greaterdandenong.vic.gov.au/make-your-move-greater-dandenong-physical-activity-strategy-2020-2030

Engaging with our community and stakeholders to understand Council's future role in aged and disability services
www.greaterdandenong.vic.gov.au/aged-care-reforms

The Medical Journal of Australia
https://www.mja.com.au/journal/2024/221/6/loneliness-epidemic-holistic-view-its-health-and-economic-implications-older-age

Australian Digital Inclusion Index: The 2025 findings
https://digitalinclusionindex.org.au/the-2025-findings/

National Seniors Australia: Obstacles to social connection and life satisfaction in later life
https://nationalseniors.com.au/news/featured-news/obstacles-to-social-connection-and-life-satisfaction-in-later-life

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4.2.4 Draft Economy & Place Strategy 2027-2037 - Endorsement for Consultation

Responsible Officer: Executive Director City Futures

Attachments:
1. EP S- V 9.5 [**4.2.4.1** - 79 pages]
2. Draft EPS strategy on a page [**4.2.4.2** - 2 pages]

Officer Recommendation

That Council:

1. **NOTES the draft Economy and Place Strategy 2027-37 (Attachment 1) which has been informed by consultations with business stakeholders and the broader community;**
2. **ENDORSES the release of the draft Economy and Place Strategy 2027-37 (Attachment 1) for a 28-day public consultation period commencing in February 2027; and**
3. **NOTES that the following the conclusion of public consultation, a summary report and final amended Economy and Place Strategy will be presented to Council for formal adoption.**

Executive Summary

1. The draft Greater Dandenong Economy and Place Strategy 2027-37 and Stage 1 Implementation Plan have been developed to provide a 10-year framework for economic development, investment attraction, employment, activity centres and placemaking.
2. The draft Strategy has been shaped and informed by evidence, extensive internal and external engagement, and a comprehensive analysis of economic, demographic and place-based trends. The Strategy seeks to address the identified "capture gap", where Greater Dandenong generates significant economic output but retains a lower share of employment, spending and investment benefits locally.
3. The draft Strategy is now ready for Phase 2 Community Engagement scheduled for February 2027. The final Strategy is planned to be presented for formal Council adoption in May 2027.

Background

4. A unified economy and place strategy has been developed integrating economic development, employment, investment attraction and placemaking priorities. This Strategy is a Key Priority Strategy within Council's Integrated Planning Framework.
5. The draft Economy and Place Strategy (Strategy) has been developed following:
    - Preparation of an Economy and Place Profile;
    - Activity centre and placemaking analysis;
    - Comprehensive internal and external stakeholder engagement; and
    - Review of local, regional and state policy settings.
6. The Strategy establishes a 10-year vision (2027-37) and a five-year stage 1 implementation plan (2027-28 to 2031-32) - Attachment 1.

7. The Strategy is structured around three pillars:
    - Pillar 1: Business, Industry and Jobs;
    - Pillar 2: Thriving Centres and Destinations; and
    - Pillar 3: Investment, Reputation and Growth
8. The Strategy is about making different choices, not doing more work. It is a prioritisation framework for how Council directs effort, advocacy, partnerships and investment over the next 10 years, as we cannot achieve different outcomes simply by refining the same approach.

Key Issues and Discussion

9. Strategic importance:
    - Provides a whole-of-Council framework for delivering economic development and placemaking outcomes over the next decade.
    - Creates clear priorities for investment attraction, employment pathways, activity centre revitalisation, visitation and business growth.
    - Establishes measurable outcomes and a governance framework for monitoring delivery and performance.
10. Strategic alignment:
    - Aligns with the Community Vision 2040.
    - Supports delivery of Council Plan 2025-29 objectives relating to:
        - Business and employment;
        - Vibrant centres and places; and
        - Investment and economic growth.
    - Aligns with national, state and regional (Greater South East Melbourne) strategies and priorities.
11. Implementation Plan:
12. Includes 29 initiatives organised into a staged five-year delivery program across three strategic pillars.
13. Establishes a set of (12) priority delivery packages that will guide implementation effort, resource allocation, partnership development and advocacy activity during Stage 1 implementation.
    - Priority delivery packages focus on:
        - Strengthening business growth, industry competitiveness and employment pathways.
        - Supporting the future readiness and productivity of the Southern State Significant Industrial Precinct.
        - Reimaging activity centres, with an early focus on Central Dandenong and continuing delivery of SRAP.
        - Improving business confidence, activity centre presentation and responses to issues affecting perceptions of safety and visitation.
        - Increasing visitation, local spending and place activation.
        - Establishing a coordinated approach to investment attraction, precinct development and city promotion.

- The Implementation Plan provides a clear framework for prioritising Council effort within existing resources and identifying future funding and partnership opportunities.
- Delivery will be staged over five years and reviewed periodically to respond to organisational capacity, funding opportunities and changing priorities.

14. Resource implications:
    - The Strategy has been developed with a focus on implementation through existing resources where possible. Some initiatives will require future business cases, external funding opportunities and budget consideration through annual planning processes.
    - Adoption of the Strategy does not commit Council to future expenditure or capital works. These will remain subject to future Council decision-making and budget processes.
15. Stakeholder engagement:
    - Development of the draft Strategy included engagement with:
        - Businesses and industry representatives.
        - Employment, education and training providers.
        - Government agencies.
        - Residents/community, young people, Bunurong Land Council Aboriginal Corporation
        - Councillors and Council officers.
    - Phase 2 public exhibition/community engagement will provide further opportunity for feedback before final adoption of the Strategy.
16. Key risks:
    - External funding and advocacy outcomes may affect delivery of some initiatives.
    - Some initiatives rely on support from State Government, industry and regional partners.
    - Resourcing pressures and competing organisational priorities may impact implementation timeframes.
    - Economic conditions may influence investment and business confidence outcomes.
17. Baseline data collection and performance measurement will be critical to establishing long-term success measures. A tailored process will be created to collect data and support reporting. Six Key City Measures with provisional Baseline and Targets are outlined in the strategy, these will be supported by further measures confirmed for each initiative during the detailed scoping and delivery phases.
18. Proposed next steps:
19. Phase 2 community and stakeholder consultation (February 2027 – 28 days);
20. Final Strategy for Council adoption (planned for May 2027); and
    - Implementation from July 2027.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

21. This item is intended to not have an impact on existing human resources. Extensive consultation has been undertaken across the organisation to inform the draft Strategy and Stage 1 Implementation Plan.

22. The Strategy has been developed with these constraints in mind and is intended to be delivered primarily through existing resources, with a strong focus on prioritisation, staging and collaboration across Council and external partners.

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

Operating Budget Implications

23. There are no financial implications associated with this report. Adoption of the Strategy does not commit Council to additional operating expenditure. The draft Strategy and Stage 1 Implementation Plan are intended to be delivered primarily through existing operational resources and service delivery activities. Some initiatives may require future funding consideration, business cases or external grant funding to support implementation. Any additional operating budget requirements arising from specific projects or initiatives will be considered through the annual business planning and budget process and subject to future Council approval.

Asset Implications

24. This item does not directly affect any existing assets however some initiatives identified within the Stage 1 Implementation Plan may inform future public realm, infrastructure, activity centre and precinct improvement projects. Any future asset creation, renewal or upgrade requirements will be subject to separate project development, business cases, funding consideration and Council approval through established planning and capital works processes.

Legal/Risk Implications

25. There are no legal implications relevant to this report. The Strategy establishes a strategic direction and implementation framework but does not in itself authorise expenditure, capital works, statutory planning decisions or contractual commitments. Such matters will continue to be considered through separate Council approvals and established governance processes.

26. Key risks identified through strategy development include organisational capacity constraints, competing corporate priorities, reliance on external funding and partner organisations, and the ability to maintain focus on agreed priorities over the life of the Strategy. These risks are reflected in the staged implementation approach, governance framework and proposed review of Stage 1 implementation.

Environmental Implications

27. There are no environmental implications relevant to this report. The draft Strategy aligns and supports Council's broader sustainability objectives through initiatives relating to sustainable industry, climate resilience, the circular economy, public realm improvements, active transport and placemaking.

Gender Impact Assessment

28. A gender impact assessment has been undertaken and incorporated into the draft Strategy. The assessment considered gendered impacts of the Strategy, ensuring that projects, programs, and services will meet the different needs of women, men, and gender-diverse people, aligning with Council’s goals of advancing gender equality and addressing gender gaps.

Community Consultation

Purpose	**Phase 1** – Complete Informed and shaped the draft Strategy
Engagement period	Community consultation: August-September 2025 Internal consultation: 2 rounds over 2025 and 2026

Level of Influence:	Based on IAP2 Public Participation Spectrum: inform/consult
Engagement Activities	Activities included: Surveys, workshops, stakeholder interviews and targeted industry and government discussions to reach and engage with diverse range of stakeholders. Engagement promotion included: • 15,000 flyer drop within and surrounding activity centres • Social media promotion and advertising • Council website • Council magazine • Talking Business newsletter • Interview invites • Promotion through networks and databases • Hardcopy survey drop across activity centres and key retail strips
Summary of feedback	Phase 1 community consultation involved more than 250 participants, including residents, businesses, industry representatives, young people, government agencies and Councillors. Key themes identified through consultation included: o Stronger support for local businesses, entrepreneurship and industry growth. o Improved pathways to employment, skills and training, particularly for young people and priority cohorts. o Increased investment attraction and advocacy for infrastructure and development opportunities. o More vibrant, attractive and accessible activity centres. o Greater activation, cultural experiences and visitor attractions. o Improved perceptions of safety, cleanliness and place presentation. o Recognition and promotion of Greater Dandenong's cultural diversity, identity and economic strengths. Two rounds of internal consultation were undertaken along with assessment against current and in-development strategies and business plans, feedback on draft documents and divisional roadshows. Internal and external feedback directly informed the development of the draft Strategy's three pillars and stage 1 implementation plan.
Purpose	**Phase 2** - Draft Strategy Public Exhibition Test the draft Strategy and implementation priorities through public exhibition and targeted stakeholder engagement.
Engagement period	February 2027 (28 days)

Level of Influence	Based on IAP2 Public Participation Spectrum: inform/consult
Engagement Activities	Will include: • Yoursay survey – test the strategy reflects phase 1 feedback, overall support for vision/direction • Targeted business/stakeholder workshops • Pop-up information sessions at key locations • Engaging and in-language information including plan-on-a-page (attachment 2), stakeholder personas Engagement opportunities will be promoted extensively through Council's promotion and communication channels and networks.

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

29. This report is consistent with the following principles in the Community Vision 2040:
    - Education, training, entrepreneurship and employment opportunities.
30. This report is consistent with the following strategic objectives from the Council Plan 2025-29:
    - A city of accessible, vibrant centres and places.
    - A city that supports business, entrepreneurship, quality education and employment outcomes.

Legislative and Policy Obligations

31. 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.
32. The Local Government Act 2020 provides a legislative basis for Council to undertake strategic economic development planning. In accordance with Council's role under Section 8 to promote the economic, social and environmental sustainability of the municipal district. The Strategy also supports implementation of Council's Community Vision and Council Plan and assists Council in exercising its general powers under the Act to achieve long-term public benefit.



Draft
Greater Dandenong Economy and Place Strategy 2027-37

Greater Dandenong makes products used across Australia and around the world. This 10-year strategy will help turn more of that economic strength into local jobs, stronger businesses, new investment and thriving places for the people who live here.

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 practises, and stories. We also acknowledge the Bunurong Land Council as the Registered Aboriginal Party, responsible for caring for the Aboriginal Cultural Heritage of this area.

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

Greater Dandenong

Message From the Mayor

Greater Dandenong is Australia's great making city.

Every day, businesses here make, move and export products across Australia and around the world. We are home to more than 114,000 jobs, over 20,000 businesses and one of Victoria's most significant industrial precincts.

But while our economy generates enormous value, not enough of that value stays within our community.

This Economy and Place Strategy is about changing that.

Our ambition is simple: turn more of our economic strength into local jobs, stronger businesses, new investment and thriving places for the people who live here.

We want more local people sharing in the opportunities our economy creates, more local businesses benefiting from growth, and more spending and investment staying within Greater Dandenong.

That means looking at our economy and our places together. Strong businesses need vibrant, welcoming places. Great places need jobs, activity and opportunity to thrive.

Our community, businesses and partners have told us they want more local jobs, stronger support for business, safer and more vibrant centres, greater celebration of our cultural diversity and confidence in Greater Dandenong's future.

Over the next decade, our focus is on growing businesses, industries and jobs; creating thriving centres and destinations; attracting investment; and strengthening Greater Dandenong's reputation as a place to invest, visit and do business.

Above all, it is about ensuring the benefits of growth are shared across our community.

Our diversity, resilience and entrepreneurial spirit give us a strong foundation. People from more than 150 countries have helped build this city, bringing ambition, enterprise and a belief in opportunity.

Thank you to everyone who helped shape this Strategy.

Together, we can create more opportunity here, strengthen the places we share and ensure more of Greater Dandenong's success benefits the people who call it home.

Mayor

City of Greater Dandenong

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Executive summary

Greater Dandenong produces at a scale few Australian municipalities match. Much less of that value stays here than it should. This Strategy was prepared to close the distance between those two facts. Every weekday 91,000 people drive into this municipality to go to work. They run the lines, fill the pallets, bake the bread and build the machines that generate $63 billion of economic output and $33 billion of exports each year. Greater Dandenong holds about 114,500 jobs, more than 20,000 businesses and one of Victoria's largest concentrations of manufacturing activity. On any measure of production, this is a city of national significance.

Then the shift ends and most of that workforce drives home. Only about 1 in 5 of the jobs located here is held by someone who lives here. $3 in every $4 that our residents spend goes outside the municipality. $33 billion in goods leaves the boundary each year, while the design, research, testing and corporate work that surrounds those goods is largely captured somewhere else.

We are not short of economic activity. We have more of it than councils many times our size. What we are short of is the part where all that activity finds its way back to the people who live here: as a job, as a wage, as a shop that stays open past 6pm, as a street worth walking down after dark.

VALUE CREATED IN GREATER DANDENONG EACH YEAR

$63b	114,506	$33b	20,000+
economic output	jobs located here	exports generated	local businesses

THE CAPTURE GAP

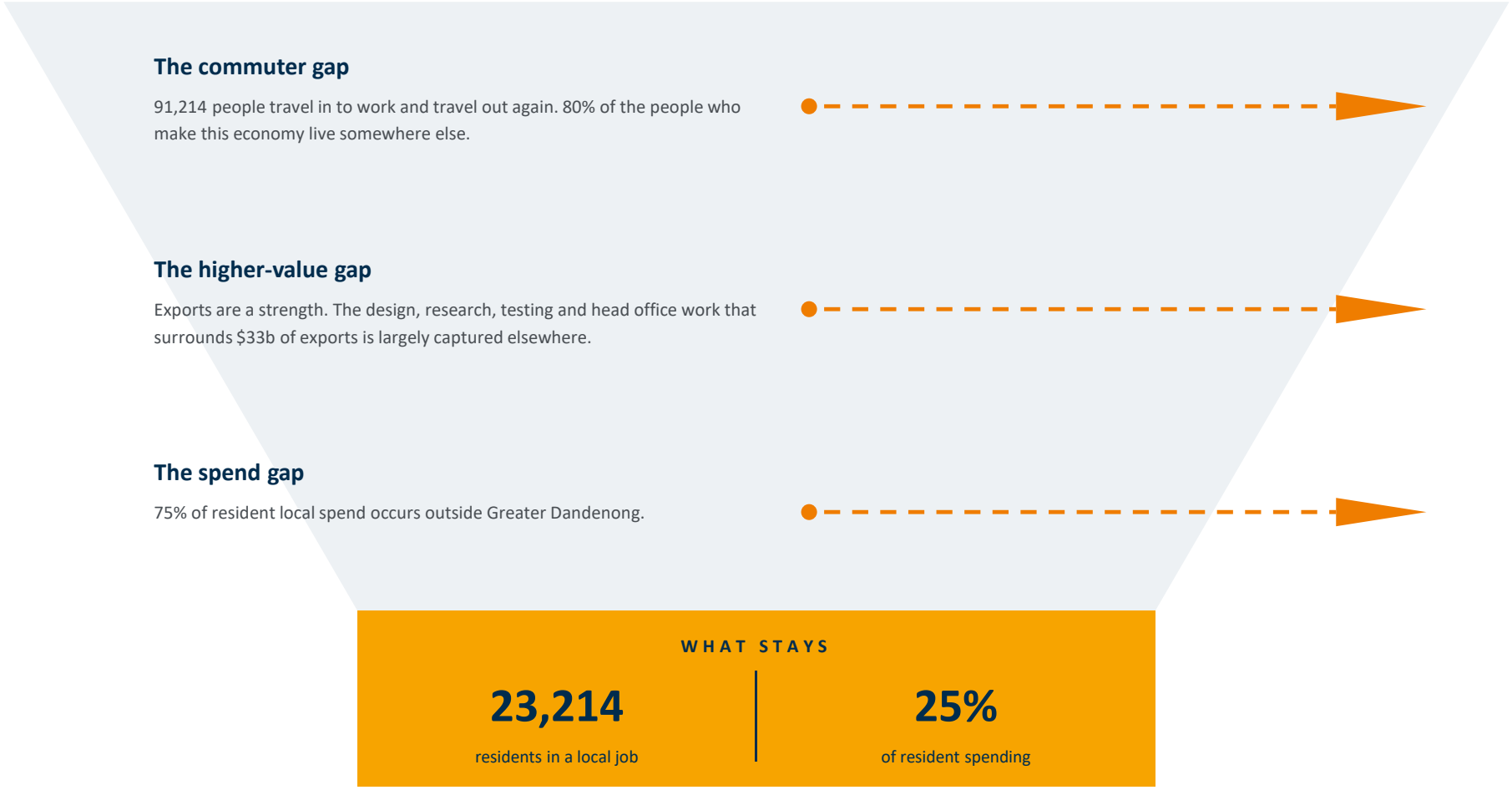


Figure 1. The capture gap.

EXECUTIVE SUMMARY

What this Strategy does

This Strategy sets a 10-year direction for the economy and the places of Greater Dandenong, from 2027 to 2037. It does one thing: it closes the capture gap.

This single idea gives our three strategy pillars a job to do. Pillar 1 grows what we make and puts more of our own residents into the making of it. Pillar 2 turns the movement already passing through this city into time spent, money spent and value held in our centres. Pillar 3 brings in the investment and the confidence that funds the first two and accelerates both. That is: we produce, we capture, we attract.

OUR VISION

By 2037, Greater Dandenong turns national economic strength into local prosperity. More of what we make, earn and attract stays here, with the people who live here.

THE CAPTURE GAP

Value is produced here at scale, and much of it comes to rest elsewhere: with 91,214 commuters, with the higher-value work around $33b of exports, and with 75% of what residents spend.

OUR THREE PILLARS

PILLAR 1

Business, Industry and Jobs

We produce

A stronger local economy where businesses and industries grow and more residents can access local employment opportunities.

Closes the value gap and the resident jobs gap

PILLAR 2

Thriving Centres and Destinations

We capture

Active, attractive and prosperous centres where people spend time, do business, visit and connect.

Closes the commuter gap and the resident spend gap

PILLAR 3

Investment, Reputation and Growth

We attract

A confident and well positioned city that attracts investment, visitors and wider recognition.

Funds and de-risks the closing of the other two

"What we make goes everywhere. What it earns should stay."

Figure 2. The Strategy on a page.

What we are building on

Our starting position is strong, and it is worth being precise about why.

- **An industrial economy of national weight.** The Southern State Significant Industrial Precinct generates 74% of our output, 57% of our local jobs and 99% of the municipality's exports.
- **A location that works.** We sit at the gateway between central Melbourne and the south east growth corridor, with road, rail, air and sea access to labour and export markets.
- **A cultural economy distinctive within metropolitan Melbourne.** Residents from more than 150 countries draw more than 1 million visitors and $307 million in visitor spending each year, and that offer is a competitive advantage rather than a matter of character.
- **Three centres that each do a different job.** Dandenong as the metropolitan core, Springvale as a regional cultural destination, Noble Park as a village centre.
- **A population that is growing and young.** 168,700 residents today, 22,000 more expected by 2036, and a state housing target of 52,500 net new dwellings by 2051.

What is holding us back

- **Residents are locked out of the local labour market.** We run a jobs surplus and a resident employment problem inside the same boundary, with unemployment above average and attainment below it.
- **Our centres capture too little of the activity around them.** Vacancy sits above typical benchmarks, upper floors are underused, and evening activity is thin in the centre that most needs it.
- **Our business base is very shallow.** 66% of local businesses employ nobody and a further 21% are small, so enormous industrial scale rests on a thin layer of firms.
- **Land is finite and there is nowhere to expand.** The Southern SSIP has almost no vacant land and the Urban Growth Boundary prevents expansion south, while we carry a substantial housing target.
- **Reputation lags reality.** Perceptions of crime, safety and disadvantage suppress investment, visitation and workforce attraction.

What the three pillars will change

Pillar	Its role	What it changes
Pillar 1 Business, Industry and Jobs	We produce	We grow output, exports and productivity in the industries that carry this economy, and we lift the share of the 114,500 local jobs held by people who live here.
Pillar 2 Thriving Centres and Destinations	We capture	We convert the movement already passing through this city, our commuters, our visitors and our own residents, into time and money spent inside it.
Pillar 3 Investment, Reputation and Growth	We attract	We make Greater Dandenong straightforward to invest in and accurate in how it is understood, so that private capital funds what Council cannot fund alone.

Table 1. What each pillar changes.

How delivery is staged

The Strategy sets a 10-year direction. The Stage 1 implementation portfolio identifies the initiatives Council will progress from 2027-28 to 2031-32. A Stage 2 plan will be prepared for 2032-33 to 2036-37 following evaluation of Stage 1 results, changing conditions and available resources.

How we will know it is working

Six city measures will inform whether the capture gap is closing: total economic output and its growth; a productivity indicator; the resident share of local jobs; resident spend retained in Greater Dandenong; activity centre vacancy; and external perception among investors, businesses, visitors and prospective workers. 3 have a baseline today, and 3 do not. Section 6.2 sets out each measure in full, with its baseline, its target and the pillar that carries it.

The question we will ask ourselves every quarter

Is more of the value made here staying here than last quarter, and how do we know?

PART ONE

The Strategy

Our vision, the idea that holds it together, and how we will work

IN THIS PART

1.1 Our vision
1.2 The idea that holds this strategy together
1.3 How we will work
1.4 The role we play
1.5 Who benefits from this Strategy

01



1.1 Our vision

By 2037, Greater Dandenong turns national economic strength into local prosperity. More of what we make, earn and attract stays here, with the people who live here.

The vision is written so that progress against it can be checked. Ours contains a verb that implies effort, because turning economic strength into local prosperity is something this Council and its partners must actively do. It will not happen through growth alone. $63 billion of annual output has not done it so far.

It is also written to be understood. In a municipality where 69% of households speak a language other than English at home, plain nouns and a single verb are a practical requirement rather than a stylistic preference. And in 2037 it will be possible to say, plainly, whether more of it stayed here.

1.2 The idea that holds this strategy together

"What we make goes everywhere. What it earns should stay."

The central idea is about retaining more of the value our economy creates. Greater Dandenong sells to the world and should keep doing so. What this Strategy is concerned with is how much of what those sales earn, in jobs, wages, local trade and the technical and corporate work that surrounds production, comes to rest inside the municipality.

HOW THE THREE PILLARS WORK TOGETHER

PILLAR 1

We produce

We grow what is made here, and we make sure the people who live here are the ones making it.

→

PILLAR 2

We capture

We turn the movement already passing through this city into time spent, money spent and value held in our centres.

→

PILLAR 3

We attract

We bring in the investment and the confidence that funds the first two and accelerates both.

Figure 3. How the three pillars work together.

Each pillar closes a different part of the capture gap. None of them closes it alone.

Pillar 1 grows the value. Pillar 2 holds on to it. Pillar 3 brings in the investment that funds both.

Pillar 1 grows what we make and puts more of our own residents into the making of it. Pillar 2 turns the movement already passing through this city into time spent, money spent and value held in our centres. Pillar 3 brings in the investment and the confidence that funds the first two. We produce, we capture, we attract. Part 5 sets out what each pillar commits to and how each will be measured.

1.3 How we will work

Five commitments about method, not subject matter. They apply to every action in this Strategy.

Commitment	What it means
Partnership and collaboration	We work with local, regional, state and federal partners to achieve shared outcomes. Very little in this Strategy can be delivered by Council alone.
A whole-of-Council approach	Economy and place outcomes are shaped by planning, transport, capital works, maintenance, community services, arts, events and procurement. This Strategy is written to be delivered across all of them, with one accountable lead for each pillar.
Strategic alignment and investment logic	Every action is tested against the pillar it serves and the outcome it is expected to move before it is funded. Resources follow the outcomes rather than the other way around, and value for money is demonstrated rather than asserted.
A community aligned approach	Industry needs and community aspirations are treated as one problem. Economic growth that does not reach residents is not success, and amenity that does not support trade is not sustainable.
Evidence and honest measurement	We publish baselines, set targets and report against them annually, including where we have gone backwards. Where a baseline does not yet exist, establishing it will be the first task.

Table 2. How we will work.

Investment discipline

Through this strategy we have established priorities and are clear about what Council will not pursue. Without that discipline, our resources spread too thinly to achieve meaningful change. Section 4.4 sets out the criteria every new initiative must pass before it enters the plan.

1.4 The role we play

Council uses four levers to shape economy and place outcomes. Most initiatives in this Strategy use more than one, and the action plan in Part 6 specifies which applies to each.

THE FOUR ROLES WE PLAY

Advocate

We work with government and the private sector to influence decisions and secure funding for this city.

Deliver

We directly provide a service, program or initiative using our own people and resources.

Partner

We work alongside agencies, industry and community organisations in areas we do not provide ourselves.

Regulate

We shape directions and outcomes through planning, legislation and local policy.

Figure 4. The four roles we play.

We also operate inside an ecosystem of partners at every level of government and across industry, education and community. Full list of organisations we work with is provided in Appendix G. Cooperation with them is not a nicety. For a council with limited direct funding, convening power and advocacy are among the most valuable assets we hold.

1.5 Who benefits from this Strategy

This Strategy aims to improve economic and place outcomes for the people, businesses and organisations that contribute to the success of Greater Dandenong. It seeks to deliver benefits for:

Residents and community through local jobs, services, vibrant places and improved quality of life.

Businesses and industry through investment, workforce development, business support and economic growth.

Visitors and the creative sector through attractive destinations, events and cultural experiences.

Young people and job seekers through stronger education, training and employment pathways.

Investors and development partners through a coordinated and supportive environment for investment.

Education, community, regional and government partners through collaboration that supports shared economic and social outcomes.

Appendix F sets out what each group cares about and what this Strategy commits to in return.

PART TWO

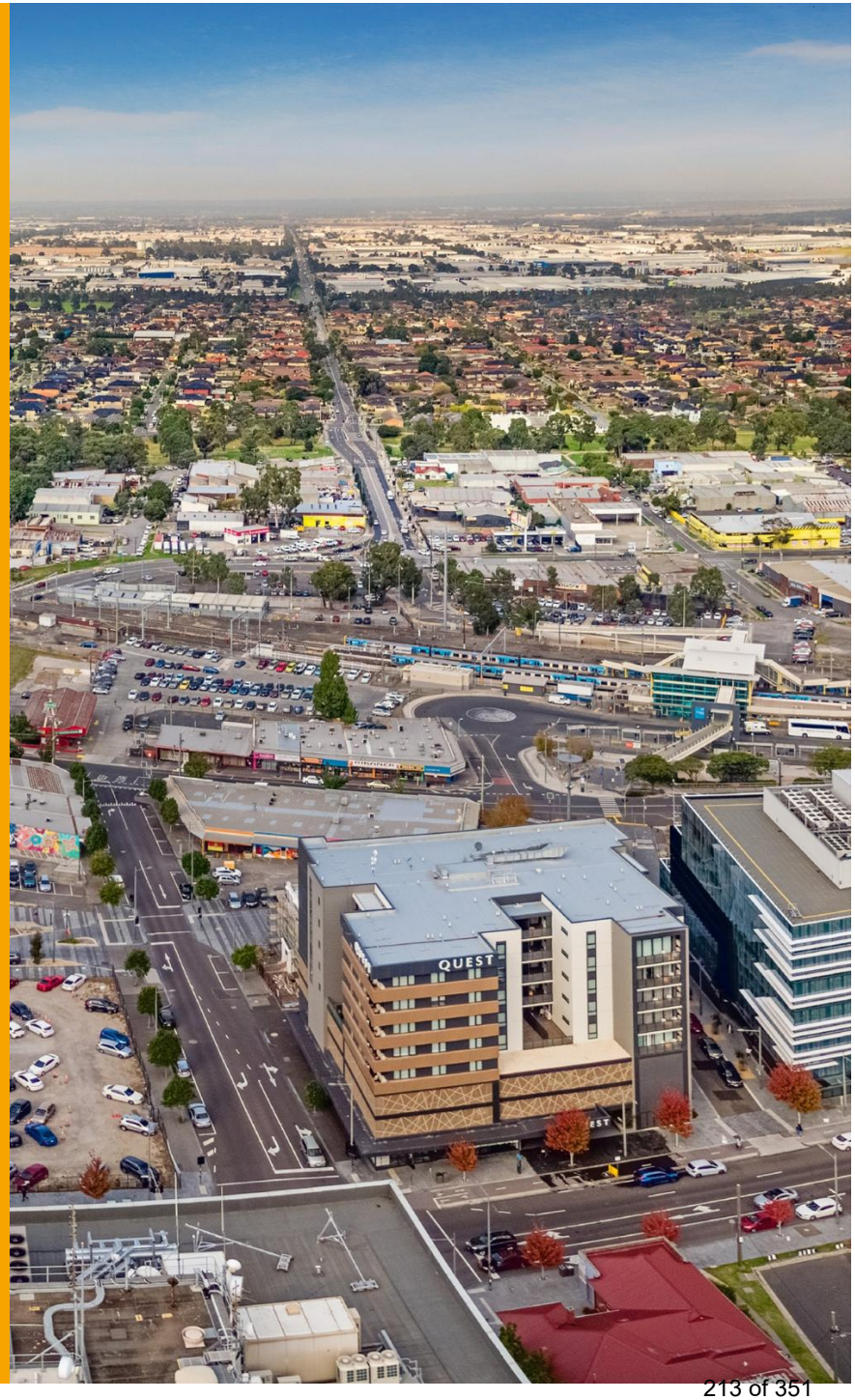
Greater Dandenong

The economy, the people, the places and the region we belong to

IN THIS PART

2.1 Why economy and place belong together
2.2 Where we sit
2.4 Our people
2.5 Our places
2.6 Our region
2.7 The policy environment
2.8 Forces shaping the decade

02



2.1 Why economy and place belong together

Economic success and the quality of a place are not two subjects. They are one subject, viewed from two directions.

Place is where location meets experience. It is not simply where people are, but how they connect, participate and find meaning in a location. It shapes how people move, how long they stay and how often they return. The quality of a place has a direct effect on how a community functions and how its economy performs.

Economy is the mix of businesses, jobs and industries that create income and opportunity. It is shaped by what operates locally, how people find and reach work, and how money moves through a community. A strong local economy means more jobs, more choices and greater confidence to invest.

We have combined the two into one Strategy because the evidence gives us no choice. Levels of employment, investment and spending depend on the quality, amenity, accessibility and identity of the places where they occur. Vacancy, safety and the hours a centre stays active are economic conditions as much as amenity ones. Treating them separately from industry policy makes it harder to convert economic activity into local benefit.

Why our centres matter to the people who live here

Activity centres are not only places of trade. They are where people meet, where community life happens, and where residents judge whether their city is working. A centre that is safe, walkable, well maintained and worth spending time in delivers social value and economic value at the same time, and the two cannot be separated. When this Strategy invests in a centre, it is investing in the daily experience of the people who use it as much as in the businesses that trade there.

Arts, culture and creativity

Arts, culture and creativity are economic assets that strengthen identity, attract visitation, activate centres and support local enterprise. In Greater Dandenong they are also the clearest expression of who lives here. The creative and cultural sector is treated in this Strategy as part of the economy rather than as decoration around it, and it appears in the pillars, the outcomes and the implementation portfolio on that basis.

Sustainability

Economic prosperity, great places and environmental sustainability are interconnected. The long-term success of Greater Dandenong depends on resilient businesses, climate-ready infrastructure, sustainable industry, and places that remain attractive, comfortable and liveable as the municipality grows. Council delivers this through Our Bright Green Future Strategy and Action Plan, and this Strategy is written to work alongside it rather than separately from it.

What we mean by these terms

Term	Definition used in this Strategy
Local economy	All production, distribution, consumption and investment related activity undertaken by residents, workers, businesses and visitors within Greater Dandenong, and the processes that support it.
Places of activity	A physical area where business, employment, retail, community and other economic activity is concentrated, such as an activity centre or an industrial precinct.
Placemaking	The collaborative process of creating, enhancing and managing people-focused places that respond to and respect the qualities of each location.

Table 3. Key terms.

What good looks like

Read together, that means an economy where existing businesses are retained and grow, new businesses choose to establish here, investment is attracted and coordinated, the industry base diversifies, skills align to what industry needs, and employment opportunity reaches further into the community. It means places that are vibrant and sociable, easy to reach and move through, good to trade in, and distinctive enough that people feel attached to them.

Part 5 turns those conditions into six formal outcomes, each with measures attached. This section sets out the evidence they respond to.

2.2 Where we sit

Greater Dandenong sits at the gateway between central Melbourne and the south east growth corridor. That position is the foundation of everything else in this document.

We are approximately 35km from the Melbourne central business district, at the point where the metropolitan area meets a growth corridor extending through Pakenham and Clyde and on to Gippsland along the M1. The municipality is home to established and diverse localities including Dandenong, Springvale, Noble Park, Keysborough and Bangholme.

A set of assets underpins our economic position:

- **The Dandenong National Employment and Innovation Cluster.** Incorporating the Southern State Significant Industrial Precinct, the Dandenong Metropolitan Activity Centre, Dandenong Hospital and Chisholm TAFE, the cluster specialises in advanced manufacturing, health, education, wholesale trade, retail, transport, postal services and warehousing.
- **The Southern State Significant Industrial Precinct.** Located in Dandenong South, supporting businesses, jobs and exports, primarily in manufacturing, transport and warehousing.
- **Three recognised activity centres.** Dandenong as a Metropolitan Activity Centre, with Springvale and Noble Park as Major Activity Centres. All three are multicultural precincts that shape place identity and drive business activity, local jobs and consumption.
- **Part of the Monash National Employment and Innovation Cluster.** The cluster crosses our boundary to include the Springvale Activity Centre, specialising in education, innovation, technology and research.
- **Four stations in the state Activity Centre Program.** Dandenong, Springvale, Noble Park and Yarraman are all included, creating capacity for diverse housing close to jobs and transport.
- **Major road and freight corridors.** EastLink, the Monash Freeway and the Princes Highway connect our industry to national markets.
- **Health and education anchors.** Dandenong Hospital and Chisholm TAFE support local jobs, services and skills, and attract complementary businesses around them.
- **Large national employers.** Food manufacturers, distribution centres and industrial businesses of national scale operate here and anchor local supply chains.
- **The Urban Growth Boundary.** Protecting the surrounding green wedge from urban expansion, while also constraining where growth can go.

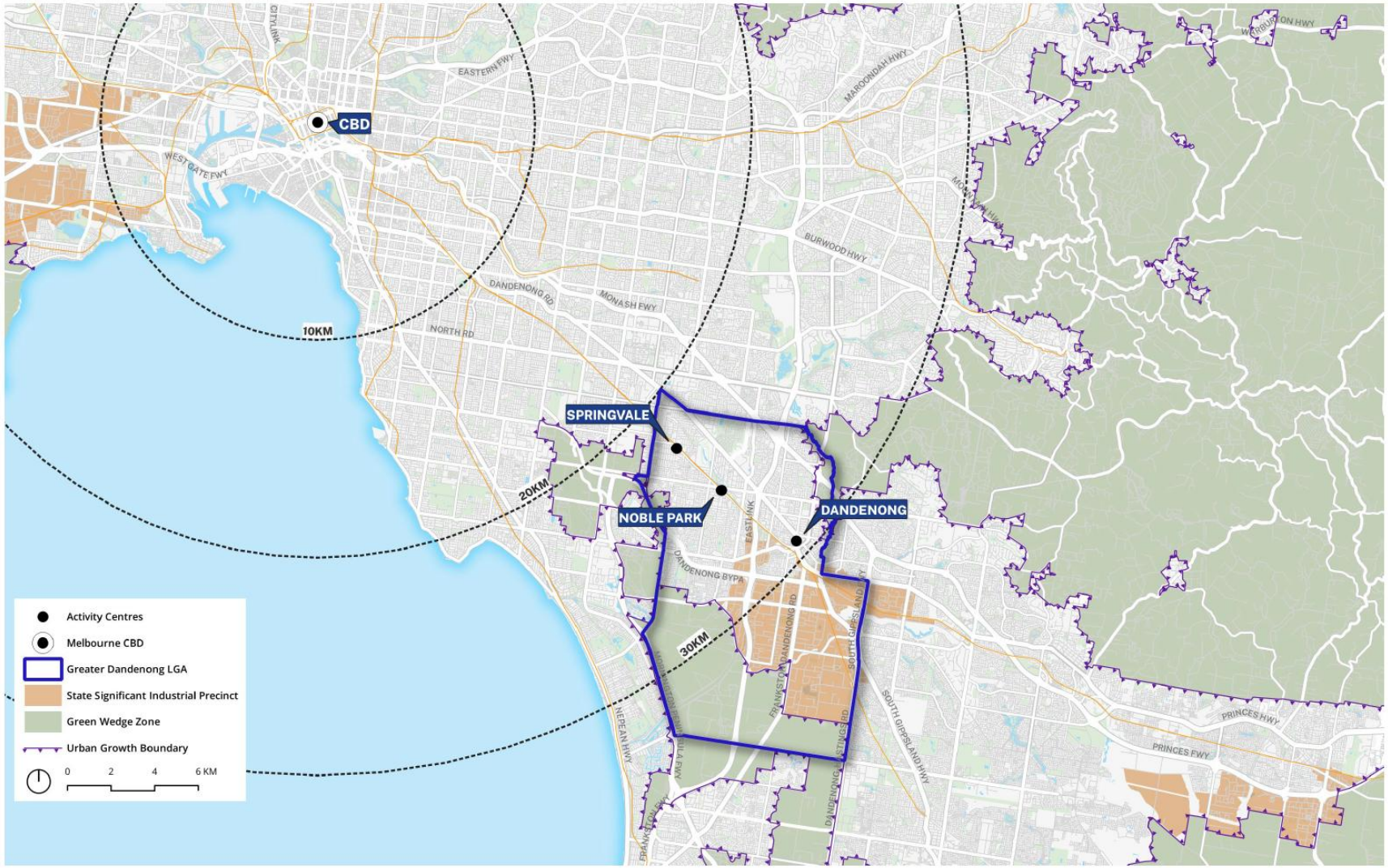


Figure 5. Greater Dandenong economic assets.

2.3 Our economy

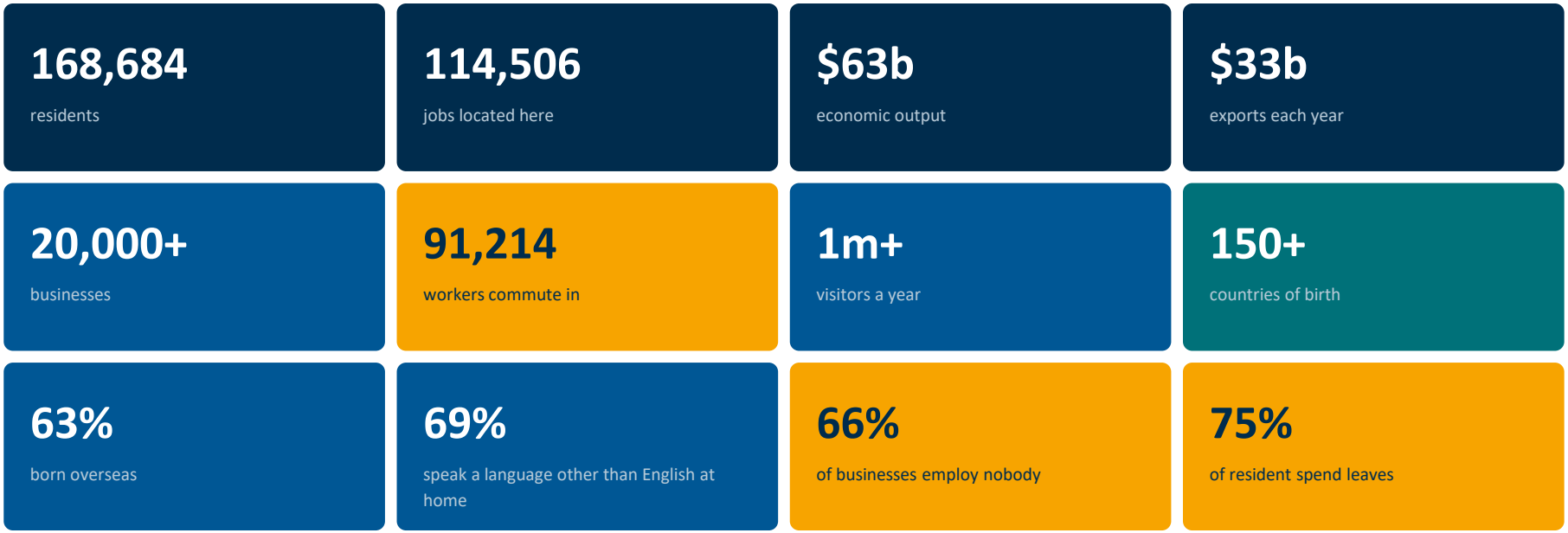


Figure 6. Greater Dandenong at a glance.

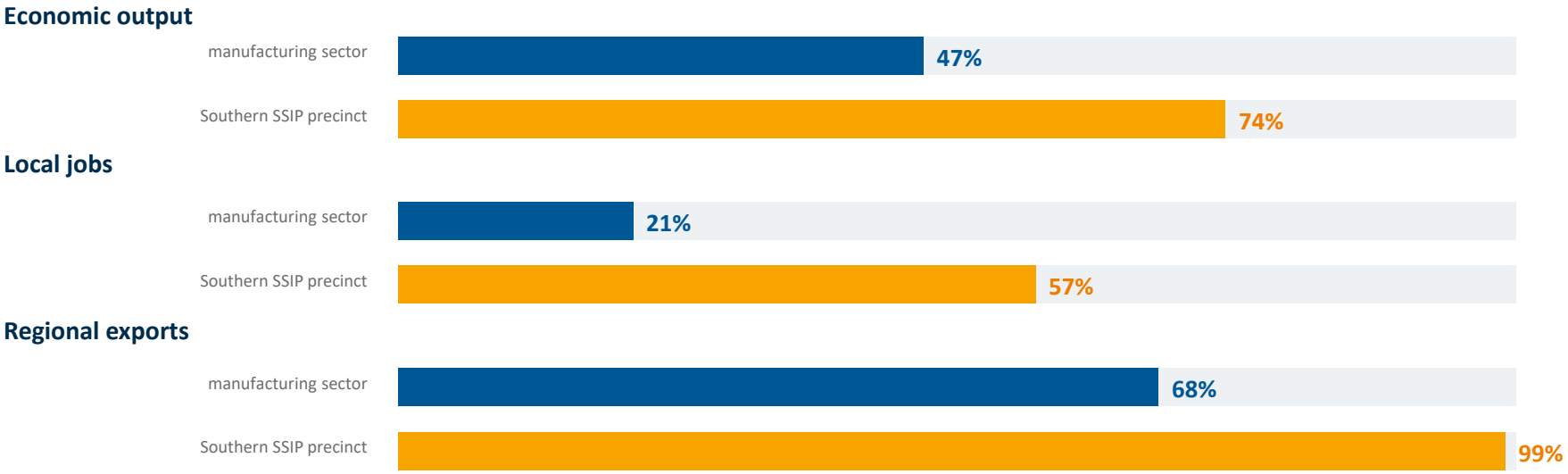
An economy of national weight

Greater Dandenong generates $63 billion in economic output, which is 23% of everything produced across the Greater South East Melbourne region. We support 114,506 jobs, 18% of the GSEM total, and produce $33 billion in export value, 18% of the GSEM total.

Manufacturing and industry drive this. Manufacturing accounts for 47% of output, 21% of jobs and 68% of exports, reflecting the extensive industrial precinct in Dandenong South with production across food processing, machinery and pharmaceuticals. That production supports an entire supply chain around it, particularly transport, postal and warehousing, and wholesale trade.

We also hold secondary strengths in sectors that serve the population, notably construction and health care. As our resident base grows, these will matter more.

THE WEIGHT OF INDUSTRY IN OUR ECONOMY



99% of everything Greater Dandenong exports comes out of one precinct in Dandenong South.

Figure 7. The weight of industry in our economy.

A very shallow business base

More than 20,000 businesses operate here, but the shape of that base carries a structural risk. Two thirds employ nobody at all and a further 21% employ fewer than 20 people. Enormous industrial scale sits on a thin layer of firms able to capture the higher-value work that surrounds it: the design, the research, the testing, the logistics coordination and the corporate functions.

THE SHAPE OF OUR BUSINESS BASE



Almost nine in ten of our businesses employ fewer than 20 people.

Enormous industrial scale sits on a very thin layer of firms positioned to cap ture the value that surrounds it.

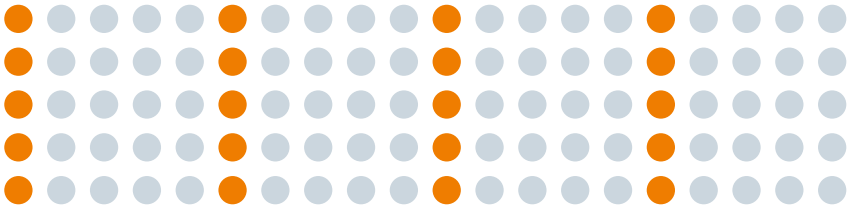
Figure 8. The shape of our business base.

This is why business support in this Strategy is not treated as a single undifferentiated service. A sole trader and a national food manufacturer need different things from their council and giving both the same thing serves neither well.

An employment hub that does not employ its own

The scale of our industry has made Greater Dandenong an employment hub for the entire south east. 80% of the people who work here live outside the municipality, 61% of them elsewhere in the Greater South East Melbourne region. 91,000 people come here to work each day.

That is an extraordinary asset and an unresolved problem in the same statistic. Only 20% of the people working here live here, which means about 23,200 of our residents hold one of the 114,506 jobs on our own doorstep. At the same time, 75% of total resident spending occurs outside the municipality.



1 in 5 lives here

about 23,214 residents

4 in 5 live somewhere else

91,214 workers commute in each day

An emerging visitor economy

More than 1 million visitors come to Greater Dandenong each year, generating $307 million in visitor spending. We attract a notable share of international visitors, often visiting friends and relatives, alongside a strong day-trip market. What draws them is specific: our activity centres and the diverse multicultural food and retail offer within them.

The largest market we already have.

91,214 people are inside our boundary for eight hours a day, five days a week, for years at a time. No campaign is required to bring them here.

Every hour they stay after the shift ends is economic activity we do not currently capture.

VISITOR ECONOMY PROFILE

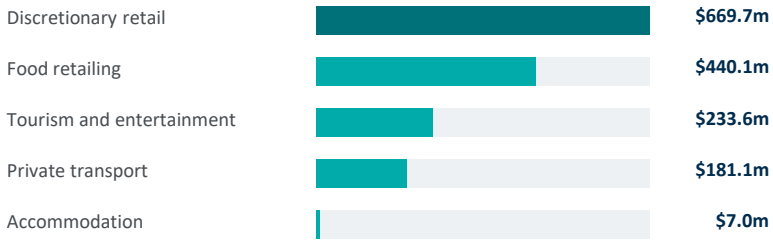
Council iQ, 12 months to July 2026

2.28m
distinct visitor customers

$1.83b
visitor in-store spend

67%
of all in-store spend

WHERE VISITOR SPENDING GOES



TOP SOURCE MARKETS

01	Casey	$49.0m
02	Kingston	$16.1m
03	Monash	$15.5m
04	Cardinia	$7.3m
05	Knox	$6.6m
06	Frankston	$6.2m

Visitor customers are people whose residential postcode is outside Greater Dandenong. A transaction-based measure, not a Tourism Research Australia visitor-trip count.

Visitor spend grew 6.5% year on year, and tourism and entertainment grew 14.0%. Top age band 25 to 34.

Figure 10. Visitor economy profile.

> Our economic strengths are real and they are durable. Our work is to support them over time, identify the emerging opportunities that add value, diversify the industry base and build resilience against the shocks that most economies inevitably face.

2.4 Our people

168,700 people, from more than 150 countries, in one of the most diverse municipalities in Australia.

A growing population

Greater Dandenong is home to an estimated 168,684 residents and is forecast to grow by more than 22,000 by 2036. That growth carries implications for services, infrastructure and housing, and sits alongside a state housing target of 52,500 net new dwellings by 2051.

Diversity as an economic asset

63% of our residents were born overseas and 69% speak a language other than English at home. 615 Aboriginal and Torres Strait Islander people live in Greater Dandenong, having grown from 516 people in 2016, and our community is young, with a median age of 26.

This diversity produces experiences, events and products, and it underpins a cultural economy of genuine regional significance. It also creates real challenges for social and economic inclusion, particularly where language, recognition of overseas qualifications and unfamiliarity with local systems stand between a resident and a job that exists 3 kilometres away.

Disadvantage alongside abundance

Our residents experience relatively high levels of disadvantage in unemployment, income and educational attainment, reflected in a low SEIFA index score. This sits beside 114,500 local jobs, which is the sharpest illustration of the capture gap available anywhere in this document.

Improving the socio-economic position of residents, particularly by increasing access to employment for young people, women and culturally and linguistically diverse communities, and by improving access to education and training, is essential if economic growth here is to be equitable rather than merely large.

Housing

Housing in Greater Dandenong remains relatively affordable compared with Greater Melbourne, which helps us attract and retain workers and residents. Sustaining that advantage means delivering affordable and diverse housing that meets current and future needs, and supporting new development in the locations where it strengthens rather than competes with our economic function.

> Aligning economic outcomes with wellbeing and liveability can create a more productive, engaged and equitable community. There is also an economic dividend. Residents in secure local work are more likely to spend locally, and households with greater capacity spend more.

2.5 Our places

A network of activity centres and industrial precincts, each with its own character, economic function and community role.

Dandenong Metropolitan Activity Centre

Dandenong is the designated Metropolitan Activity Centre and the largest retail centre in the municipality. It is also the administrative hub, holding council and state government offices. The centre carries a large and dispersed retail offer through Dandenong Square, Dandenong Market and the Lonsdale Street strip, alongside a network of cultural precincts including Thomas Street and Foster Street, cultural venues, public parks, plazas and street-based retail.

Its economic profile reflects that role, with output, jobs and exports generated predominantly by public administration and safety and by health care and social assistance. Central Dandenong provides the greatest economic contribution of all our activity centres: 4% of total output, 8% of local jobs and 5% of the municipality's exports.

Revitalising Central Dandenong

The Revitalising Central Dandenong initiative is a long-term urban renewal program reshaping the centre as the hub of Melbourne's south east. Delivered by the Victorian Government through Development Victoria, it combines public infrastructure investment, streetscape improvements, civic facilities and private development. Since 2006 it has attracted substantial private investment. The next major phase is the Capital Alliance redevelopment of Sites 11 to 15 adjacent to the Dandenong transport hub, introducing new commercial, retail and residential development, new Little India precinct and supporting thousands of construction and ongoing jobs.

Springvale Major Activity Centre

Springvale is a major commercial and community hub who's strong South East Asian culture makes it one of Melbourne's most distinctive multicultural centres. The retail strip along Springvale Road is anchored by Springvale Shopping Centre and Springvale Central, characterised by grocery stores, fresh produce markets, restaurants, bakeries and specialty retailers reflecting the area's Vietnamese, Cambodian and Chinese communities. These businesses support local employment and enterprise, serve diverse communities across the region and draw visitors from across Melbourne.

Buckingham Avenue, Springvale Market, Multicultural Place and the Springvale Community Hub form the commercial and cultural backbone of the centre. Springvale also supports a growing health services precinct alongside emerging mixed-use residential development that is gradually broadening its economic base. Retail remains the primary driver of output and local jobs.

Noble Park Major Activity Centre

Noble Park serves as a key hub for local shopping, services and recreation, with a village scale character that sets it apart from the larger centres. From Ross Reserve and the Noble Park Aquatic Centre to a main street offering retail, hospitality and community facilities, it functions as a connected, walkable neighbourhood centre that reflects and serves its diverse community.

A growing arts and culture scene adds to its character, with grassroots creative activity, independent makers, community arts initiatives and local events reflecting a diverse and youthful population. Its economic contribution reflects the scale of its village footprint, with output and employment supported by professional and financial services, health care and retail.

Southern State Significant Industrial Precinct

Located in Dandenong South, the Southern State Significant Industrial Precinct is the premier industrial hub in Melbourne's south east and one of Victoria's most important employment areas. It is heavily focused on manufacturing, logistics and warehousing, making it a key driver of the region's manufacturing industry. It includes several distinct precincts and nodes, among them Nexus, the Logis Eco Industrial Park and the Key Industrial Estate, and supports a range of large national employers.

The precinct is the economic centre of the municipality and the broader region, generating 74% of total output, 57% of local jobs and 99% of the municipality's exports, driven by manufacturing, construction and trade and transport.

How our centres are performing

Our centres perform different roles, and that differentiation is a strength. Performance, however, is uneven, and in some cases misaligned with the role each centre is supposed to play.

Vacancy reflects a structural shift, not a market cycle

Across all centres, vacancy sits above typical benchmarks, and the pattern is consistent: smaller shopfronts and certain retail formats are no longer aligned with demand. There is also a growing volume of underused upper floor space, particularly in Central Dandenong. Tenancy audits and centre reviews over the past decade point to structural change rather than short-term fluctuation, which means incremental fixes will not be enough on their own.

THREE CENTRES, THREE ROLES, THREE RESPONSES

Dandenong
Metropolitan Activity Centre

ITS ROLE

The economic and civic core. The largest concentration of commercial activity, government services and jobs in the municipality.

WHAT WE FIND

Strong in jobs and output. Weak as a destination. Elevated vacancy in small shopfronts, limited activity after hours, underused upper floors.

WHAT WE WILL DO

Reposition as a destination. Concentrated transformation across the centre and the Market precinct as one coordinated program.

Springvale
Major Activity Centre

ITS ROLE

A regional destination for food, groceries and culturally specialised retail, drawing visitors from well beyond its catchment.

WHAT WE FIND

A high performing cultural economy. Ageing built form in parts of the centre and a night-time economy below its potential.

WHAT WE WILL DO

Protect the advantage and renew the fabric. Continue revitalisation, improve the public realm, extend the trading day.

Noble Park
Major Activity Centre

ITS ROLE

A walkable village centre providing convenience retail, services and community space to a growing local population.

WHAT WE FIND

Performing well against its role, with lower vacancy and stronger evening activity than the other two centres.

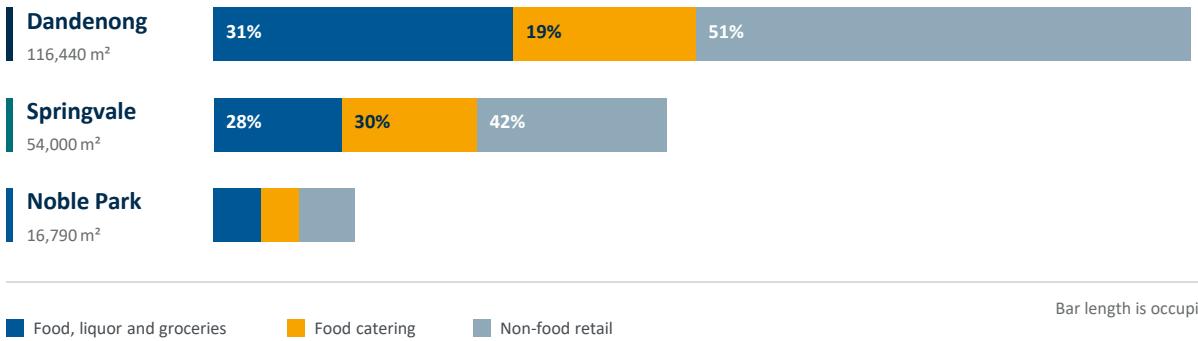
WHAT WE WILL DO

Hold the standard and enable gradual growth. Continued activation, a broader food offer, mixed-use renewal of key sites.

Figure 11. 3 centres, 3 roles, 3 responses.

ACTIVITY CENTRE TENANCY MIX AND TRADING PERFORMANCE

Colliers Property Economics and Analytics; ABS; CommBank iQ, 2026



	Turnover	Per m²	Market share
Dandenong	$795.4m	$6,831	20%
Springvale	$383.0m	$7,092	43%
Noble Park	$140.2m	$8,351	30%

Bar length is occupied retail floorspace, to scale across the three centres. Market share is of trade area retail spending.

Figure 12. Activity centre vacancy and tenancy mix.

The night-time economy is uneven

Evening activity varies significantly across the network, and Dandenong has the most room to grow relative to its role. Centres with stronger food and hospitality offers perform better after hours, which points directly at the opportunity to rebalance activity and extend trading periods where the gap is widest.

Population growth will help, but not quickly

Population growth, residential development and state planning reform will increase demand over time, but delivery is gradual and constrained by market conditions and development feasibility. Near term improvement depends on activation, reuse of existing space and targeted investment rather than on future development alone.

A regenerative lens

Across our key precincts we will progressively apply a regenerative placemaking lens. This reflects an ambition to move beyond treating place as something to be optimised, towards strengthening how people, culture, land and local economic activity interact over time. As the approach develops, it will guide how we plan, invest in and support the renewal of our centres.

Our centres are moving from retail strips to mixed-use destinations shaped by jobs, culture, services and experience. Concentrated clusters of multicultural business are central to that shift, and a genuine point of difference within metropolitan Melbourne.

The challenge is not a lack of activity. It is how that activity is distributed and experienced across places. We respond by strengthening the role of each centre: repositioning central Dandenong as a genuine regional destination, supporting Springvale's cultural economy and renewal, and consolidating Noble Park's local function, while aligning investment, planning and activation behind each.

Alongside this, promoting the competitiveness and productivity of the Southern SSIP remains fundamental. A thriving network of places, from vibrant activity centres to a productive industrial base, underpins both our economic future and the wellbeing of the communities who live here.

2.6 Our region

Greater Dandenong is a member of the Greater South East Melbourne region, alongside Cardinia, Casey, Frankston, Kingston, Knox, Monash and Mornington Peninsula. GSEM led by local government participation with an independent board structure, the region advocates for jobs, infrastructure, investment, liveability, sustainability and wellbeing across all eight council areas.

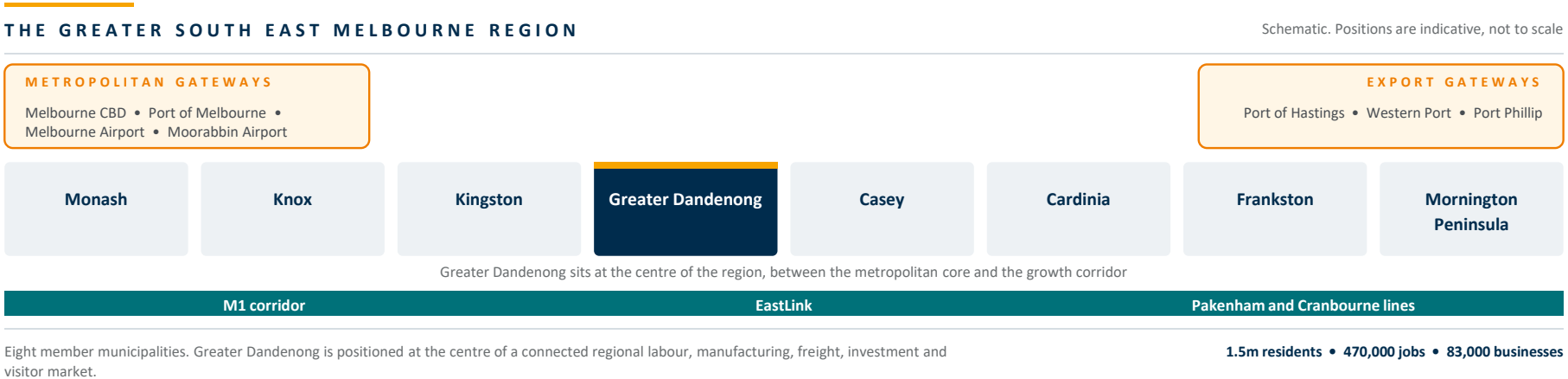


Figure 13. The Greater South East Melbourne region.

Our position within it gives us access to labour, export and consumption markets at state, national and international scale: by road via the Monash Freeway and EastLink, by air via Melbourne and Moorabbin airports, by rail via the Pakenham and Cranbourne lines, and by sea via the Port of Melbourne and the Port of Hastings.

OUR PLACE IN THE GREATER SOUTH EAST MELBOURNE REGION

THE REGION

1.5m residents today, approaching 2 million by 2036

470,000 jobs across the region

83,000 businesses across the region

AUSTRALIA'S MANUFACTURING HEARTLAND

3,800 manufacturing businesses, more per head than any other hub in Australia

75,000 manufacturing workers, 27% of the state total

$85b manufacturing output, 35% of everything Victoria makes

Greater Dandenong generates 23% of everything the GSEM region produces.

Figure 14. Our place in the Greater South East Melbourne region.

The region is one of the fastest growing in Australia, accommodating more than 1.5 million residents and projected to approach 2 million by 2036, with around 470,000 jobs, 83,000 businesses and a gross regional product of $85 billion.

It is acknowledged as a nationally significant manufacturing region and is home to Australia's largest manufacturing hub by workforce, output and business count, with strengths in advanced manufacturing, pharmaceuticals, transport equipment and food manufacturing. It supports 3,800 manufacturing businesses, more per head of population than any other manufacturing hub in Australia. It employs 27% of Victoria's manufacturing workforce, some 75,000 people, and produces 35% of the state's total manufacturing output, valued at $89 billion.

2.7 The policy environment

This Strategy sits inside a broader policy environment at local, regional, state and national levels. Alignment to these documents is how we obtain support from government and regional agencies for shared objectives. The full list of documents reviewed is provided in Appendix E.

Level	Document	Relevance to this Strategy
State	Plan for Victoria, 2025	Five pillars guiding land use and growth: housing for all Victorians; accessible jobs and services; great places, suburbs and towns; sustainable environments; and self determination and caring for Country.
State	Activity Centre Program	Concentrates housing, jobs, services and infrastructure within well-connected centres. Dandenong, Noble Park, Yarraman and Springvale stations are all listed.
State	Victorian Housing Statement 2024 to 2034	800,000 new homes across Victoria by 2034, supported by planning reform to streamline approvals and expand housing options.
State	Victorian Housing Targets, 2024	Targets for every local government area within a total of 2.24 million new dwellings by 2051. Greater Dandenong carries a target of 52,500 net new dwellings.
State	Victorian Economic Growth Statement, 2025	Five priority sectors for private investment: advanced manufacturing and defence; health technologies and medical research; circular economy; digital technologies; and agribusiness.
State	Experience Victoria 2033	Five tourism product and investment priorities: First Peoples led experiences; wellness; arts and culture; food and drink; and nature.
State	Victoria's Infrastructure Strategy 2025 to 2055	Guides infrastructure investment to support growth, access, productivity and resilience across transport, energy, housing, health and social services.
Regional	GSEM Jobs and Skills Roadmap, 2024	Regional leadership and collaboration, workforce planning, barriers to employment, educational pathways, emerging industries, industry and education connection, and local and global competitiveness.
Local	Greater Dandenong Community Vision 2040	Inclusivity, multiculturalism, creativity and wellbeing, supported by principles covering safety, education and employment, sustainability, diversity, wellbeing, and arts and culture.
Local	Greater Dandenong Council Plan 2025 to 2029	Attracting investment; partnering with manufacturing; supporting education, skills and employment pathways; business partnerships for work readiness; climate resilience; placemaking and civic pride; high quality events; and arts, culture and heritage.
Local	Greater Dandenong Placemaking Framework	Revitalisation of Dandenong, Noble Park and Springvale through people-focused places that reflect local character and strengthen social and economic outcomes.

Level	Document	Relevance to this Strategy
Local	Springvale Revitalisation Action Plan	A culturally rich and connected community with public spaces supporting a healthy and prosperous economy, guided by principles covering local business, accessibility, safe movement, events, activation, environment, sustainability and place identity.
Local	Revitalising Central Dandenong initiative	Re-establishing the city centre as the capital of Melbourne's growing south east, expected to attract over $1b in private investment and create 5,000 jobs.
Local	Bright Green Future Strategy and Action Plan 2025 to 2035	A green city committed to a sustainable future, spanning advocacy, circular economy, low carbon transport, renewable energy and resilient built environment and assets.

Table 4. Strategic and policy alignment.

We will also align with Council strategies currently in development, including the Housing Strategy, the Creative and Cultural Strategy, the Integrated Children, Youth and Family Strategy, the Community Safety Strategy, the Positive Ageing Strategy, the Disability Action Plan, and Reconciliation Action Plan. Their shared themes of planning, housing, investment, infrastructure, community, skills and placemaking are the connective tissue that makes this Strategy work across the whole organisation.

GREATER DANDENONG INTEGRATED PLANNING FRAMEWORK

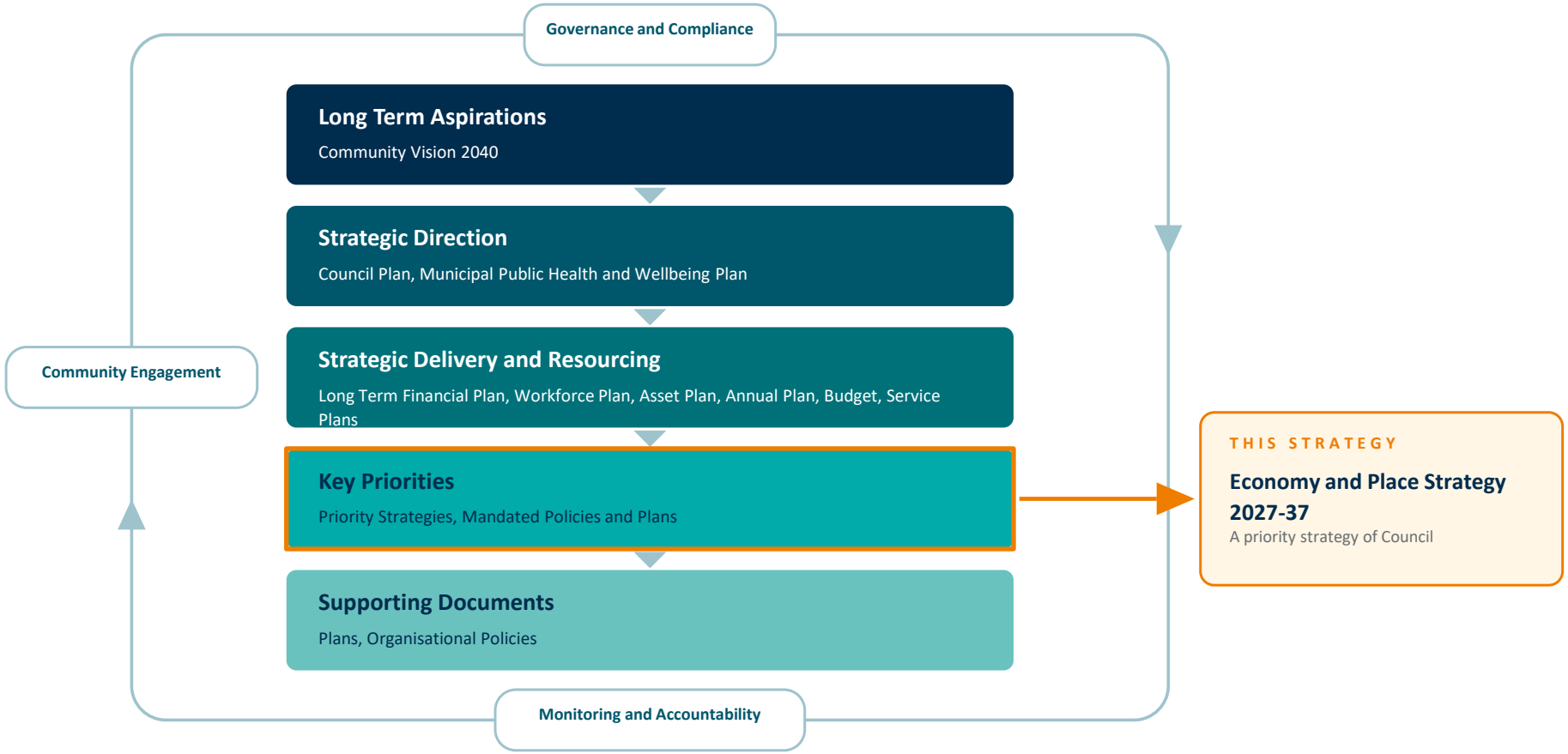


Figure 15. Greater Dandenong Integrated Planning Framework.

2.8 Forces shaping the decade

Our 10-year strategy must survive events it cannot predict. These are the pressures we can already see.

Force	What it means for Greater Dandenong
Structural change in manufacturing	Automation, robotics and Industry 4.0 raise productivity and change the skills required. Our concentration in manufacturing means the effect here is amplified in both directions: greater upside from early adoption, greater exposure to being late.
Supply chain volatility	Global disruption has moved supply chain resilience from a cost question to a strategic one. Precincts that can demonstrate reliability, energy security and logistics access will win investment that previously went elsewhere.
Energy transition and the circular economy	Industrial energy costs, emissions obligations and material recovery are becoming decisive factors in industrial location. Preparing our precinct for this is an investment attraction activity, not only an environmental one.
The retail transition	Consumer behaviour continues to move away from traditional retail toward services, hospitality and experience. Our centres must change their mix, not simply their appearance.
Housing pressure and density	State housing targets and the Activity Centre Program will place growth in and around our centres. Managed well this expands local catchments. Managed poorly it competes with the industrial land our economy depends on.
Skills and labour supply	Industry reports difficulty attracting and retaining skilled workers at the same time as our own residents face barriers to employment. This mismatch is the single largest untapped resource in the municipality.
Fiscal constraint	Council revenue is constrained while service and infrastructure expectations rise. This increases reliance on external funding and makes prioritisation a strategic act rather than an administrative one.
Technology and digital adoption	Digital capability increasingly separates businesses that grow from businesses that stall, particularly among the small and non-employing firms that make up the bulk of our business base.

Table 5. External forces shaping the decade.

> Identifying emerging trends early, and responding through support, advocacy and investment, is how we keep this economy competitive. A 10-year strategy that assumes a static decade will be obsolete very early.

PART THREE

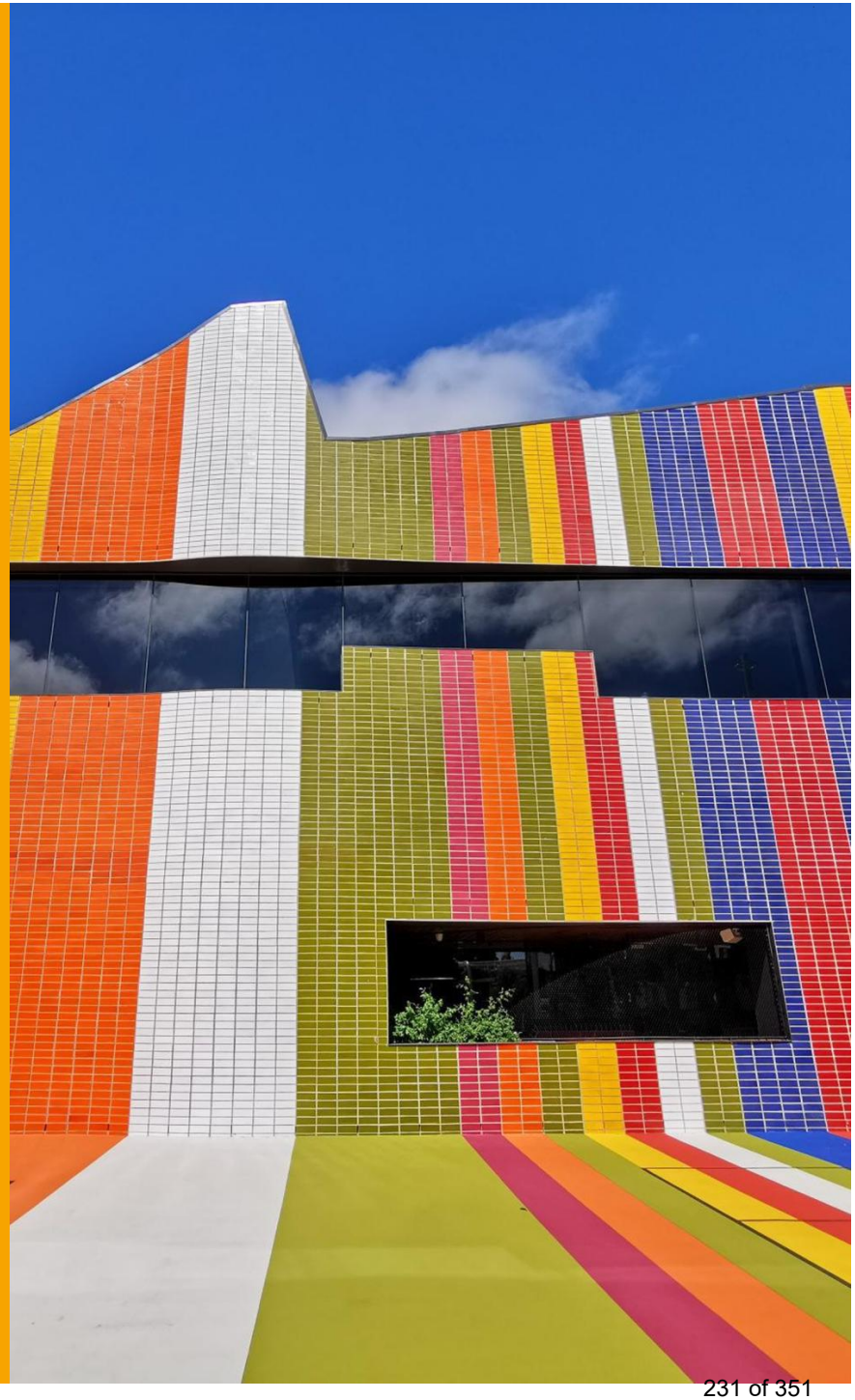
What we heard

How this Strategy was made and what our community told us

IN THIS PART

3.1 How this Strategy was made
3.2 What we heard about the economy
3.3 What we heard about place

03



3.1 How this Strategy was made

This Strategy was developed through a staged, evidence-based process, with each stage informing the next.

Stage	What it involved	Status
Stage 1 Economy and Place Profile	An overview of demographic and economic trends and indicators covering macroeconomic influences, population and workforce, economic and industry drivers, the key employment precincts of Dandenong, Springvale, Noble Park and the Dandenong South industrial precinct, the visitor economy and emerging considerations.	Complete
Stage 2 Place Analysis	A place audit of the Dandenong, Noble Park and Springvale activity centres evaluating existing uses and functions, the strengths of each precinct and opportunities for improvement. The analysis considered tangible elements such as built form, land use mix, public realm and pedestrian experience, alongside intangible factors such as street life and cultural identity. It incorporated the fourth iteration of the Activity Centres Business Audit and Analysis.	Complete
Stage 3 Stakeholder Engagement	Engagement with stakeholders from Council, community, local business, industry and government, focused on opportunities for the Strategy.	Complete
Stage 4 The Strategy	Preparation of this Strategy, drawing on stages 1 to 3, setting the direction for the next 10 years and the actions that will deliver it.	In progress

Table 6. Strategy development process.

Phase 1 engagement

Held between August and September 2025, more than 250 participants contributed to phase one, including residents, business owners, young people, industry leaders and government partners.

Phase 2 engagement

This draft Strategy will be tested with stakeholders through phase 2, which includes public exhibition of the document alongside targeted feedback sessions with specific groups.

Method	Who took part
Surveys	35 business responses, 31 community responses and 18 place responses
Community workshops and meetings	A young people's workshop for participants aged 16 to 21; activity centre workshops in Springvale, central Dandenong and Noble Park; and a meeting with the Bunurong Land Council Aboriginal Corporation
Industry workshops	Employment taskforce, government agencies, future of manufacturing, women in business, and a general business workshop
Industry interviews	Four rounds of interviews with employers, developers, and education and training providers

Table 7. Phase 1 engagement.

3.2 What we heard about the economy

Consistent themes emerged across surveys, workshops and interviews.

- Council should strengthen its supporting role for business through procurement, grants and advocacy for safer, more attractive business environments.
- Future focused industries and innovation hubs should be supported to diversify the economy and attract investment.
- Skills and workforce pathways should be prioritised, especially for young people, women and migrant communities, with Council connecting communities to local opportunity.
- Council's business development role is that of an enabler and a provider of networking and training, including targeted support for First Nations and multicultural businesses.
- Council should actively promote and advocate for investment and for major infrastructure projects, and help facilitate private development, both commercial and residential.
- Collaboration between Council, industry and government grows employment pipelines, attracts infrastructure and supports private investment.
- Balancing economic growth with cultural, social and environmental values matters, because it keeps growth inclusive and delivers more complete benefits to residents.

3.3 What we heard about place

- Greater Dandenong's cultural identity and community spirit are highly valued. Dandenong, Noble Park and Springvale are widely recognised for food, culture and diversity, and described as lively and distinctive places to visit.
- Community safety and the maintenance of public spaces are ongoing concerns for residents and local businesses, and how places are managed needs to improve so that quality is sustained over time.
- Opportunities for cultural celebration matter, showcasing different experiences and building cultural pride.
- Design is important in creating places that are safe and attractive and that integrate amenity and activation.
- Placemaking is an economic driver, attracting visitors, supporting traders and showcasing cultural identity.
- Investment in green, inclusive public space promotes wellbeing and social connection and helps local businesses thrive.
- Entertainment and social options beyond food and shopping are limited. Suggestions focused on nightlife, arts and cultural activity, cleaner streets and better quality public space.

What it added up to

Across every method and every group, our community asked Council to do 5 things.

	What our community asked for
01	Improve the city's identity and build on its cultural pride and diversity
02	Create more vibrant and accessible places
03	Improve local access to employment pathways and skills training
04	Support the business community
05	Facilitate the private and public investment that enables growth

Table 8. What our community asked for.

Those 5 asks map directly onto the 3 pillars and 6 outcomes that follow. That is not a coincidence. It is the reason this Strategy is shaped the way it is.

Gender and inclusion considerations

Gender considerations informed the development of this Strategy, with a formal gender impact assessment undertaken. They are reflected in the attention given to barriers to workforce participation, including childcare, caring responsibilities and access to employment pathways for women, and in the commitment to report employment outcomes for priority cohorts. Gender impact assessments will be completed for individual initiatives where required before those initiatives are delivered.

Responses for culturally and linguistically diverse residents and businesses are carried through the Strategy rather than isolated in one action. They include targeted support for multicultural and First Nations businesses in the Business Growth and Support Program, employment pathways that address language, recognition of overseas qualifications and unfamiliarity with local systems, and the treatment of the cultural economy as a competitive strength in Pillar 2 rather than as a community matter sitting outside the economy.

PART FOUR

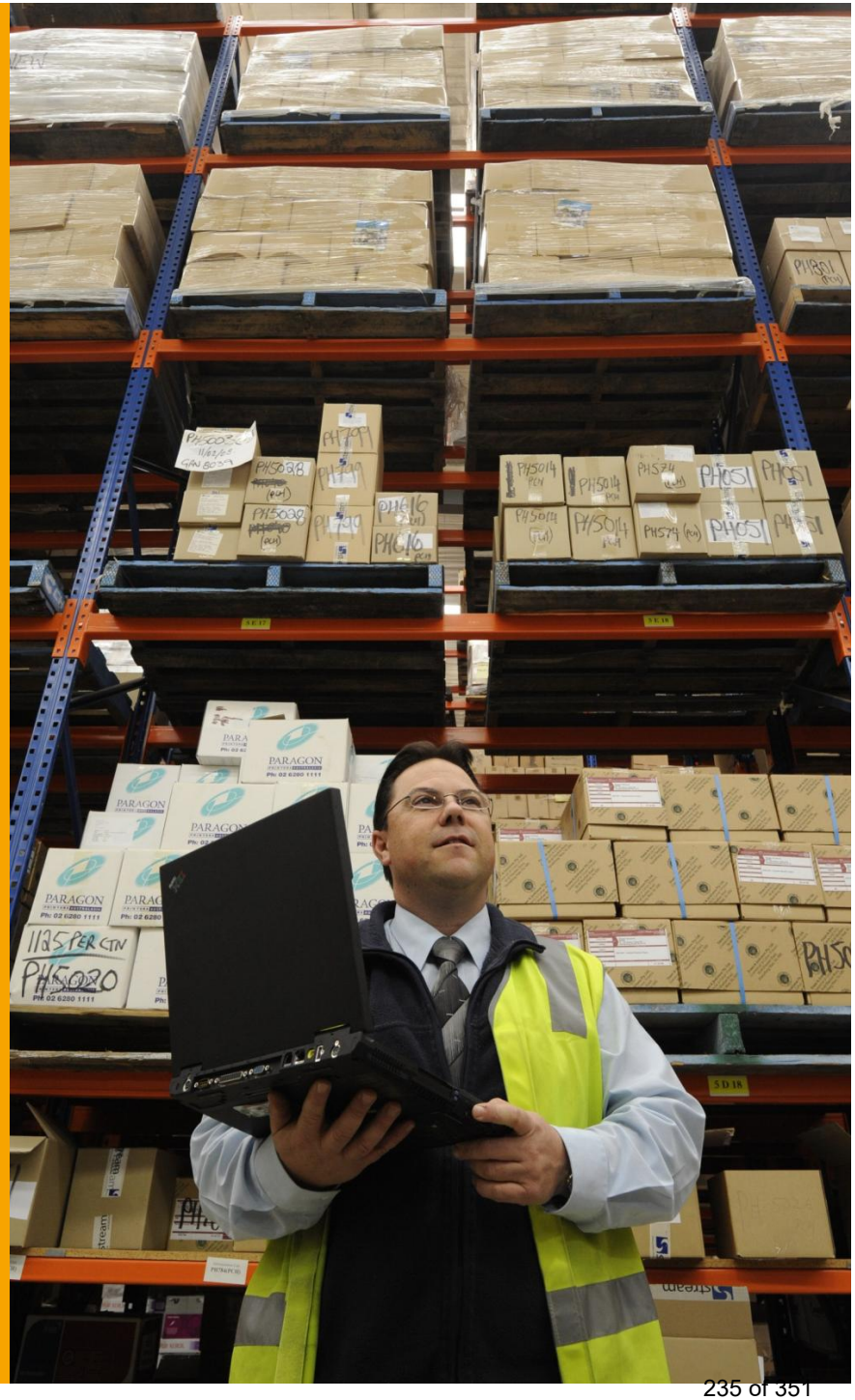
The capture gap

Our diagnosis, our challenges and opportunities, and the choices we are making

IN THIS PART

4.1 The capture gap
4.2 Challenges and opportunities for the economy
4.3 Challenges and opportunities for place
4.4 The choices we are making

04



4.1 The capture gap

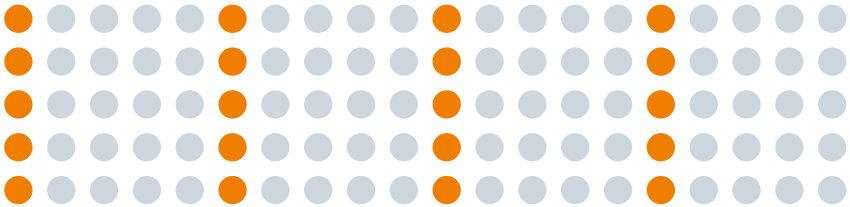
Value is created here at national scale, and then it leaves. This Strategy is focused on retaining more of that value locally through jobs, business growth, investment and spending.

Read individually, the facts about Greater Dandenong are impressive and slightly puzzling. $63 billion of output alongside a low SEIFA score. 114,500 jobs alongside above average unemployment. 20,000 businesses alongside a shallow local employment base. More than a million visitors alongside centres with elevated vacancy.

Read together, they describe one condition. This city is exceptional at production and weak at capture. It produces at a scale few municipalities match and retains less of that value than it should. The gap has 3 parts, and each behaves differently.

The commuter gap

91,000 people arrive here to work every weekday, and the local economy barely touches them. They are the largest readily identifiable market already present in the municipality. They are already onsite. They are here for eight hours a day, five days a week, for years at a time. No campaign is needed to bring them.



1 in 5 lives here

about 23,214 residents

4 in 5 live somewhere else

91,214 workers commute in each day

Figure 16. Who fills the 114,506 jobs in Greater Dandenong.

Illustrative scenario, not a forecast

If each of the 91,000 workers travelling into the municipality spent an additional $5 locally on a working day, across roughly 230 working days, that would represent in the order of $105 million a year in additional local spending. For comparison, the visitor economy is worth $307 million a year and takes more than 1 million visits to generate.

This figure is arithmetic used to convey scale. It is not a forecast, a target or an expected benefit.

The scenario assumes:

a uniform additional $5 per worker per working day, which no evidence currently supports; 230 working days, which does not adjust for leave, part-time patterns, shift work or public holidays; no allowance for remote and hybrid working, which reduces the number of workers physically present; no account of spending these workers already undertake locally; and no adjustment for displacement, where additional spending by workers substitutes for spending by residents or visitors rather than adding to it.

Establishing what commuters actually spend locally, and what would change it, is part of the Resident Expenditure and Escape Spend Study described in Part 6.

The largest market we already have.

91,214 people are inside our boundary for eight hours a day, five days a week, for years at a time. No campaign is required to bring them here.

Every hour they stay after the shift ends is economic activity we do not currently capture.

The resident gap

Of the 114,506 jobs located in Greater Dandenong, roughly 23,214 are held by our own residents. At the same time, we have above-average unemployment, below-average educational attainment and significant socio-economic disadvantage.

This is not primarily a shortage of jobs. It is substantially a matching and access problem, shaped by skills, transport, childcare, language, employer practice and confidence. Other factors also bear on it, including health, caring responsibilities, recognition of overseas qualifications, and the jobs located here sit across a wide range of skill levels and locations.

Matching and access is where local government is best positioned to act, because it sits at the intersection of all 6 of those levers. No single agency owns all 6. However, a council can convene all 6.

It is also the gap where progress is most visible to residents, which matters for a strategy that spans several Council terms.

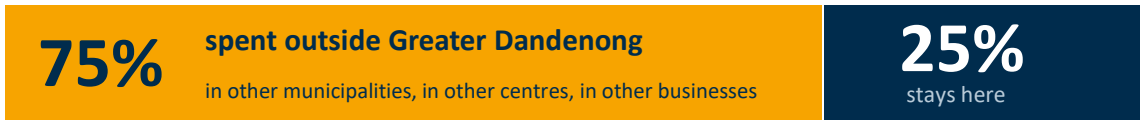
The value gap

Greater Dandenong generates $33 billion in export value each year. Exports are a sign of economic strength, and growing them is an ambition of this Strategy. The opportunity is to retain more of the higher-value activity that surrounds that production, including design, research and development, testing and certification, logistics coordination, corporate functions and financing.

At the same time, two-thirds of our businesses employ no one, and a further fifth are small. We have enormous industrial scale resting on a very thin layer of firms positioned to capture the higher-margin work around it. Closing the value gap means deepening that layer: more firms with the capability to move up the value chain, more research and development partnerships, more downstream processing, and more of the corporate and technical functions of major employers located where their production already is.

The number this Strategy still needs

Where resident spending goes



What 75% is worth

Residents spend $3.57b a year, of which $899m stays inside the municipality. On that base, shifting 5 percentage points back into Greater Dandenong is worth about $179m a year to local businesses.

Figure 17. Where resident spending goes.

We know that 75% of resident spending occurs outside Greater Dandenong, and we now know what that represents in dollars. Residents spend $3.57 billion in a year, of which $899 million is spent inside the municipality.

The consequence is practical. On that base, shifting 5 percentage points of resident spending back into Greater Dandenong is worth about $179 million a year to local businesses. That is the order of value Pillar 2 is working on, and it is now a target Council can set rather than an unknown. The dataset captures card and online transactions rather than every category of household expenditure, so the Resident Expenditure and Escape Spend Study named in the Stage 1 implementation portfolio in Part 6 now has a narrower job: confirming coverage, identifying where spending is most recoverable, and setting the target.

Greater Dandenong produces at a scale few municipalities match, and retains less of that value than it should. Everything that follows is designed to change it.

4.2 Challenges and opportunities for the economy

Our economy has clear strengths, with significant locational, structural and industry-based advantages. They are not translating evenly into growth and investment. The picture is a mix of strong fundamentals and persistent structural constraints.

Challenges

Challenge	What it means
Skills mismatch and unemployment	Unemployment sits above average while industry reports difficulty attracting and retaining skilled workers.
Socio-economic disadvantage	Disadvantage suppresses local consumption and limits access to employment. Improving access to work is the most direct lever available to Council.
Housing affordability and supply	Supply shortages and weak development feasibility limit our ability to attract and retain residents and workers.
Perception and reputation	Perceptions of crime, safety and disadvantage constrain workforce attraction, visitation and investment, and are compounded by the condition of some public space.
Infrastructure and service needs	Projected growth requires significant investment in transport, housing and community facilities, balanced against liveability and amenity.
Fiscal constraint	A constrained fiscal environment limits direct funding and delivery capacity, and increases reliance on external funding.
Limited industrial land	The Southern SSIP has little vacant land left to accommodate new investment.
The Urban Growth Boundary	The boundary protects the green wedge but blocks industrial expansion south at a time of strong demand. Uncertainty about its future has contributed to land banking and planning conflict.

Table 9. Economy challenges.

Opportunities

Opportunity	What it means
Strategic location and connectivity	Rail and arterial road connect local business and workers to labour and export markets.
A strong industrial and manufacturing base	We are the principal driver of manufacturing across the region, which positions us for private investment and public infrastructure that lifts competitiveness.
Resident diversity and a multicultural business base	A multicultural business base and a diverse consumer market support visitation, local consumption, trade and cultural experiences.
Major service organisations	Dandenong Hospital and Chisholm TAFE support local jobs and skills training, attract complementary businesses and offer research partnerships.
Active business representation	Industry partners and business networks including the South East Business Network, SEMMA, the Greater Dandenong Chamber of Commerce, the Springvale Asian Business Association and informal networks can extend Council's reach in training, development, advocacy and collaboration.
A significant activity centre network	Our centres are the prime locations for future residential and mixed-use development, provided the distinct role of each is preserved.
A growing creative economy	Arts, culture and creative industries support activation, cultural tourism, city image and micro enterprise growth, particularly for young people and multicultural communities.
The commuter market	91,000 people are inside our boundary every working day. Converting a small share of that presence into local spending, and of that familiarity into residency, is value we currently forgo.

Table 10. Economy opportunities.

4.3 Challenges and opportunities for place

Viewed through a place lens, our three activity centres show a consistent set of issues: how people connect, move, spend time and experience each centre. The picture has held steady over time. Tenancy audits and centre reviews across the past decade point to structural issues rather than short-term fluctuation.

Challenges

Challenge	What it means
Activity is not translating into local economic value	High volumes of workers and visitors move through without this converting into local spending, dwell time or repeat visitation.
Uneven performance across the network	Performance is inconsistent relative to the role each centre plays. Dandenong has significant untapped potential as a destination and remains the municipality's greatest opportunity for city centre transformation, while other centres currently attract visitation more strongly.
Structural shift away from traditional retail	Built form and business mix in some locations are not aligned to a long-term shift toward mixed-use, service and experience-based activity.
Underused space limiting performance	Upper floors and some ground level tenancies remain underused, particularly in Dandenong, which limits economic output per site.
Inconsistent place quality and experience	Variability in public realm quality, amenity, safety perception and maintenance affects dwell time, repeat visitation and investor confidence.
An underdeveloped night-time economy	Some centres lack the mix of uses and programming needed to support activity beyond standard hours, which limits total daily economic output.

Challenge	What it means
Identity is not consistently converted into value	Cultural identity is expressed strongly in some centres and underdeveloped in others, or not translated into visitor appeal and trade.
Business confidence and perception of safety	Perceptions of safety can affect business confidence, visitation and investment in activity centres. When traders, workers and visitors feel less confident about an area, businesses may experience lower foot traffic, reduced trading activity and weaker prospects for growth.

Table 11. Place challenges.

Opportunities

Opportunity	What it means
Strengthen the link between experience and economics	Amenity, activation and accessibility increase dwell time, visitation and local spending.
Reposition centres as mixed-use, experience-led destinations	A more diverse mix of services, hospitality, community uses and experiences aligns centres with changing demand.
Build on the cultural economy as competitive advantage	Cultural diversity drives visitation. Scaling it across centres differentiates our places and attracts broader audiences.
Activate underused space	Bringing vacant and underused space, including upper floors, into productive use supports new businesses and lifts centre performance.
Coordinate investment and planning around centre roles	Aligning planning, infrastructure, business support and activation with each centre's role reduces fragmentation across the network.
Grow the night-time and experience economy	Food, culture, events and entertainment extend activity beyond daytime retail and increase total economic output.
Increase population and employment density in centres	New housing and jobs in and around centres gradually expand catchments and increase demand for services and experiences.

Table 12. Place opportunities.

> The opportunity across all of this is to harness the shift described in section 2.5, aligning investment attraction, activation and planning to strengthen how places function and how they contribute to the local economy. Interventions are staged across 10 years based on recent investment, local need and work already underway.

4.4 The choices we are making

3 tensions sit inside our evidence base. Each requires a direction and setting that direction is what turns analysis into strategy.

How these choices were reached

The 3 directions below are Council's conclusions. What engagement did was identify the needs and the outcomes people want: better local access to jobs and training, more vibrant and accessible centres, stronger support for business, a better city identity, and more public and private investment. The evidence base then established the scale and location of the problems behind those needs. Council has used both together to decide where effort should be concentrated and what it will not pursue. Phase 2 engagement will test these three choices explicitly, so that the community and stakeholders can respond to them directly before the Strategy is finalised.

Choice 1: protecting industrial land while directing housing growth

We are committed to protecting strategically important industrial land. We also carry a state housing target of 52,500 net new dwellings by 2051 and 4 stations inside the Activity Centre Program. And our evidence confirms that the Southern SSIP has almost no available land while the Urban Growth Boundary blocks expansion to the south.

Those commitments compete for the same finite land, and the release valve is closed. Leaving the question open is not neutrality. It allows landowners to resolve it by default, which is precisely what our own evidence describes when it reports land banking, poor land management and planning conflict already occurring.

> Our position: Council will protect strategically significant industrial land from uses that would undermine its long-term economic and employment function. Housing growth should be directed primarily to suitable locations in and around activity centres and transport nodes, subject to detailed planning, infrastructure and amenity considerations.

This is a strategic direction rather than a planning determination. It gives landowners, investors and the community a clear basis for planning, and gives Council a consistent position to apply as individual proposals come forward through the statutory planning process.

Choice 2: we concentrate before we spread

Reimagining Central Dandenong is the largest single commitment in this Strategy. Spreading placemaking evenly across 3 centres so that each receives something is the comfortable choice. It is also the choice that produces 3 centres in which nothing visibly changes.

Our analysis points the same way. Dandenong has the furthest to travel against its role as the metropolitan centre, which is also where the largest gain is available, while Noble Park already performs strongly against its more local role, with lower vacancy and stronger evening activity than the other two centres. Concentration is therefore the evidence-based choice.

Our position: the early years of Stage 1 concentrate on Central Dandenong including Revitalising Central Dandenong, and the Market precinct as a single coordinated program. Springvale continues its planned revitalisation. Noble Park holds its standard and grows incrementally.

Concentration is not neglect, however. Every centre continues to receive the maintenance, activation and business support that sustains it. What concentration means is that transformation funding goes where transformation is needed, and it goes there in sufficient volume to actually work.

Choice 3: nothing enters without something leaving

Council operates under real fiscal constraint while service and infrastructure expectations continue to rise. A 10-year strategy with 5-year action plan delivered largely within existing resources is only credible if the plan is disciplined about what it contains.

Our position: any proposed new initiative must identify its funding source, delivery capacity and opportunity cost. Where additional resources are required, we will identify the activity to be reduced, deferred or discontinued, or the external funding needed before implementation.

PART FIVE

Our three pillars

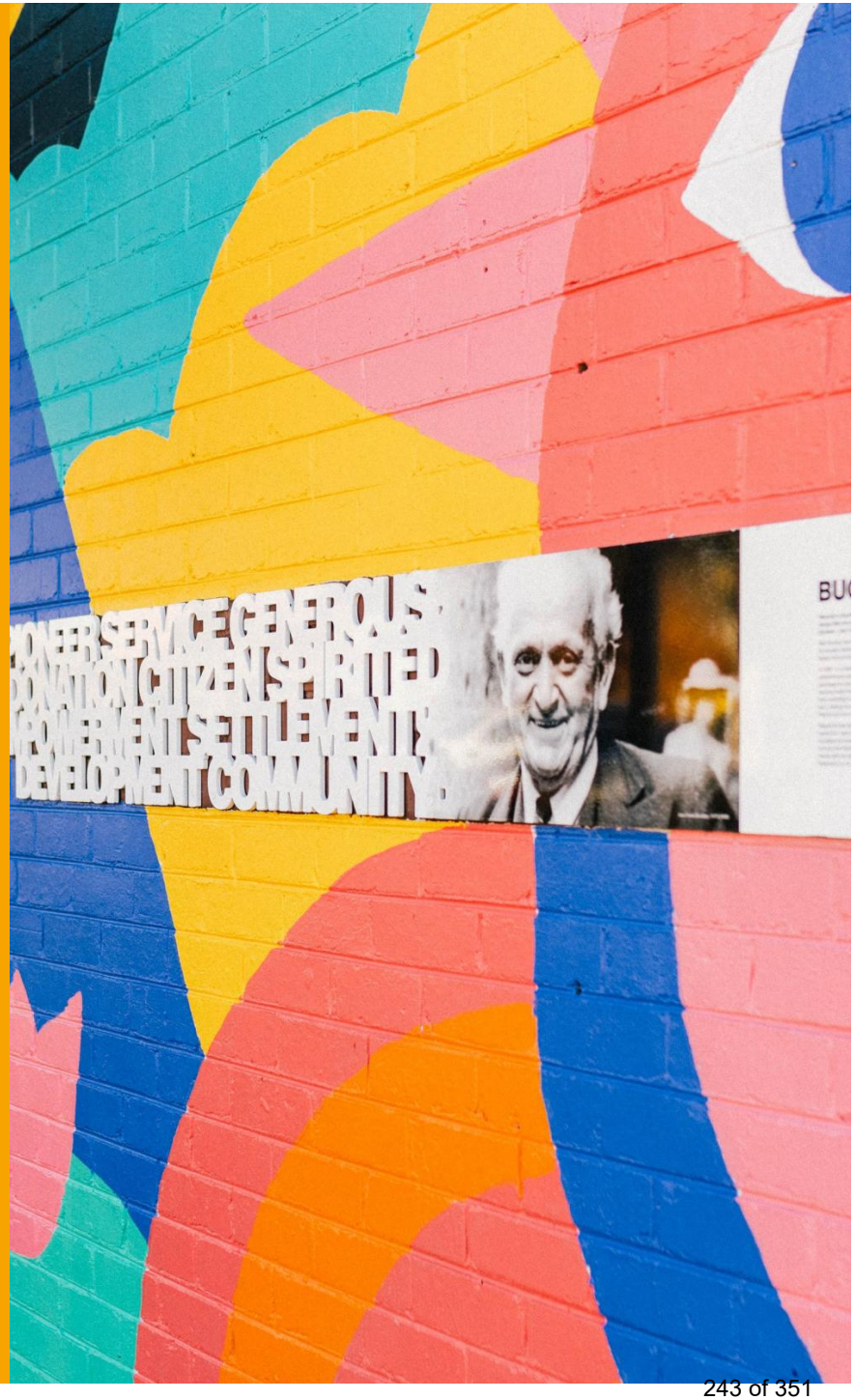
Ambitions, outcomes, measures and priority delivery packages

IN THIS PART

5.0 How the pillars fit together

3 pillars carry this Strategy. Each closes a different part of the capture gap, and none of them closes it alone. Pillar 1 grows the value, Pillar 2 holds on to it, and Pillar 3 brings in the investment that funds both.

Investment attraction is embedded across all 3 pillars rather than confined to one. A targeted approach guides public and private funding toward projects aligned with our long-term priorities, supporting sustainable growth and maximising impact across the whole Strategy.



PILLAR 1

Business, Industry and Jobs

We produce

IN THIS PART

Outcome 1: competitive and growing businesses and industries

Outcome 2: more residents connected to local employment

1



Our ambition

A stronger local economy where businesses and industries grow and more residents can access local employment opportunities.

Why this matters

Industry is the engine of this city, and the scale of that engine is set out in section 2.3. Manufacturing accounts for 47% of output and 68% of exports. Nothing else in our economy operates at this scale, and nothing else is as exposed to structural change.

At the same time, only about 1 in 5 of the jobs here is held by someone who lives here. This pillar carries both halves of that problem: growing what we make, and making sure our own residents are the ones making it.

The choice inside this pillar

We back advanced and essential manufacturing ahead of undifferentiated business support.

Providing the same level and type of support to more than 20,000 businesses would not reflect their different needs or their contribution to the local economy. Small business support is an important service that Council will continue to provide well. Industrial competitiveness is a strategic priority requiring dedicated expertise, resources and advocacy. Each will therefore be funded, staffed and measured differently.

Outcome 1: competitive and growing businesses and industries

Local businesses and industries are productive, innovative, resilient and supported to invest and create jobs.

How we measure it

- Businesses supported through Council business programs, training, mentoring or advisory services
- Business engagements undertaken by Council
- Investment, expansion or development enquiries supported
- Value of industrial and commercial planning or building approvals
- Business satisfaction with Council support and services
- Businesses participating in innovation, sustainability, digital or circular economy initiatives

Outcome 2: more residents connected to local employment

Residents have stronger pathways into employment, skills development and priority local industries.

How we measure it

- Residents connected to employment, training or support services
- Employment pathway connections facilitated through the Employment Hub and partner network
- Participants from priority cohorts supported through employment initiatives
- Employer partnerships supporting local employment pathways
- Participation and completion rates in employment pathway programs
- Residents in a local job 12 months after first contact with the Employment Pathways services.

The last measure is the one that matters most. A resident connected to three services and still unemployed a year later has generated three results and no outcome. 12-month employment is harder to collect and will produce a lower number. It is also the only version of the measure that tells us whether our employment pathways work.

Priority delivery packages

	Package	What it covers
A	Manufacturing Sector Growth and Advocacy	• Support manufacturing businesses to grow, innovate and transition through targeted networks, forums and industry engagement, including the South East Business Network • Support supply chain integration, industry partnerships and collaboration across key growth sectors • Advocate for strategic infrastructure that supports industrial growth, investment and long-term competitiveness • Build industry preparedness for climate change impacts and the opportunities arising from the circular economy • Support innovation, entrepreneurship and startup development through programs that assist small and medium enterprises
B	Southern State Significant Industrial Precinct Future Readiness	• Support the strategic development of the Southern SSIP as a leading centre for advanced manufacturing, innovation and employment • Identify and promote priority investment opportunities, catalytic projects and infrastructure needs • Strengthen investment readiness through industry engagement, market intelligence and evidence-based planning • Partner with Greater South East Melbourne to advocate for infrastructure, policy and funding, and to strengthen regional identity, industry profile and long-term competitiveness
C	Business Growth and Support Program	• Develop a small business growth and support program • Support multicultural, First Nations and small businesses through training and mentoring • Connect businesses to external resources, programs and funding opportunities • Build business capability in digital adoption, sustainability and innovation
D	Dandenong Pathway to Employment Hub (externally funded to 30 Jun 2029)	• Connect residents with employment, training and support services • Build pathways into local industries and growth sectors • Support youth employment, apprenticeships and work experience opportunities • Strengthen partnerships with industry, education and employment providers • Improve employment outcomes for residents facing barriers to participation, including culturally and linguistically diverse communities, women, young people, people with disability and older workers

Table 13. Pillar 1 priority delivery packages.

What success looks like in 2037

Greater Dandenong is understood, nationally, as the place Australia makes things. Our industrial precinct is recognised as investment-ready, energy-secure and digitally capable. Advanced manufacturing has deepened rather than merely persisted, with more firms capturing the design, research and corporate work that surrounds production. And a materially larger share of the people building that economy live in it.

PILLAR 2

Thriving Centres and Destinations

We capture

IN THIS PART

Outcome 1: vibrant and high-performing activity centres

Outcome 2: a stronger visitor and cultural economy

2



Our ambition

Active, attractive and prosperous centres where people spend time, do business, visit and connect.

Why this matters

Our centres are where the economy becomes visible to the people who live here. They carry small business, provide access to jobs and services, and shape community life. They are also where the capture gap is most fixable, because the movement we need already exists. 91,000 commuters, more than 1 million visitors and 168,700 residents pass through these places every year.

The task is to give them reasons to stop, to stay longer and to spend where they are.

The choice inside this pillar

This pillar is judged on whether it converts existing movement into local economic value, rather than on the appearance of a centre alone.

The commuter test: does this give one of the 91,000 a reason to stay past 5pm?

It is a practical filter for prioritising work. Extended trading hours, evening food offers, lit and comfortable walking routes between workplaces and centres, and parking arrangements that make a second stop easy all meet it.

Outcome 1: vibrant and high-performing activity centres

Activity centres that support strong businesses, celebrate local identity and provide welcoming public places and experiences throughout the day and evening.

How we measure it

- Activity centre visitation, footfall and dwell time
- Local spend in activity centres
- Vacancy rates in key activity centres
- Community and business satisfaction with activity centre performance and presentation
- Participation and engagement of community and business in activations, events and placemaking interventions
- Activities, events and interventions delivered that are locally led
- Public realm, greening and presentation improvements delivered

Outcome 2: a stronger visitor and cultural economy

A visitor economy built on distinctive places, experiences and cultural identity.

How we measure it

- Visitor numbers and satisfaction across key destinations, events and place experiences
- Visitor spend, where data is available
- Cultural events, festivals and destination experiences supported
- Attendance at major events and cultural activations
- Business and community participation in visitor economy and cultural tourism initiatives
- Media and social reach of visitor economy campaigns.

3 centres, 3 responses

Our centres perform different roles and require different responses. Treating them as one problem is the fastest way to serve none of them well.

Dandenong
Metropolitan Activity Centre

ITS ROLE

The economic and civic core. The largest concentration of commercial activity, government services and jobs in the municipality.

WHAT WE FIND

Strong in jobs and output. Weak as a destination. Elevated vacancy in small shopfronts, limited activity after hours, underused upper floors.

WHAT WE WILL DO

Reposition as a destination. Concentrated transformation across the centre and the Market precinct as one coordinated program.

Springvale
Major Activity Centre

ITS ROLE

A regional destination for food, groceries and culturally specialised retail, drawing visitors from well beyond its catchment.

WHAT WE FIND

A high performing cultural economy. Ageing built form in parts of the centre and a night-time economy below its potential.

WHAT WE WILL DO

Protect the advantage and renew the fabric. Continue revitalisation, improve the public realm, extend the trading day.

Noble Park
Major Activity Centre

ITS ROLE

A walkable village centre providing convenience retail, services and community space to a growing local population.

WHAT WE FIND

Performing well against its role, with lower vacancy and stronger evening activity than the other two centres.

WHAT WE WILL DO

Hold the standard and enable gradual growth. Continued activation, a broader food offer, mixed-use renewal of key sites.

Figure 18. 3 centres, 3 roles, 3 responses.

What success looks like in 2037

Central Dandenong is a place people choose to be after work rather than a place they leave at the end of it. Springvale remains the destination people drive across Melbourne to reach, with built form that matches its reputation. Noble Park has grown without losing what makes it Noble Park. Across the network, vacancy has fallen, upper floors are occupied and the trading day extends into the evening in the centres where that makes sense.

Priority delivery packages

	Package	What it covers
A	Reimagine Central Dandenong	• Support the transformation of Central Dandenong as the municipality's largest centre • Coordinate activation, investment attraction and place improvement, repositioning Dandenong as the heart of the south east • Strengthen connections between key attractions and cultural precincts • Progress the Dandenong Market Precinct Plan through public realm and strategic infrastructure renewal planning, including Palm Plaza and the teardrop intersection
B	Activity Centre Business Confidence Initiative	• Establish a trader reference network for Central Dandenong and Springvale. • Undertake periodic activity centre walkthroughs with traders, police and relevant agencies. • Provide traders with information on reporting pathways, business resilience and available support services • Monitor and advocate on priority issues affecting business confidence, visitation and investment
C	Springvale Revitalisation Action Plan	• Continue delivery of revitalisation priorities • Enhance public realm, business activity and visitation • Strengthen Springvale's role as a celebrated place that reflects community identity through food, culture, business and public life
D	Visitor Economy and Cultural Tourism	• Support authentic local experiences that build community pride • Promote Greater Dandenong's food, culture and visitor experiences • Support cultural festivals, events and destination experiences • Strengthen regional visitation and local spending • Build Greater Dandenong's profile as a multicultural destination

Table 14. Pillar 2 priority delivery packages.

PILLAR 3

Investment, Reputation and Growth

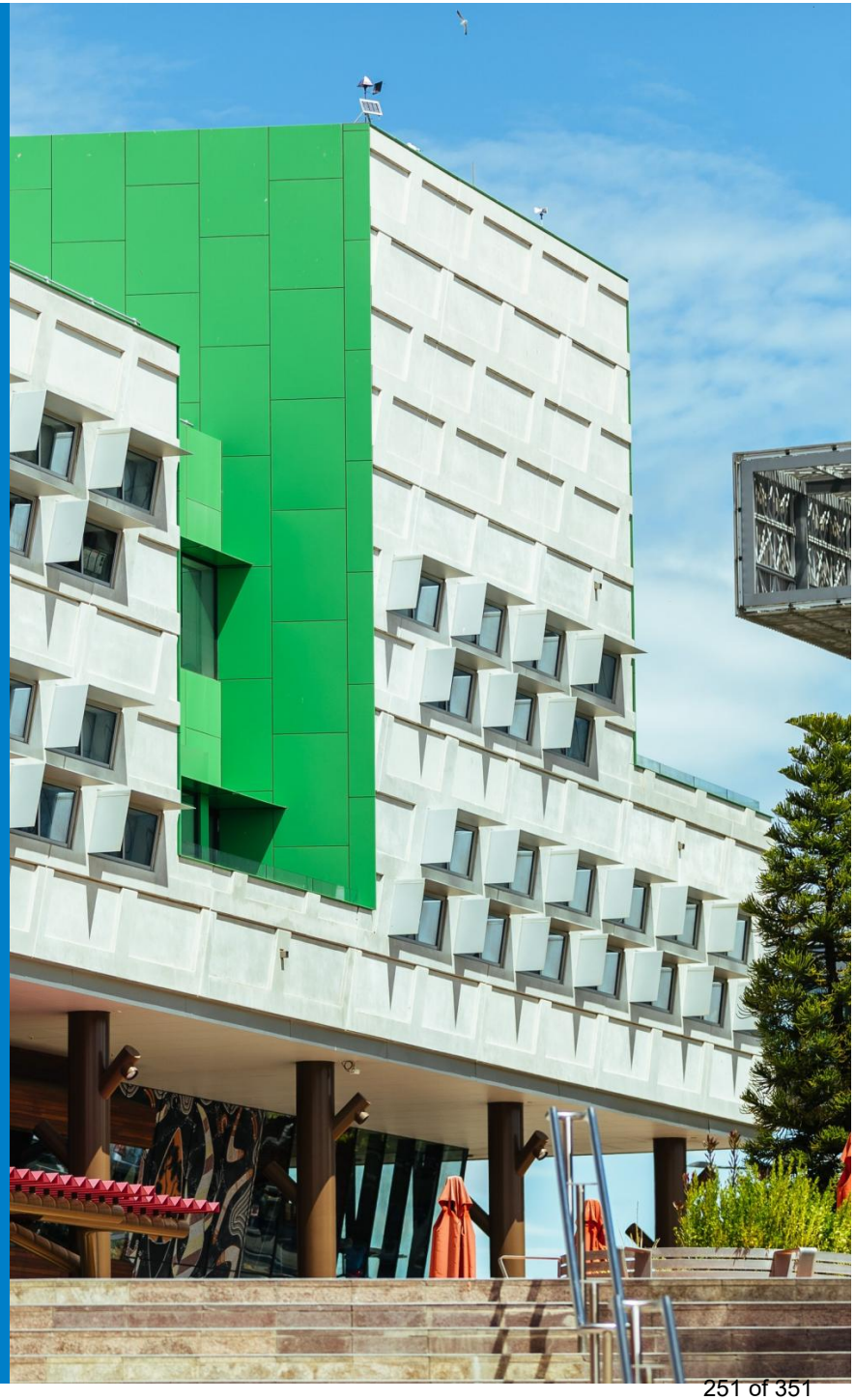
We attract

IN THIS PART

Outcome 1: greater investment in priority sectors, precincts and places

Outcome 2: a stronger and more positive city reputation

3



Our ambition

A confident and well-positioned city that attracts investment, visitors and wider recognition.

Why this matters

Neither of the first two pillars can be funded from Council's balance sheet alone. Public investment unlocks private investment, and private investment funds the jobs, housing, renewal and amenity that the rest of this Strategy depends on. This pillar is how the other two get paid for.

Reputation belongs here because it changes decisions. A business that does not consider us, an investor who discounts us, a graduate who does not apply here: each is an economic loss caused by a perception gap rather than a performance gap. Our actual performance would justify the opposite conclusion.

The choice inside this pillar

Reputation activity is most valuable when it can be linked to a decision or a transaction.

Media coverage is an input rather than an outcome. The outcome is an investor who proceeds because the process was clear, or a business that expands here because it could get a timely and accurate answer.

Perception is built by experience far more than by campaigns. The fastest way to be known as easy to deal with is to be easy to deal with.

The Investment Front Door

At the centre of this pillar is a single, visible entry point for anyone who wants to invest in Greater Dandenong, whatever the sector and whatever the scale. It carries a published service standard: every serious investment enquiry receives a named officer and a response within a stated number of days. It is a promise a business can hold us to, it costs comparatively little.

Outcome 1: greater investment in priority sectors, precincts and places

Public and private investment supports jobs, business growth and city shaping development.

How we measure it

- Investment enquiries received and facilitated
- Investment ready propositions developed
- Value of public and private investment facilitated or influenced, where attributable
- Strategic sites and precinct opportunities actively promoted
- Investor engagements, briefings and proposals supported
- Successful funding and advocacy outcomes linked to priority projects
- Proportion of investment enquiries that proceed to a project

Outcome 2: a stronger and more positive city reputation

Greater Dandenong is recognised for its economic strength, cultural diversity, distinctive places and opportunities.

How we measure it

- Positive media mentions and stories about Greater Dandenong
- Reach and engagement of city promotion campaigns
- Local success stories produced and promoted
- Investor, visitor and business perception of Greater Dandenong
- Website views and enquiries linked to investment, visitation or city promotion
- Regional partnerships and campaigns promoting Greater Dandenong

What success looks like in 2037

Greater Dandenong is considered early. When a manufacturer plans an expansion in Australia, when a developer looks at metropolitan Melbourne, when a state agency allocates infrastructure funding, this city is considered on its merits rather than filtered out on reputation. Investors describe us as straightforward to deal with, and they say so to each other.

Priority delivery packages

	Package	What it covers
A	Investment Development Framework	• Establish an Investment Front Door • Deliver targeted initiatives for investment priorities and target sectors • Strengthen Council's investment attraction and facilitation capability • Coordinate investment attraction and facilitation activity whole-of-Council • Facilitate investor engagement and enquiries
B	Strategic Growth and Precinct Investment	• Develop investment propositions for key precincts, activity centres and strategic sites • Facilitate major investment opportunities and catalytic projects • Support the investment readiness of priority centres and precincts • Advocate for transformational public investment that unlocks economic growth • Coordinate growth opportunities across industrial, commercial, mixed-use and housing markets
C	City Promotion and Reputation	• Develop and promote a compelling city narrative • Deliver coordinated marketing and promotional activity • Showcase local business, community and investment success stories • Use events, partnerships and advocacy to strengthen reputation • Align promotion with investment attraction, visitation and workforce attraction outcomes
D	Major Events Attraction	• Attract and support major events that increase visitation, local spending and overnight stays • Promote and grow Greater Dandenong's cultural identity and strengths • Activate key centres and destinations • Measure economic impact and return on investment

Table 15. Pillar 3 priority delivery packages.

PART SIX

Delivering this Strategy

Staging, implementation, measurement, risk and governance

IN THIS PART

6.1 How the Strategy is staged
6.2 Measuring success
6.3 How the Strategy will be evaluated
6.4 Managing risk
6.5 Governance and accountability
6.6 Reviewing and adapting

06



6.1 How the Strategy is staged

A 10-year direction, delivered in two stages.

The Strategy combines long-term direction with staged implementation. The 3 pillars, 6 outcomes and delivery priorities describe what Council is seeking to achieve over 10 years. The Stage 1 implementation portfolio identifies the initiatives to be progressed from 2027-28 to 2031-32. A Stage 2 implementation portfolio will be prepared for 2032-33 to 2036-37 following evaluation of Stage 1 results, changing conditions and available resources. The Stage 1 implementation portfolio is set out in full at Appendix A.

Adoption of the Strategy does not by itself approve expenditure, capital works or statutory decisions. Individual initiatives will continue to be subject to detailed scoping, business cases, annual planning and budget processes, procurement, statutory requirements and formal Council decisions where required.

Stage 1 implementation portfolio

2027-28 to 2031-32, within a 10-year Strategy to 2037

2027-28	2028-29	2029-30	2030-31	2031-32
21 initiatives commence	**5** initiatives commence	**3** initiatives commence	**10** initiatives continue	**6** initiatives continue
Establish and commence Baselines, the Investment Front Door, the Employment Hub, Reimagine Central Dandenong, the Market Precinct Plan and the SSIP readiness audit all commence.	**Extend business support** Local procurement, net zero business transition, inclusive workplaces and coordinated city promotion.	**Scale precinct work** SSIP development, activity centre business mix and investment attraction, visitor economy, food and pharmaceutical opportunities.	**Access and amenity** Smart parking and wayfinding across the centre network.	**Evaluate and plan Stage 2** Major events attraction begins. Stage 1 is evaluated and the Stage 2 plan is prepared.

MEASUREMENT AND REVIEW MILESTONES

Methodology agreed	Baselines published	First public scorecard	Mid-stage review	Stage 1 evaluation
within 6 months	within 12 months	end of first full financial year	during 2029-30	during 2031-32

Stage 2 2032-33 to 2036-37. Prepared following evaluation of Stage 1 results, changing conditions and available resources.

Start years indicate sequencing and resourcing intent. They are not commitments to a delivery date.

Figure 19. The Stage 1 implementation portfolio, 2027-28 to 2031-32.

How initiatives are classified

Each initiative carries an indicative start year within Stage 1 and a delivery approach. Start years indicate sequencing and resourcing intent. They are not commitments to a delivery date, and they remain subject to the processes described above.

Approach	What it means
Commence	A new initiative established through this Strategy
Deliver	Focused implementation of a defined initiative or priority action
Expand	Building on an existing program or service to increase its scale, reach or impact
Continuing	An established activity or function maintained and progressed as part of our core role

Table 16. Delivery approach classifications.

6.2 Measuring success

3 tiers of measurement, reported at 3 different levels.

A measurement system that counts only activity will always show progress, including in years when conditions did not change. This Strategy separates what Council does from what actually shifts, and reports both.

Our measures are an inventory of what can be measured, not a schedule of what will be reported. This Strategy commits to the 6 city measures published annually and the pillar measures reported to Council each year. How the reminder are grouped, sequenced and reported will be confirmed during implementation planning, guided by what the data can support and our resources availability.

Tier	What it measures	How many	Where it is reported
City measures	Whether the capture gap is closing.	6	Published annually
Pillar measures	Whether each pillar is working, at a directional level.	2 or 3 per pillar	Reported annually to Council
Delivery measures	What Council did: programs run, businesses supported, events delivered, enquiries handled.	The full outcome measure sets in Part 5	Internal quarterly dashboard, summarised in the annual report

Table 17. 3 tiers of measurement.

The six city measures

3 of these have a baseline today. 3 do not, and establishing them will be a first-year task. Each measure is assigned a primary pillar for reporting, but no measure belongs to one pillar alone. Resident share of local jobs, for example, depends on Pillar 1 employment pathways and on Pillar 2 centres that make working here attractive.

City measure	Baseline	Target 2037	Primary pillar
Total economic output	$$63 billion a year, current prices. Whether a consistent real series can be maintained is confirmed during methodology development.	Average nominal growth of 5% a year. Over ten years, about $103 billion.	1
Value added per local job	About $173,000 a year – interim estimate	Increase by 20% in real terms over the ten-year Strategy period to $207,600.	1
Resident share of local jobs	About 20%, or 23,214 of 114,506 jobs	Increase to 23% or 26,336 local jobs. Retain 25% as a stretch ambition.	1
Resident spend retained in Greater Dandenong	25.15%, being $899 million of $3.57 billion in annual resident spending	30%, increase by 5%, interim target.	2
Activity centre vacancy, reported by centre	15% weighted average overall	About 10% weighted average overall	2
External perception among investors, businesses, visitors and prospective workers	To be established through the City Perception Baseline	Improve net favourable perception. Set the numeric target after the 2027–28 baseline.	3

Table 18. City measures.

Why output alone is not enough

Total economic output is an important measure of scale, but it responds strongly to macroeconomic conditions, business cycles, price movements and decisions well beyond Council's influence. Reported in current prices alone, it can show growth in a year when real activity was flat. It is therefore paired with a productivity indicator that shows whether the economy is becoming more efficient rather than only larger.

A real output series, adjusted for inflation, would strengthen the measure further. Whether one can be maintained depends on the source data, and that is settled during methodology development rather than assumed here. Council will confirm whether the source provides a consistent historical real output series, which deflator would apply, whether historical revisions are expected, and whether output per worker can be calculated from compatible datasets. Where a practical real series cannot be maintained, Council reports output in current prices alongside a stable productivity proxy.

Pillar measures

Pillar	Measures
Pillar 1: We produce	• Value of manufacturing and industrial output • Residents in a local job 12 months after first contact with the Employment Pathways services.
Pillar 2: We capture	• Local spend in activity centres • Activity after 6pm in Central Dandenong
Pillar 3: We attract	• Value of private investment facilitated, recorded against the attribution standard below • Investment conversion rate, being the proportion of qualified enquiries that proceed to a project • Investment facilitated by category and by stage

Table 19. Pillar measures.

Investment attribution standard

Reporting a value of investment facilitated is only meaningful if the basis for claiming it is consistent and documented. Every investment recorded against Pillar 3 is assigned one of three contribution levels, and the level is recorded when the investment is logged rather than when it is reported.

Contribution level		What may be counted
Lead	Council initiated, funded or delivered the intervention without which the investment would not have proceeded in this location or at this scale.	Full project value, with the basis recorded
Material influence	Council provided a service, approval pathway, land, coordination or advocacy that the investor identifies as significant to the decision.	Full project value, reported separately from lead
Supporting	Council provided information, referral, promotion or general facilitation that assisted but was not decisive.	Recorded and reported by count, not by value

Table 20. Investment attribution standard.

Investment is also reported by category, covering industrial, commercial, mixed-use, housing and public infrastructure, and by stage, covering enquiry, proposition, approval, commencement and completion. Reporting stage as well as value prevents a single large proposal being counted as an outcome before it is built.

When the baselines will exist

The following dates apply from adoption of this Strategy.

Milestone	Timing
Measurement methodology agreed for every city measure, covering definition, data source, geography, deflator where applicable, and collection cycle	Within 6 months of adoption
Baseline established and published for every city measure	Within 12 months of adoption
Targets set against each city measure	With the baseline, or immediately following it where a study is required
Investment attribution standard documented and in use	Within 6 months of adoption
First public scorecard/dashboard published	No later than the end of the first full financial year following adoption

Table 21. Measurement milestones.

No measure enters this Strategy without a baseline and a target date. Where a baseline does not exist, establishing it will be the first action.

This keeps the measurement commitment practical, and ensures reporting can show whether conditions have changed rather than only how much activity occurred.

6.3

Measurement tells us what changed. Evaluation tells us whether Council's work contributed to it, and what to do differently.

Monitoring tracks the measures above on a fixed cycle. Evaluation asks a harder set of questions about relevance, effectiveness, efficiency and impact, and requires judgement as well as data.

What evaluation asks

- Relevance: is the initiative still addressing a real and current problem for the municipality?
- Effectiveness: did it achieve the outcome it was designed to achieve, for the people it was designed for?
- Efficiency: was the outcome achieved at reasonable cost, and could a different approach have achieved more?
- Contribution: what part did Council's work play in the change observed, alongside market conditions, partner activity and other public investment?
- Equity: did the benefits reach the communities this Strategy identifies as facing the greatest barriers?

The approach we will use

For city measures, Council will use contribution analysis rather than claiming direct attribution. Economic conditions at municipal scale are shaped by many actors, and a measure such as total output or external perception cannot be causally assigned to a single program. Contribution analysis sets out the expected causal pathway, tests it against the evidence available, examines alternative explanations and states a reasoned conclusion about Council's role.

For individual initiatives, evaluation combines process evaluation, asking whether the initiative was delivered as intended, with outcome evaluation, asking what changed for participants or precincts. Major events and precinct investments carry an economic impact assessment.

Who evaluates and when

Activity	Who	When
Annual monitoring across all three measurement tiers	Accountable executive, coordinated by the pillar leads	At the close of each financial year
Public scorecard	Council	Annually, published
Mid-stage review of Stage 1 progress and continued relevance	Executive, with input from delivery partners	During 2029-30
Evaluation of major initiatives, including the Employment Hub, Reimagine Central Dandenong and the Investment Development Framework	Independent evaluator commissioned by Council	At the close of a defined delivery period, and as required for funding acquittal
Stage 1 evaluation, informing the Stage 2 plan	Independent evaluator reporting to the Executive and Council	During 2031-32
Economic impact assessment of major events and precinct investments	Commissioned as part of each initiative	Following delivery

Table 22. Evaluation responsibilities and timing.

What happens with the findings

Evaluation findings are reported to the Executive Team and to Council, and are used in three ways: to adjust or discontinue initiatives that are not achieving their intended outcome, to inform the Stage 2 plan, and to strengthen future funding submissions by demonstrating what Council delivery has achieved.

6.4 Managing risk

The risks below are strategic rather than operational. They are the conditions that would prevent this Strategy achieving its outcomes, and each is assigned to the accountable lead for the relevant pillar. Operational and project-level risks are managed through Council's existing risk management framework and recorded in the internal implementation plan.

Risk	What it would look like	Our response
Concentration in manufacturing exposes the economy to a sector shock	A downturn in manufacturing, a major employer closure or a supply chain disruption reduces output and employment more sharply here than across metropolitan Melbourne.	Diversify within the industrial base through advanced manufacturing, food and pharmaceutical value-adding and circular economy activity. Maintain a current view of major employer conditions through industry engagement so that early signals are visible.
Industrial land supply constrains growth	Demand for industrial land cannot be met, investment goes to competing precincts and the Southern SSIP loses its position over time.	Progress underused and brownfield sites through the SSIP Development Initiative, protect strategically significant industrial land through planning, and advocate for infrastructure investment that supports the growth of manufacturing and other employment-generating industries.
Council fiscal capacity limits delivery	Initiatives are deferred or narrowed, and the Strategy produces activity without reaching the scale required to shift a city measure.	Apply the investment discipline in section 1.3 so that resourcing is explicit before commitment. Prioritise initiatives that unlock external funding. Report deferred initiatives openly through the annual scorecard.
Baselines are not established and the measurement commitment lapses	Reporting reverts to activity counts, and Council cannot demonstrate whether conditions changed.	Fixed milestones in section 6.2, with methodology agreed within 6 months and baselines within 12 months. The first public scorecard is due by the end of the first full financial year regardless of how many baselines are complete.
Delivery depends on partners Council does not control	State government, private investors or education and employment providers do not proceed, and initiatives stall through no fault of Council delivery.	Name the partner and the dependency in the internal implementation plan and in reporting, so a stalled initiative is understood rather than carried forward silently. Maintain advocacy positions and alternative pathways for the initiatives with the highest dependency.
Capability to prepare business cases limits funding success	Council does not secure available state and federal funding because submissions are not competitive.	Treat business case capability as an explicit requirement of the Investment Development Framework, and use the Southern SSIP investment roadmap to build a pipeline of prepared propositions ahead of funding rounds.

Risk	What it would look like	Our response
Concentrating on Central Dandenong does not lift performance	Investment and activation in the primary centre do not produce measurable improvement in vacancy, visitation or spend.	Establish the place performance model before major expenditure so that change can be observed early. Review at the 2029-30 mid-stage point, with the option to reallocate effort across the network.
Perception does not shift despite improved performance	Investment and workforce attraction remain constrained by external perception even as conditions improve.	Establish the perception baseline early and measure it repeatedly rather than once. Prioritise experience-based interventions such as the Investment Front Door service standard alongside campaign activity.
Priorities change across Council terms	The Strategy loses continuity through the electoral cycle and delivery momentum is lost.	Embed the strategy and align reporting to the Council Plan cycle, maintain the pillar and outcome structure across terms, and use the Stage 1 evaluation and the Stage 2 plan as the formal points at which priorities are reconsidered.
Growth does not reach the communities facing the greatest barriers	Economic indicators improve while resident employment, income and participation outcomes do not.	Report the resident share of local jobs as a city measure. Apply the equity question in every evaluation. Maintain targeted initiatives for the cohorts identified in the evidence base.

Table 23. Strategic risks and responses.

6.5 Governance and accountability

Whole-of-Council delivery depends on clear accountability. Where responsibility is shared evenly across many areas, it becomes difficult to say who is accountable for progress.

Mechanism	How it works
Implementation accountability for each pillar	Council will assign a responsible Council staff member to oversee each pillar and report on its progress. Detailed responsibilities will be set out in the supporting implementation plan.
A 6-monthly cross-Council delivery forum	Representatives from every department with a delivery role meet twice a year, with the city measures at the front of the pack, ahead of activity reporting.
An annual public scorecard	Published each year, reporting every city measure and pillar measure, including those that moved in an unfavourable direction. Reporting results that fall short of expectations, alongside those that meet them, is what makes the scorecard credible.
Partner accountability	Where delivery depends on partners, the partner and the dependency are named in reporting, so that a stalled action is understood.

Mechanism	How it works
Investment discipline	Every proposed new initiative is tested against the pillar outcome it is expected to move, and against the investment discipline set out in section 1.3, before it enters the plan.
Alignment to the Council Plan	The Strategy spans more than one Council Plan period. Reporting is aligned to the Council Plan cycle so that each incoming Council receives a current position on progress, measures and risks.

Table 24. Governance mechanisms.

6.6 Reviewing and adapting

Progress is monitored annually at the close of each financial year. A mid-stage review during 2029-30 tests whether the Stage 1 portfolio remains relevant and correctly sequenced. During 2031-32, Council evaluates Stage 1 and prepares the Stage 2 plan for 2032-33 to 2036-37.

The review considers what the measures show, what has changed in the external environment, what partners are now able to do, and what Council has learned about its own delivery capacity. Initiatives that are not achieving their intended outcome may be adjusted or discontinued, and priorities may be re-sequenced so that effort remains where it will have most effect.

Is more of the value produced here staying here than last year, and how do we know?

The question this Strategy exists to answer, asked every year to 2037.

Council acknowledges the contribution of the project consultants - Urban Enterprise, UrbanFold and CoFutures - whose expertise, analysis and facilitation supported the development of the draft Economy & Place Strategy and Implementation Plan.

APPENDICES

Appendices

Stage 1 implementation portfolio, evidence register, acronyms, glossary, supporting documents, stakeholder outcomes and delivery partnerships

IN THIS PART

A Stage 1 implementation portfolio
B Evidence register
C Acronyms
D Glossary
E Supporting documents
F Strategy stakeholder outcomes
G Delivery and partnerships



A Stage 1 implementation portfolio

The tables below set out the initiatives Council will progress between 2027-28 and 2031-32, the outcome each serves, the role Council plays, its delivery approach and its indicative start year.

A separate internal implementation plan will carry the operational detail that sits behind these tables: accountable business unit, supporting units, external delivery partners, estimated resource category, funding status, dependencies, milestones and the definition of completion for each initiative. That plan is maintained by the accountable executive for each pillar and reviewed through the quarterly forum described in section 6.5.

Pillar 1: Business, Industry and Jobs

Initiative	Action	Outcome	Council role	Approach and start
Manufacturing Sector Growth and Advocacy	Deliver a coordinated manufacturing growth program connecting local manufacturers with industry, research, technology and government partners to support innovation, resilient supply chains, climate readiness and circular economy opportunities.	1	Deliver, Partner	Continuing, 2027-28 – 2031-32
Southern SSIP Future Readiness	Complete a Southern State Significant Industrial Precinct readiness audit and investment roadmap identifying Industry 4.0 opportunities, transition and infrastructure needs, future industries and priorities for private investment.	1	Deliver, Advocate	Expanding, 2027-28 – 2028-2029
Business Growth and Support Program	Deliver an accessible small business support program offering practical tools, data, mentoring and referrals to services, networks, promotion and funding, with targeted support for First Nations and culturally and linguistically diverse businesses.	1	Deliver, Partner	Expanding, 2027-28 – 2031-2032
Dandenong Pathway to Employment Hub	Deliver a demand-led employment hub connecting residents experiencing barriers with employment programs, skills development, support services and local employers.	1 and 2	Deliver, Partner	Continuing, 2027-28 – 2028-2029
Business-friendly Council Program	Simplify Council processes and improve cross-Council coordination to provide a clear, timely and business-friendly experience for investors and businesses.	1	Deliver	Continuing, 2027-28 – 2031-32

Initiative	Action	Outcome	Council role	Approach and start
Strategic Infrastructure Advocacy	Advocate for priority freight, road, stormwater and transport infrastructure that supports industry investment, competitiveness and liveability.	1	Advocate	Continuing, 2027-28 – 2031-32
Business Engagement and Relationships	Grow business connections through engagement, communication and formal partnerships with business associations.	1	Deliver, Partner	Continuing, 2027-28 – 2031-32
Strategic Education and Training Partnerships	Develop partnerships addressing future skill needs, workforce shortages, micro-credentials and career readiness, including relevant clinical placement partnerships.	2	Advocate, Partner	Continuing, 2027-28 – 2031-32
Council Work Experience and Work Placement Program	Develop and implement a coordinated process for identifying and facilitating Council work experience and placement opportunities with a focus on students and young jobseekers from diverse backgrounds.	2	Deliver, Partner	Expand, 2028-29
Childcare and Support Services	Assess gaps in childcare and related support services that constrain workforce participation, particularly for women and people with caring responsibilities, and identify targeted service, investment and advocacy responses.	2	Advocate, Partner	Commence, 2028-2029
SSIP Development	Protect and activate industrial land by progressing underused and brownfield sites, advocating for enabling infrastructure and promoting the precinct through regional, state and national partnerships.	1	Deliver, Partner, Advocate, Regulate	Commence, 2028 – 2029
Food and Pharmaceutical Manufacturing Opportunities	Identify and progress technology, innovation and value-adding opportunities in food and pharmaceutical manufacturing and their local supply chains.	1	Partner, Advocate	Deliver, 2029-30
Creative Pathways	Support creative career pathways through education, participation, activation and links to skills development and employment opportunities.	2	Advocate, Partner	Expand, 2029-30

Table 25. Pillar 1, Stage 1 implementation portfolio.

Supporting strategies

Council Plan	Strategic Objective 5: A city that supports business, entrepreneurship, quality education and employment outcomes
Other strategies	Plan for Victoria 2025; the Victorian Economic Growth Statement; the GSEM Jobs and Skills Roadmap; and the state, regional and Council strategies listed in Appendix E.

Pillar 2: Thriving Centres and Destinations

Initiative	Action	Outcome	Council role	Approach and start
Reimagine Central Dandenong	Deliver a whole-of-Council, place-based program for Central Dandenong coordinating activation, public realm renewal, maintenance, greening, business support, arts and culture, and investment attraction.	1	Deliver, Advocate	Commence, 2028-2029
Springvale Revitalisation Action Plan	Continue delivering revitalisation priorities and attract public and private investment to grow the Springvale Activity Centre, subject to annual capital funding as required.	1	Deliver, Partner	Continuing, 2027-28
Greater Dandenong Placemaking Framework	Refresh the Placemaking Framework to establish a whole-of-Council approach to creating vibrant, people-focused places that strengthen community identity, economic activity and liveability.	1 and 2	Deliver	Deliver, 2027-28
Place Intelligence and Performance Measurement	Develop a place performance model for activity centres covering footfall, movement, local spend, vacancy, tenancy turnover and social value, to support evidence-based planning, investment and service coordination.	1 and 2	Deliver	Commence, 2027-28
Dandenong Market Precinct Plan	Progress Palm Plaza renewal, Dandenong Market renewal planning and investment attraction to revitalise the market precinct and surrounding sites.	1	Deliver	Deliver, 2027-28

Initiative	Action	Outcome	Council role	Approach and start
Resident Expenditure and Escape Spend Study	Size total resident expenditure and the value of spending occurring outside the municipality, by category and by centre, to establish the baseline against which Pillar Two spend retention is targeted and reported.	1	Deliver	Deliver, 2027-28
Greater Dandenong Place Activation Program	Support place-based activations that increase foot traffic, dwell time, local economic activity and social connection, and build trader and community capacity.	1	Deliver, Partner	Continuing, 2027-28
Activity Centre Presentation and Function	Coordinate presentation, amenity, greening, maintenance and infrastructure renewal so that activity centres are welcoming, functional and distinctive places for community and business activity.	1 and 2	Deliver, Advocate	Continuing, 2027-28
Visitor Economy and Cultural Tourism	Build on festivals and cultural activity, amplifying local stories, unique experiences and key attractions to increase visitation, support businesses and strengthen the night-time economy.	2	Deliver, Partner	Expand, 2029-30
Smart Parking and Wayfinding	Implement smart parking, payment, wayfinding and signage improvements to make activity centres easier to reach and navigate for customers and traders.	1	Deliver	Deliver, 2027-2028 – 2028-2029
Activity Centre Business Confidence Initiative	Work with traders, Victoria Police and relevant agencies to identify, monitor and advocate for responses to issues affecting business confidence, visitation and perceptions of safety in priority activity centres.	2	Deliver, Partner, Advocate	Commence 2027-2028

Table 26. Pillar 2, Stage 1 implementation portfolio.

Supporting strategies

Council Plan	**Strategic Objective 1: A socially connected, safe and healthy city. Strategic Objective 2: A city that respects and celebrates diversity, our history and the arts. Strategic Objective 3: A city of accessible, vibrant centres and places. Strategic Objective 5: A city that supports business, entrepreneurship, quality education and employment outcomes.**
Other strategies	Victoria's Housing Statement; the Greater Dandenong Placemaking Framework; the Revitalising Central Dandenong initiative; the Noble Park and Springvale structure plans; and the related Council strategies listed in Appendix E.

Pillar 3: Investment, Reputation and Growth

Initiative	Action	Outcome	Council role	Approach and start
Investment Development Framework	Implement a whole-of-Council framework that establishes an Investment Front Door with a published service standard, identifies priority sectors and opportunities, develops investment propositions and strengthens investor engagement.	1	Deliver, Advocate, Partner	Commence, 2027-2028, Deliver 2028-2029, 2031-2032
City Perception Baseline	Establish a measured baseline of how Greater Dandenong is perceived by investors, businesses, visitors and prospective workers, and repeat it at intervals to track change against the reputation outcome.	2	Deliver	Commence, 2027-28
City Promotion and Reputation	Deliver coordinated marketing, storytelling, local success promotion and strategic partnerships that strengthen city reputation and support visitation, investment and workforce attraction.	2	Deliver, Partner	Commence, 2028-2029
Strategic Growth and Precinct Investment	Develop investment-ready opportunities, coordinate public and private stakeholders, facilitate catalytic projects and advocate for infrastructure and government investment across industrial, commercial, mixed-use and housing markets.	1	Advocate, Partner, Deliver	Commence 2027, Deliver, Expand 2028-2031-32
Major Events Attraction	Develop and implement a plan to attract and support major events that strengthen the city's reputation, align with local strengths, activate key centres and increase visitation, local spending and overnight stays.	2	Advocate, Partner	Commence, 2027-2028

Table 27. Pillar 3, Stage 1 implementation portfolio.

Supporting strategies

Council Plan	**Strategic Objective 2: A city that respects and celebrates diversity, our history and the arts. Strategic Objective 3: A city of accessible, vibrant centres and places. Strategic Objective 5: A city that supports business, entrepreneurship, quality education and employment outcomes. Strategic Objective 6: A Council that demonstrates leadership, responsible use of public resources, and a commitment to investing in the community.**
Other strategies	Unlocking the Potential: Promoting Investment in Greater South East Melbourne; Experience Victoria 2033; the Revitalising Central Dandenong initiative; and the creative and cultural strategies listed in Appendix E.

B Evidence register

Every headline statistic used in this Strategy, with its definition, geography, source and the wording approved for comparative claims.

This register exists so that a figure quoted from this Strategy can be traced to a definition and a source, and so that comparative claims are made consistently. Two distinctions matter throughout and are the most common source of error.

- **Greater Dandenong and the region are different geographies.** Greater Dandenong is the municipality. Greater South East Melbourne is a region of eight municipalities. A figure that applies to one does not apply to the other.
- **Exports are reported at municipal level.** In the source data an export is the value of goods and services leaving the defined region, and the defined region is Greater Dandenong. A share of exports therefore refers to the municipality's exports, not the region's.

Statistic	Definition and measure type	Geography	Source and year	Wording in strategy
$63b	$63.4b (rounded to $63b). Total economic output, being the gross value of goods and services produced. Not gross regional product.	Greater Dandenong	Remplan, as cited in the ABS 2023-24 National Input Output Tables	Greater Dandenong generates $63b in economic output.
114,506	Jobs located in the municipality. The employment data is place of work data without any conversions to full-time equivalent.	Greater Dandenong	Remplan, as cited in the ABS 2021 Census, Place of Work Employment (scaled)	There are 114,506 jobs located in Greater Dandenong.
$33b	Export value, being the value of goods and services exported outside the defined region by businesses within it.	Greater Dandenong	Remplan, as cited in the ABS 2023-24 National Input Output Tables	Greater Dandenong produces $33b in export value.
91,214	Workers live outside the municipality and work within it, being around 80% of the local workforce.	Greater Dandenong	Remplan, as cited in the ABS 2021 Census, Place of Work Employment (scaled)	91,214 people travel into Greater Dandenong for work.

Statistic	Definition and measure type	Geography	Source and year	Wording in strategy
20%	Share of jobs located in the municipality held by residents of the municipality. The figure of 23,214 is derived by applying this share to the 114,506 job total and is not separately published.	Greater Dandenong	Remplan, as cited in the ABS 2021 Census, Place of Work Employment (scaled)	About 1 in 5 jobs in Greater Dandenong is held by a resident.
75%	Around 75% of spending by Greater Dandenong residents captured in the Council iQ dataset occurs outside the municipality, including online spending. Total residents spend: $3,573,356,000 of which, $898,793,000 is spent within Greater Dandenong. Hence: $898,793,000÷$3,573,356,000=25.15%.	Greater Dandenong residents	Council iQ, 12 months to July 2026	75% of resident spending occurs outside Greater Dandenong.
20,000+	Count of registered businesses. Exact count 20,566 as of Jun 2025	Greater Dandenong	Remplan, as cited in the Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits (June 2023, 2024 and 2025 data released 16 December 2025)	More than 20,000 businesses operate in Greater Dandenong.
66% and 21%	Share of businesses that are non-employing, and share that are small enterprises of fewer than 20 employees.	Greater Dandenong	ABS, Counts of Australian Businesses, including Entries and Exits, June 2021 to June 2025	66% of businesses employ no staff and a further 21% employ fewer than 20 people.
47%, 21%, 68%	Manufacturing sector share of output, of local jobs and of the municipality's exports.	Greater Dandenong, manufacturing sector	Remplan CGD LGA, 2025 Release 2, as cited in ABS June 2025 Gross State Product	Manufacturing accounts for 47% of output, 21% of jobs and 68% of the municipality's exports.
74%, 57%, 99%	Southern SSIP share of the municipality's output, local jobs and exports.	Southern SSIP within Greater Dandenong	Remplan CGD LGA and Dandenong SSIP, 2025 Release 2, as cited in ABS June 2025 Gross State Product	The Southern SSIP generates 74% of output, 57% of local jobs and 99% of the municipality's exports.

Statistic	Definition and measure type	Geography	Source and year	Wording in strategy
1 million and $307m	Annual visitors and annual visitor expenditure. Segmentation by market is not currently established.	Greater Dandenong	Tourism Research Australia, three-year average 2022 to 2024, as cited in the Economy and Place Profile	Greater Dandenong attracts more than 1 million visitors and $307m in visitor spending each year.
168,000	Usual resident population, estimated.	Greater Dandenong	Remplan, 2025 Release 2, as cited in ABS 2025 Estimated Resident Population	Greater Dandenong is home to an estimated 168,684 residents.
63% and 69%	Share of residents born overseas and share of households where a language other than English is spoken at home.	Greater Dandenong	Census 2021, Greater Dandenong LGA, LGA22670	63% of residents were born overseas and 69% speak a language other than English at home.
615 and 0.4%	Aboriginal and Torres Strait Islander residents and share of total population. Median age 26, grown from 516 in 2016.	Greater Dandenong	Census 2021, Greater Dandenong LGA, LGA22670	615 Aboriginal and Torres Strait Islander people live in Greater Dandenong.
52,500	Net new dwellings to 2051 under the Victorian Housing Targets.	Greater Dandenong	Victorian Housing Targets 2024	Greater Dandenong carries a housing target of 52,500 net new dwellings by 2051.
23% and 18%	Greater Dandenong output as a share of GSEM output, and Greater Dandenong jobs and exports as a share of the GSEM totals.	Greater Dandenong within GSEM	Deloitte Access Economics, GSEM: Australia's Manufacturing Powerhouse, September 2025. Compared with CGD output, 23%	Greater Dandenong generates 23% of GSEM output and 18% of its jobs and export value.
1.5 million, 470,000, 83,000, $85b	GSEM regional population, jobs, businesses and gross regional product. A regional output figure appears in the supporting material but is internally inconsistent and is not used in this Strategy pending confirmation.	Greater South East Melbourne, eight municipalities	gsem.org.au & Deloitte Access Economics, GSEM: Australia's Manufacturing Powerhouse, September 2025.	The GSEM region has more than 1.5 million residents, 470,000 jobs, over 83,000 businesses and a gross regional product of $85b.

Statistic	Definition and measure type	Geography	Source and year	Wording in strategy
3,800, 75,000, 27%, $85b	GSEM manufacturing businesses, manufacturing workers, share of the Victorian manufacturing workforce, and manufacturing output as 35% of state output. These are regional figures and must not be attributed to Greater Dandenong alone.	Greater South East Melbourne	Deloitte Access Economics, GSEM: Australia's Manufacturing Powerhouse, September 2025. Manufacturing business count sourced from ABS, June 2024; manufacturing output sourced from REMPLAN 2024; employment estimated for 2025 using ABS Census and Labour Force data.	The GSEM region is home to Australia's largest manufacturing hub, with 3,800 manufacturing businesses and 75,000 manufacturing workers.
4%, 8%, 5%	Central Dandenong share of the municipality's output, local jobs and exports.	Central Dandenong within Greater Dandenong	Remplan, 2025 Release 2, as cited in ABS June 2025 Gross State Product ABS 2023-24 National Input Output Tables ABS 2025 Estimated Resident Population	Central Dandenong provides 4% of output, 8% of local jobs and 5% of the municipality's exports.

Table 28. Evidence register.

C Acronyms

Acronym	Expanded
AAGR	Annual Average Growth Rate
ABS	Australian Bureau of Statistics
CALD	Culturally and Linguistically Diverse
DJSIR	Department of Jobs, Skills, Industry and Regions

Acronym	Expanded
DTP	Department of Transport and Planning
GSEM	Greater South East Melbourne
LGA	Local Government Area
LLEN	Local Learning and Employment Network

Acronym	Expanded
LOTE	Language Other Than English
NEIC	National Employment and Innovation Cluster
RCD	Revitalising Central Dandenong
SEBN	South East Business Network
SEIFA	Socio-Economic Indexes for Areas
SEMMA	South East Melbourne Manufacturers Alliance
SME	Small to Medium Enterprise
SSIP	State Significant Industrial Precinct
TRA	Tourism Research Australia
UGB	Urban Growth Boundary

D Glossary

Term	Definition
Contribution analysis	An evaluation approach used where an outcome has many causes. It sets out the expected causal pathway, tests it against available evidence, considers alternative explanations and reaches a reasoned conclusion about the contribution made, rather than claiming direct attribution.
Domestic day trip visitor	Tourism Research Australia defines domestic day trips as those with a round trip distance of at least 50km from the respondent's usual place of residence and a minimum duration of four hours.

Term	Definition
Domestic overnight visitor	Trips involving a stay away from home for at least one night, at a place at least 40km from home, where the respondent is away for less than 12 months.
Economy	All production, distribution, consumption and investment related activity undertaken by residents, workers, businesses and visitors within Greater Dandenong, and the processes that support it.

Term	Definition
Employment	The number of people employed by businesses and organisations in each industry sector within a defined region. Employment data in this Strategy is destination of work data, making no inference about where those people live. It is place of work data with no conversion to full-time equivalent.
Escape spend	Expenditure by residents of a municipality that occurs outside it. In this Strategy the term refers to the 75% of resident spending recorded as occurring outside Greater Dandenong.
Gross Regional Product	The total value of final goods and services produced in a region over one year, being the regional equivalent of Gross Domestic Product. Distinct from output, which measures gross turnover rather than value added.
International visitor	Short-term travellers aged 15 years and over visiting Australia for a period of less than 12 months.
Local economic development	The process of improving the economic wellbeing and quality of life of a municipality by supporting business growth, job creation, investment and productivity, while strengthening the broader conditions that enable sustainable and inclusive prosperity.
Major Activity Centre	A suburban hub providing a diverse range of jobs, higher density housing, services and public transport access, typically serving a large catchment, combining residential, retail, office, education and entertainment uses.
Metropolitan Activity Centre	A higher order centre providing a diverse range of jobs, activities and housing for regional catchments, well served by public transport, with a major service delivery role including government, health, justice and education alongside retail and commercial activity.

Term	Definition
National Employment and Innovation Cluster	Distinctive clusters of employment and business activity centred on medical, research and tertiary institutions across Melbourne.
Output	The gross value of goods and services produced within a defined region. Larger than gross regional product, which nets out the value of inputs.
Place	Where location meets experience. Not simply where people physically are, but how they connect, participate and find meaning in a location.
Places of activity	A physical area where business, employment, retail, community and other economic activity is concentrated, such as an activity centre.
Placemaking	The collaborative process of creating, enhancing and managing people-focused places that respond to and respect the unique qualities of each location.
Regional exports	The value of goods and services exported outside a defined region that have been generated by businesses and organisations within that region. In the data used in this Strategy the defined region is Greater Dandenong, so the term refers to exports leaving the municipality.
Socio-Economic Indexes for Areas	Developed by the Australian Bureau of Statistics, measuring relative socio-economic advantage and disadvantage for a defined area. The index is standardised around a national average of 1,000. A score above 1,000 indicates lower relative disadvantage; a score below indicates higher relative disadvantage.
Small to medium enterprise	A business entity with fewer than 20 employees.

E Supporting documents

The following documents informed the development of this Strategy.

Level	Documents
National	• Future Made in Australia. National Manufacturing Priorities. Data and Digital Governance Strategy 2030. National skills and training strategies.
State	• Plan for Victoria 2025 • Department of Jobs, Skills, Industry and Regions Strategic Plan 2023 to 2027 • Creative State 2025 • Victoria's Housing Statement 2024 to 2034 • Victorian Housing Targets 2024 • Experience Victoria 2033 • Victoria's Economic Growth Statement • Melbourne Industrial and Commercial Land Use Plan • Victoria's Infrastructure Strategy 2025 to 2055
Regional	• Greater South East Melbourne City Deal • GSEM Jobs and Skills Roadmap 2024 • Greater South East Melbourne Creative Industries and Cultural Tourism Strategy 2022 • GSEM Roadmap to Net Zero Emissions • South East Economic Corridor Strategic Context Report to 2060, Victorian Planning Authority • Unlocking the Potential: Promoting Investment in Greater South East Melbourne 2023
Local	• Greater Dandenong Community Vision 2040 • Greater Dandenong Council Plan 2025 to 2029 • Greater Dandenong Annual Plan • Greater Dandenong Placemaking Framework • Activity Centres Business Audit and Analysis • Noble Park Major Activity Centre Structure Plan • Springvale Major Activity Centre Structure Plan • Springvale Revitalisation Action Plan 2023 • Greater Dandenong Climate Emergency Strategy and Action Plan 2020 to 2030 • Our Bright Green Future Strategy and Action Plan 2025 to 2035 • Greater Dandenong Arts, Culture and Heritage Strategy • Greater Dandenong Housing Strategy • Greater Dandenong Integrated Transport Strategy • Greater Dandenong Reconciliation Action Plan • Greater Dandenong Green Wedge Management Plan • Revitalising Central Dandenong initiative • Greater Dandenong Municipal Public Health and Wellbeing Plan 2025 to 2029

F Strategy stakeholder outcomes

What each group of stakeholders cares about, and what this Strategy commits to in return.

Stakeholder	What they care about	Strategy commitment
Residents and community	Jobs, liveability, safety, wellbeing, cost of living, local services	Economic growth that improves quality of life and creates more opportunities locally
Young people	Career pathways, housing, transport, things to do	Better pathways into employment, participation and a future in Greater Dandenong
Businesses	Customers, workforce, support, infrastructure, regulatory certainty	A better place to start, operate and grow a business
Industrial employers and major businesses	Infrastructure, workforce, land supply, competitiveness	Support for the ongoing success of Australia's manufacturing powerhouse
Small and multicultural businesses	Capacity building, networking, visibility, access to support	Practical support that helps businesses grow and participate in the local economy
Investors and developers	Certainty, planning pathways, development opportunities	A clear and coordinated approach to investment attraction and facilitation
Workers and job seekers	Employment opportunities, training, career progression	Stronger connections between local people and local jobs
Visitors	Experiences, food, culture, events, accessibility	More destinations and experiences worth visiting and returning for
Arts, cultural and creative sector	Participation, visibility, activation opportunities, creative enterprise	Recognition of culture and creativity as contributors to place, identity and economic activity
Education and training providers	Student outcomes, industry connections, workforce development	Stronger links between education, skills and employment pathways
Traditional Owners and First Nations communities	Recognition, participation, cultural expression, economic opportunity	Respectful partnerships and opportunities for cultural and economic participation
State and Federal Government	Housing delivery, jobs growth, economic productivity, infrastructure outcomes	A trusted partner that delivers local outcomes aligned with broader policy priorities
Regional and industry partners	Collaboration, advocacy, shared prosperity	Strong partnerships that achieve outcomes beyond Council's direct influence

G Delivery and partnerships

Economic and place outcomes are shaped by the decisions, investment and actions of businesses, government agencies, industry organisations, education providers, community groups and investors. While Council has an important leadership and facilitation role, successful delivery of this Strategy relies on collaboration across a broad range of stakeholders.

Level	Organisations
National	Australian Local Government Association; Austrade; Australian Business Register; Australian Taxation Office; Indigenous Business Australia; Infrastructure Australia; National Reconstruction Fund Corporation; Regional Development Australia; Workforce Australia
State	Business Victoria; Department of Jobs, Skills, Industry and Regions; Department of Transport and Planning; Development Victoria; Invest Victoria; Industry Capability Network; Municipal Association of Victoria; Victorian Small Business Commission; Sustainability Victoria; Visit Victoria
Regional	Bunurong Land Council Aboriginal Corporation; GSEM; Federation University; Frankston City Council; Greater South East Melbourne; Mornington Peninsula Shire; South East Local Learning and Employment Network; South East Melbourne Manufacturers Alliance
Local	Chisholm TAFE; community groups; Greater Dandenong Chamber of Commerce; local businesses; neighbourhood houses; Springvale Asian Business Association.

Delivery roles and accountability

This Strategy is intended to be delivered through existing Council resources, operations, plans and partnerships. Responsibility for implementation is shared across Council, with Business Development and Investment providing overall coordination, monitoring and reporting.

Role	Responsibility
Business Development and Investment	Steward the Strategy, coordinate implementation, monitor progress, prepare reporting, support collaboration across Council and external partners, and advocate for economic development outcomes.
Council departments	Deliver relevant actions through business plans, service delivery, projects and existing programs.
Executive Leadership Team	Provide strategic oversight, support coordination across the organisation and guide strategic priorities.
Councillors	Set strategic direction, advocate for economic and place outcomes, and consider future funding opportunities through established decision-making processes.
External partners	Contribute expertise, investment and co-delivery of actions where roles and interests align.

Greater Dandenong Economy and Place Strategy 2027–37

Strategy on a page - draft

Our ambition is simple

By 2037, Greater Dandenong turns more of our economic strength into local jobs, stronger businesses, new investment and thriving places for the people who live here.

$63b	114,506	$33b	20,000+	91,214	75%
economic output	jobs located here	regional exports	local businesses	workers commute in	resident spend leaves

The capture gap *is the difference between the value created here and the value that stays here.*

Greater Dandenong is exceptional at production. The challenge is converting more of that strength into local jobs, local spending, business growth and investment.

01 The commuter gap

4 in 5 people who work here live elsewhere. More residents need pathways into local jobs, and more workers need reasons to stay and spend after work.

02 The value gap

$33 billion in exports leaves the municipality each year. The opportunity is to retain more design, research, technical, corporate and supply-chain activity around that production.

03 The spend gap

Local residents spend $3.57 billion a year, but only $899 million stays within Greater Dandenong. Shifting even a small share back would materially benefit local businesses.

Three pillars, one job: close the capture gap

1 Business, Industry and Jobs

WE PRODUCE

Grow businesses and industries, and connect more residents to local employment.

2 Thriving Centres and Destinations

WE CAPTURE

Create active, welcoming centres where people visit, spend time, do business and connect.

3 Investment, Reputation and Growth

WE ATTRACT

Attract investment, visitors and recognition, and make the city easier to invest in.

Greater Dandenong

Greater Dandenong Economy & Place Strategy: Strategy on a page

FROM STRATEGY TO SHARED ACTION

The Strategy sets a 10-year direction, delivered in two stages. Stage 1 runs from 2027–28 to 2031–32, followed by a Stage 2 plan for 2032–33 to 2036–37. These are our 5-year priorities under each pillar.

1 Business, Industry and Jobs
WE PRODUCE

Our 5 years delivery priorities

1. Manufacturing sector growth and advocacy
2. Southern State Significant Industrial Precinct future readiness
3. Business growth and support program
4. Dandenong Pathway to Employment Hub

2 Thriving Centres and Destinations
WE CAPTURE

Our 5 years delivery priorities

1. Reimagine Central Dandenong
2. Springvale Revitalisation Action Plan
3. Visitor economy and cultural tourism
4. Activity centre business confidence initiative

3 Investment, Reputation and Growth
WE ATTRACT

Our 5 years delivery priorities

1. Investment Front Door
2. Strategic growth and precinct investment
3. City promotion and reputation
4. Major events attraction

6 outcomes that turn direction into change & how we will know it is working

01 **Economic output has increased**
02 **Productivity has improved**
03 **More residents are in local jobs**
04 **Resident spend retained/ improved in our local businesses**
05 **Activity centres' vacancy rates have improved**
06 **External perception of Greater Dandenong has improved**

A shared invitation to act

When we move in the same direction, everyone has a role and everyone gains.

Residents and job seekers

YOUR ROLE

Build skills, use local pathways and help shape places that work for the community.

WHAT YOU GAIN

More access to local jobs, services, vibrant places and opportunity.

Businesses and industry

YOUR ROLE

Invest, innovate, employ locally and work with Council and industry partners.

WHAT YOU GAIN

Better support, stronger networks, skilled workers and conditions to grow.

Investors and developers

YOUR ROLE

Bring forward projects that create jobs, housing, activity and confidence.

WHAT YOU GAIN

Clearer pathways, investment-ready opportunities and coordinated support.

Government and partners

YOUR ROLE

Align funding, infrastructure, skills, culture and delivery around shared priorities.

WHAT YOU GAIN

Stronger regional outcomes and greater impact than any organisation can achieve alone.

What can we do together that none of us can achieve alone?

Greater Dandenong

Greater Dandenong Economy & Place Strategy: Strategy on a page

4.2.5 Response to Notice of Motion No. 24 - Review of Funding Arrangements for Historical Societies

Responsible Officer: Executive Director Community Strengthening
Attachments: **Nil**

Officer Recommendation

That Council:

1. **ACKNOWLEDGES the significant contribution of the Dandenong and District Historical Society, the Springvale and District Historical Society and their volunteers in collecting, preserving and sharing the history of Greater Dandenong;**
2. **NOTES the current funding methods, operational support and in-kind contributions provided by Council to the Dandenong and District Historical Society and the Springvale and District Historical Society;**
3. **NOTES that at their respective 2026 Annual General Meetings, the Dandenong and District Historical Society and the Springvale and District Historical Society resolved to amalgamate into one entity;**
4. **NOTES the findings of the review of historical society funding arrangements, including the current challenges facing local historical societies; the comparative local government approaches identified through officer research; and the options outlined in this report to improve long-term organisational sustainability; and**
5. **ENDORSES funding of $7,500 per annum for each historical society (or combined $15,000 per annum for the equivalent amalgamated entity) through a two-year Service Agreement, funded through Council's existing grants program.**

Executive Summary

1. In response to Notice of Motion No. 24, officers reviewed current support provided to local historical societies and examined sector practices. The Dandenong and District Historical Society and the Springvale and District Historical Society are volunteer-led custodians of Greater Dandenong's history, and Council has a long-standing partnership with both organisations. Council currently provides support with an estimated value of $9,678 per annum, plus subsidised office space. This report proposes continuing that support and providing additional baseline funding of $7,500 per annum for each historical society through a two year Service Agreement to strengthen organisational sustainability.

Background

2. At its meeting on 20 July 2026, Council adopted Notice of Motion No. 24 requesting a review of funding arrangements for local historical societies.

3. The City of Greater Dandenong is home to two volunteer-run historical societies: the Dandenong and District Historical Society (DDHS) and the Springvale and District Historical Society (SDHS). These organisations play an important role in collecting, preserving and interpreting the municipality's social, cultural and community history. Through the management of collections, archival records, publications and public engagement activities, both societies contribute significantly to the preservation of local heritage and community identity. In one of Australia's most culturally diverse municipalities, the societies are also well placed to capture the stories of the many communities who have made Greater Dandenong their home.
4. The Notice of Motion, raised on 20 July 2026, sought to acknowledge the vital role that local historical societies and their dedicated volunteers play in preserving, protecting, and promoting the rich cultural heritage and history of the City of Greater Dandenong.
5. Council also noted that stable financial support is essential for the ongoing sustainability of these community-run organisations, allowing them to manage collections, facilitate research, and engage the public without the constant uncertainty of ad-hoc grant cycles.
6. It requests that officers investigate the current funding arrangements and Council support provided to historical societies operating within the municipality and a report be presented to Council within three (3) months outlining:
    - A summary of the current funding methods (including grants, operational support, and in-kind contributions) provided by Council to these groups;
    - Options and a proposed framework for establishing a secure, ongoing "baseline funding" model to support the core operational and administrative functions of local historical societies;
    - The comparative funding models used by neighbouring or comparable local government areas to support their historical societies; and
    - The estimated financial implications of implementing a baseline funding model for consideration in future Council budget processes.

Key Issues and Discussion

Current Council Funding Methods

7. Council currently provides a range of in-kind support to the historical societies, including subsidised accommodation at rental rates well below commercial rates, utilities, operation of the Shared Archive, heritage staff support, exhibition assistance, promotion and grant support. This support represents a significant ongoing contribution and should be acknowledged when considering future requests for assistance.

Current Support	Estimated In-kind Value/Cash Support
Subsidised office accommodation (DDHS at 39A Clow Street & SDHS at Springvale Community Hub)	In-kind value not available at time of report*
Utilities and rates at no cost (DDHS at 39A Clow Street & SDHS at Springvale Community Hub)	Electricity, water, rates, and associated outgoings provided by Council. Estimated value: $1,500 p.a.
Free use of Heritage Hill for annual general meetings	4 hours × $52.50 = $210 per meeting. Two meetings per year = $420 per annum.
Shared Archive support including utilities, cleaning and facility management (Collection Store – 66 Hammond Road, Dandenong)	• Approximately $3,000 per annum for electricity and water services (approximately $31,000 since 2016).

	• Cleaning and pest management services provided through Council facility contracts. • Access to Council stationery and kitchen supplies (tea, coffee, milk and sugar). • Archive facility management and coordination support. • Estimated value: $3,000 p.a.
Provision of computers and technical assistance for digitisation activities at the Shared Archive (Collection Store – 66 Hammond Road, Dandenong)	Estimated value: $1,500 p.a.
Furniture storage assistance (John Ryan Removals, Dandenong South)	Since 28 February 2019, approximately $430 p.a. (total Council contribution of $3,003).
Ongoing staff support	Heritage advice, archive coordination, collection management support, assistance and advice, grant support and promotional support. Estimated value: $2,828 p.a.
Total estimated amount	**$9,678 p.a. (excluding office accommodation subsidisation)***

*Possible commercial rental estimate based on current market rental evaluations by an independent agent or valuer not available at time of report.

8. Council's support extends beyond office accommodation and the shared Hammond Road Archive facility to include utilities, archive operations, equipment, staff assistance and other in-kind services. Together, these contributions reduce the societies' operating costs and support the preservation of local heritage.

Comparative Local Government Funding Models

9. Benchmarking indicates that the level of support currently provided by Council is generally consistent with assistance provided by other comparable local government authorities. Across Victoria, local historical societies are typically volunteer-led incorporated associations that rely on a combination of membership fees, fundraising, donations, grants, sponsorship, publication sales and fee-for-service activities to support their operations.

10. Benchmarking undertaken with Yarra Ranges Council, Glen Eira City Council and Kingston City Council as part of this review indicates that historical societies generate income from a combination of:

    - Membership subscriptions
    - Donations and bequests
    - Fundraising activities
    - Research and reproduction services
    - Publication sales
    - Grants and philanthropic funding
    - Community programs and venue hire opportunities.

11. In addition to self-generated income, historical societies can access a range of external funding opportunities through local government, state government, national heritage and philanthropic grant programs. Officer research indicates that local government support is mostly provided through subsidised accommodation in the form of reduced rent and utility subsidies, access to community facilities, collection storage, grant opportunities and specialist heritage advice. Recurrent operational funding is not common across the sector.
12. The review identified several challenges to long-term organisational sustainability: declining volunteer numbers, increased governance and compliance obligations, collection management requirements, digitisation demands and rising operating costs.
13. Benchmarking also indicated that most other comparable councils supported historical societies through a combination of in-kind assistance, grant programs and heritage services, rather than direct recurrent operational funding. Where direct funding is provided, it is generally linked to specific projects, partnership agreements or identified community outcomes.

Current Challenges

14. While Council currently provides support, both organisations continue to experience challenges associated with long-term organisational sustainability. The challenges include financial sustainability, organisational capacity and governance, and technology and collections management.

Financial Sustainability

15. Financial information provided by the societies indicates that annual operating expenditure exceeds annual income.

Historical Society	Income	Expenses
DDHS	$3,423	$7,629
SDHS	$810	$3,612

16. The figures indicate that both organisations currently operate with expenditure exceeding annual income, with a combined annual operating shortfall of approximately $7,008 (DDHS $4,206; SDHS $2,802). While Council's in-kind contributions substantially reduce operating costs, the societies, like many volunteer-led heritage organisations across the sector, have limited opportunities to generate sufficient independent revenue to support long-term sustainability.

Organisational Capacity and Governance

17. Like many volunteer-led organisations, both societies face challenges associated with declining volunteer numbers and increasing governance and compliance obligations.
18. Maintaining separate committees, governance structures, financial reporting obligations and grant application processes places increasing pressure on a limited volunteer base. The societies also have limited capacity to undertake strategic planning, business development and income diversification activities that support long-term sustainability.
19. Both historical societies have acknowledged these challenges and, through discussions at their Annual General Meetings (AGMs) and recent Cultural Heritage Advisory Committee meetings, have raised the possibility of bringing the two organisations together as a single Greater Dandenong Historical Society.
20. At their respective AGMs in October 2026, both historical societies resolved to amalgamate into one entity. This decision will strengthen organisational sustainability and build the capacity of local historical societies to preserve and promote Greater Dandenong's heritage.

21. The administrative process to amalgamate the historical societies has commenced through Consumer Affairs Victoria, and is likely to take up to six-months to finalise.

Technology and Collections Management

22. The societies rely on ageing technology and limited technical capability to support collection management and digitisation activities.

23. Historical collections increasingly require digitisation and electronic management to meet preservation and public access expectations. Opportunities exist to strengthen partnerships with Council, educational institutions and heritage organisations to improve collection management, preservation and digitisation outcomes.

Options for Future Baseline Funding Model Support

24. The review found that Council currently provides substantial in-kind support to local historical societies through accommodation, utilities, storage, archive support, technology assistance and access to Council funding programs. The estimated value of this support is approximately $9,678 per annum, plus subsidisation of office space. The review indicates that additional funding alone is unlikely to resolve the longer-term challenges facing the historical societies and it should be targeted to strengthen organisational capacity, succession planning and financial sustainability.

25. Three options have been identified for Council's consideration.

Option 1: Maintain Current In-Kind Support (Status Quo)

26. Council continues its existing operational and in-kind support arrangements, including accommodation, utilities, storage, archive services, technology support and access to Council's community grants programs. The estimated value of current Council support is approximately $9,678 per annum.

27. **Benefits**

- No additional Council budget allocation is required.
- Maintains existing support arrangements and relationships.
- Continues Council's longstanding support for volunteer-led heritage organisations.
- Minimises financial impact on Council while preserving current service levels.

28. **Risks and Funding Implications**

- Does not directly address longer-term challenges such as volunteer succession, governance capacity and increasing operating costs.
- Historical societies may continue to face sustainability pressures associated with volunteer recruitment, membership and limited revenue opportunities.
- Should a society be unable to continue operating independently in the future, Council may need to consider what role, if any, it could play in supporting the ongoing care and accessibility of heritage collections and services.
- Future support requirements may arise that exceed the current level of Council assistance.

Option 2: Baseline Funding model through a Multi-Year Service Agreement (Recommended Option)

29. Council continues existing in-kind support and enters into a Multi-Year Service Agreement with the Dandenong and District Historical Society (DDHS) and Springvale and District Historical Society (SDHS).

30. Targeted additional support would be provided through a Multi-Year Service Agreement with mutually agreed objectives designed to strengthen organisational sustainability, capacity and resilience.

31. Funding would be capped at a combined maximum of $15,000 per annum ($7,500 per organisation per annum) and provided through an agreed Service Agreement rather than an annual grant process. This amount would cover the societies' combined operating shortfall of approximately $7,008 per annum, with the balance directed to agreed capacity-building priorities. Should the societies choose to merge into a single Greater Dandenong Historical Society, the agreement and funding would transfer to the consolidated organisation.
32. An initial two-year agreement would be established, followed by a review of performance, deliverables and organisational sustainability outcomes. Subject to satisfactory outcomes, Council could enter into a further three-year agreement, aligning with Council planning cycles. This approach mirrors the staged service agreement model adopted by Council for Neighbourhood Houses and Community Centres.
33. The service agreement would set out a proportionate mix of core operational support and achievable improvement activities, recognising the volunteer capacity of each society. Each agreement would focus on a small number of agreed priorities drawn from the potential outcomes listed below, with simple annual reporting.

    - Development and implementation of succession planning initiatives.
    - Strengthened governance, compliance and organisational capacity.
    - Increased volunteer recruitment, retention and training.
    - Digitisation and improved accessibility of local history collections.
    - Increased community engagement through exhibitions, publications, events and educational programs.
    - Development of partnerships with schools, community groups and heritage organisations.
    - Identification and pursuit of external grants and alternative revenue opportunities.
    - Annual reporting against agreed deliverables and outcomes.

34. **Benefits**

    - Provides funding certainty and supports longer-term planning.
    - Enables Council and the societies to agree on clear priorities, outcomes and performance measures.
    - Supports organisational sustainability without requiring annual competitive grant applications.
    - Strengthens governance, volunteer development and succession planning.
    - Encourages strategic rather than short-term project delivery.
    - Improves accountability through agreed reporting and review mechanisms.
    - Supports the preservation and accessibility of Greater Dandenong's local history and heritage collections.
    - May reduce the risk of organisational failure and the subsequent transfer of collection management responsibilities to Council.

35. **Risks and Funding Implications**

Creates an ongoing Council funding commitment of $15,000 per annum in addition to existing in-kind support:

- Funding would need to be allocated from within the community grants program, reducing the total funds available to support the other funding streams within the community Grants Program.
- Multi-year funding may be perceived as preferential treatment compared with community organisations that access support through competitive grants processes.
- Achievement of sustainability outcomes remains dependent on volunteer capacity and organisational commitment.
- Additional officer resources may be required to negotiate, monitor and review service agreements.

- There is a risk that funded activities improve short-term viability but do not fully resolve long-term succession or governance challenges.

Option 3: Collection Safeguarding and Transition Arrangements (Contingency Only – Not Recommended as a Support Model)

36. This option is a contingency measure only and is not recommended as a preferred support model. It would be considered only where a historical society determines it can no longer continue operating independently. Elements of this option, such as early collection significance assessment and clarification of collection ownership, could be undertaken alongside Option 1 or Option 2 as a prudent risk-management measure.

37. Council would work collaboratively with the organisation to explore appropriate future arrangements for the management and accessibility of significant heritage collections, research services and community history resources. As a first step, Council would undertake a feasibility assessment to understand the implications of any potential future transition of collections or heritage services to Council. This would include consideration of collection ownership, governance arrangements, legal obligations, storage and asset management requirements, resourcing needs and long-term management responsibilities.

38. **Estimated Initial Cost**

- Approximately $15,000 - $20,000 for specialist advice, collection assessments, legal review and feasibility planning.
- Additional costs may arise from collection auditing, cataloguing, conservation, relocation, storage, digitisation and staffing requirements.

39. **Benefits**

- Provides a pathway to safeguard significant local heritage collections should a society no longer be able to operate independently.
- Supports continued community access to local history resources and services.
- Enables informed decision-making regarding future collection management responsibilities.
- Allows for an orderly transition process that recognises volunteer knowledge and contribution.

40. **Risks and Funding Implications**

- Requires an initial investment of approximately $15,000 - $20,000, with potentially significant ongoing operational costs.
- Reputational risk for Council within the community if adequate support is not provided with the perception that Council has failed to protect local heritage.
- Council may incur substantial future costs associated with collection management, storage, conservation, digitisation and public access.
- Council may not have sufficient capacity, storage facilities or specialist resources to assume responsibility for all collections.
- Complex ownership, governance and legal considerations may arise.
- Additional ongoing budget allocations may be required above the current level of Council support.

Comparative Assessment of Options

Criteria	Option 1: Maintain Current Support	Option 2: Baseline funding model Multi-Year Service Agreement (Recommended)	Option 3: Explore Transition Arrangements
Council Investment	Current in-kind support only (approximately $9,678 p.a.)	Current in-kind support plus $15,000 p.a. through a multi-year a service agreement (a combined total for two societies)	Initial assessment cost of $15,000-$20,000 plus potentially significant ongoing costs
Focus	Maintain existing arrangements	Organisational sustainability, service outcomes and long-term planning certainty	Collection protection where organisations can no longer operate
Impact on Organisational Sustainability	Low to Moderate	High	Not applicable as a sustainability measure
Impact on Council Budget	Low in the short term; potentially high if collections transfer to Council	Low to Moderate ($15,000 p.a. from the existing grants pool)	High
Risk of Future Collection Transfer to Council	High	Significantly reduced	Collection transfer may occur
Funding Certainty for Historical Societies	Low	High (multi-year agreement with review points)	Low
Community-Led Service Delivery	Maintained	Maintained and strengthened through agreed service outcomes	May reduce over time
Accountability and Performance Monitoring	Minimal	Formal service agreement, agreed deliverables and periodic review	Determined through any future transition process
Alignment with Future Delivery Model	Moderate	Strong – establishes a sustainable partnership model	Contingency option only

Recommendation

41. **Option 2: Baseline funding through a Multi-Year Service Agreement** is recommended.
42. This option provides a baseline funding model that supports organisational sustainability, service outcomes and long-term planning certainty. It recognises the unique role of the historical societies as custodians of community heritage while maintaining accountability through agreed service outcomes and periodic review.
43. This option offers greater stability than the competitive Large Grants Program, while avoiding the significant financial and operational risks of Council assuming direct responsibility for historical society collections.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

44. The recommended option can be managed within existing resources. Officer time will be required to negotiate, monitor and review the service agreements.

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

Operating Budget Implications

45. Implementation of the recommended option would require an allocation of $15,000 per annum, in addition to existing in-kind support, to fund a multi-year service agreement with the two historical societies. Funding would be allocated through the existing community grants pool funding allocation.

Asset Implications

46. Future asset utilisation will be assessed as part of Council's overall review of its assets.

Legal/Risk Implications

47. There are no significant legal implications arising from this report. Should Council endorse the recommended option, funding would be provided through a multi-year service agreement.

Environmental Implications

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

Gender Impact Assessment

49. A gender impact assessment is not required.

Community Consultation

50. Formal community consultation was not required. Officers engaged directly with both historical societies, which provided financial information to inform this review, and future governance options have been discussed through the societies' Annual General Meetings and the Cultural Heritage Advisory Committee.

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

51. This report is consistent with the following principles in the Community Vision 2040:
    - Art and culture.
52. This report is consistent with the following strategic objectives from the Council Plan 2025-29:

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

53. This report relates to Notice of Motion No. 24.

Legislative and Policy Obligations

54. 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:

- Not Applicable

4.3 OTHER

4.3.1 Re-appointment of Director - Dandenong Market Pty Ltd (DMPL)

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

Officer Recommendation

That Council APPROVES to re-appoint Mr Jim Cooper as a Non-Executive Director of Dandenong Market Pty Ltd for a further three (3) years commencing 23 January 2027 and concluding on 22 January 2030.

Executive Summary

1. This report recommends that Council approves to re-appoint Mr Jim Cooper as a Non-Executive Director of Dandenong Market Pty Ltd for a further three (3) year term commencing 30 January 2027.

Background

2. Dandenong Market Pty Ltd (DMPL) was established in September 2012 as a means of Council establishing a skills-based Board to drive the strategic direction and operations of the Dandenong Market. Since then, the Board has provided an extremely valuable service to Council and the Market has continued to evolve and develop including initiatives such as the introduction of Sunday trading, night markets and a full program of festival and events.
3. The Market is an extremely valuable asset not only to the City of Greater Dandenong, but also the region, and acts as an important community networking vehicle that brings together people from all different backgrounds in the one (1) location. It also remains a reliable source of fresh produce and goods at a very reasonable price.
4. DMPL consists of five (5) Directors which were appointed by Council under the terms of the DMPL Constitution (which requires Director appointments to be made by the Shareholder (Council)). Mr Jim Cooper joined the Board under a formal resolution on 22 January 2024.

Key Issues and Discussion

5. It is proposed that Council reappoints Mr Jim Cooper as Non-Executive Director of Dandenong Market Pty Ltd for a further three (3) years commencing 30 January 2027 which will take him up to six (6) years of continuous service.
6. Under the Constitution that governs Dandenong Market Pty Ltd (DMPL), Clause 9.1 provides that the number of company directors shall be not less than two (2) nor more than five (5). It further provides that the Shareholder (Council) may, by resolution, appoint a person as a Director for a term of up to three (3) years.
7. It also allows for a Director who has reached the end of the term of their appointment to be eligible for re-appointment, provided that their total continuous term of appointment as a Director is not more than nine (9) years.
8. DMPL currently operates with five (5) Director positions. The purpose of this report is to recommend the reappointment of one (1) Director for a further three (3) years under the rules of the DMPL Constitution.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

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

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

Operating Budget Implications

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

Asset Implications

11. This item does not affect any existing assets.

Legal/Risk Implications

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

Environmental Implications

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

Gender Impact Assessment

14. A gender impact assessment is not required.

Community Consultation

15. As this is a reappointment for the position of Director, it has only been discussed with the Chairperson of DMPL and the General Manager Dandenong Market.

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

16. 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.
17. 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

18. 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.

4.3.2 Medium Grants Program 2026 Round 2

Responsible Officer: Executive Director Community Strengthening

Attachments:

1. Recommended Applications - Community Development [**4.3.2.1** - 3 pages]
2. Recommended Applications - Climate Change Action [**4.3.2.2** - 1 page]
3. Recommended Applications - Arts, Festivals and Events [**4.3.2.3** - 3 pages]
4. Recommended Applications - Individual Artist [**4.3.2.4** - 2 pages]

Officer Recommendation

That Council:

1. **APPROVES the awarding of Community Development Grants to recommended recipients as outlined in Attachment 1 of this report;**
2. **APPROVES the awarding of Climate Change Action Grants to recommended recipients as outlined in Attachment 2 of this report;**
3. **APPROVES the awarding of Arts, Festivals and Events Grants to recommended recipients as outlined in Attachment 3 of this report; and**
4. **APPROVES the awarding of Individual Artist Grants to recommended recipients as outlined in Attachment 4 of this report.**

Executive Summary

1. Through the Medium Grants Program Council offers not-for-profit community groups, organisations and individual artists the opportunity to apply for one-off grants to support delivery of projects, programs and events that benefit the Greater Dandenong community.
2. This report outlines the assessment of applications submitted to four (4) grant categories under the Medium Grants Program 2026 Round 2:
   - Community Development.
   - Climate Change Action.
   - Arts, Festivals and Events.
   - Individual Artist.
3. All applications have been checked for eligibility by Council officers and assessed by an independent Community Grants Assessment Panel. The Panel recommendations are presented in this report.

Background

4. The Community Funding Program and Policy Review was conducted from April to December 2023. As a result, Council adopted a new consolidated Community Grants Program Policy that includes strategic, governance and operational improvements and responds to emerging community needs.
5. The Medium Grants Program has two funding rounds each year.

6. This report considers Round 2 applications for 2026.

Key Issues and Discussion

Eligibility Check

7. Applications to the Medium Grants Program undergo an eligibility check by Council officers to confirm that applicants are:
    - Incorporated non-profit organisations (unless auspice);
    - Meeting key compliance requirements of Consumer Affairs Victoria; and
    - Have met past grants acquittal reporting requirements of Council.
8. Eligible applications progress to assessment. Ineligible applications do not proceed, and officers will advise applicants of this outcome once this report is endorsed.

Community Grants Assessment Panels

9. Community Grants Assessment Panels include community representatives and Council officers with broad experience and diverse knowledge.
10. Panel members are guided by a Terms of Reference and a signed Code of Conduct. Each member completed an induction and was supported by Council officers throughout training and assessment.
11. For each grant category, panel members completed an initial online assessment. These scores were then consolidated and discussed at a panel meeting to inform the final recommendations.

Round 2 of the 2026 Medium Grants Program

12. Round Two of the 2026 Medium Grants Program was opened online on 14 July 2026 and closed on 11 August 2026.
13. This round was highly promoted via electronic and printed material, through Council networks and social media.
14. Grant information and grant writing workshops were offered in person and online. Applicants could also access face-to-face and remote support from Council officers to help develop their applications.

Category 1 – Community Development Grants

15. This grant category offers single year grants of up to $10,000 for projects that build community capacity, foster social inclusion, create healthy partnerships, prevent family violence, advance gender equity, and promote community harmony and participation.
16. A total of 51 applications were submitted to the Community Development Grants category. Nine (9) applications were ruled ineligible, and one (1) application was withdrawn.
17. This left a total of 41 applications to be assessed seeking total funding of $366,753.
18. Community Grants Assessment Panel members individually assessed applications online from 18 September to 4 October 2026. The Panel met on 7 October 2026 to discuss the consolidated assessments and make final recommendations. It is recommended that **twelve (12) applications** be funded for a total of **$90,748.**
19. A list of all applications recommended for funding through the Community Development Grants category is provided in Attachment 1.

Category 2 – Climate Change Action Grants

20. This grant category offers single year grants of up to $10,000 for projects that deliver climate-related or other positive environmental outcomes and support Council's commitment to addressing climate change. Funding for this category was increased from $5,000 to $10,000 to encourage greater participation and improve application numbers.
21. A total of four (4) applications were submitted to the Climate Change Action Grants category. All applications were deemed eligible, with a total funding requested of $33,866.
22. Community Grants Assessment Panel members individually assessed applications online from 18 September to 4 October 2026. The Panel met on 7 October 2026 to discuss the consolidated assessments and make final recommendations. It is recommended that **one (1) application** be funded for a total of **$6,454.**
23. A list of all applications recommended for funding through the Climate Change Action Grants category is provided in Attachment 2.

Category 3 – Arts, Festivals and Events Grants

24. This grant category offers single year grants of up to $10,000 for projects that promote community connection, cross cultural exchange, and appreciation of cultural diversity. Arts, festivals, and events play an integral part in building and supporting broad community involvement and social cohesion.
25. A total of 35 applications were submitted to the Arts, Festivals and Events Grants category. Five (5) applications were ruled ineligible.
26. This left a total of 30 applications to be assessed seeking total funding of $263,341.
27. Community Grants Assessment Panel members individually assessed applications online from 18 September to 4 October 2026. The Panel met on 8 October 2026 to discuss the consolidated assessments and make final recommendations. It is recommended that **eight (8) applications** be funded for a total of **$54,268.**
28. A list of all applications recommended for funding through the Arts, Festivals and Events Grants category is provided in Attachment 3.

Category 4 – Individual Artist Grants

29. This grant category offers single year grants of up to $5,000 to individuals for community-based arts and cultural projects that build relationships with community and create art that responds to community needs.
30. A total of nine (9) applications were submitted to the Individual Artist Grants category. One (1) application was ruled ineligible.
31. This left a total of eight (8) applications to be assessed seeking total funding of $39,383.
32. Community Grants Assessment Panel members individually assessed applications online from 18 September to 4 October 2026. The Panel met on 8 October 2026 to discuss the consolidated assessments and make final recommendations. It is recommended that **four (4) applications** be funded for a total of **$18,883.**
33. A list of all applications recommended for funding through the Individual Artist Grants category is provided in Attachment 4.

Support for Unsuccessful Applicants

34. All unsuccessful applicants will be contacted by officers and offered feedback and assistance to support them to apply to the next round of the Medium Grants Program.

Grant Acquittal Reports

35. Grant recipients' progress toward outcomes is monitored throughout the life of the program. Recipients must also submit an acquittal report within one month of completing the project. The report outlines the activities delivered, outcomes achieved and how the funds were spent.

36. Failure to submit the required acquittal or deliver the agreed outcomes may make the recipient ineligible for future grant funding.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

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

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

Operating Budget Implications

The financial implications associated with this report are a one-off cost of **$170,353** ($90,748 + $6,454 + $54,268 + 18,883) with no ongoing costs in future year budgets. This cost compares to the amount included in the Annual Budget of **$367,392** to Account **2982.2400.1181.** It is noted that **$197,038** was allocated through Round 1 with the remaining budget available for Round 2 allocations.

Asset Implications

38. This item does not affect any existing assets.

Legal/Risk Implications

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

Environmental Implications

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

Gender Impact Assessment

41. A gender impact assessment is not required.

Community Consultation

42. Council's Community Grants Program is extensively promoted through electronic and printed materials, Council networks and social media. Grant information and grant writing workshops were offered both in person and online. Community groups could also access face-to-face and remote support from Council officers to help develop their applications.

43. During the assessment process, Council officers consulted with staff across the organisation to seek information and advice on the merits of the funding applications.

44. Officers carried out comprehensive eligibility checks, including review of compliance documents, financial reports, past grant acquittal history and other relevant matters.

45. All eligible applications were assessed by Community Grants Assessment Panels, which include community representatives and Council officers with broad experience and diverse knowledge.

46. The Community Grants Assessment Panels' recommendations for eligible applications are presented for endorsement.

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

47. 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.
48. 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

49. This report has considered Council's legislative and policy obligations (where applicable) as outlined in the Report Considerations section detailed in the front of this Agenda. The applicable obligations considered and applied are:
    - The Overarching Governance Principles of the *Local Government Act* 2020.
    - Related Council Policies, Strategies or Frameworks.

Medium Grants Program 2026 – Round 2

Community Development Grants

Applicant	Project Title	Recommended Funding
Australian Vietnamese Women's Association Inc.	Community Connectors @ Mai Place • A community development initiative that supports culturally diverse women aged 50+ to build confidence, strengthen connections, and develop skills to become Community Connectors in Greater Dandenong. • Participants will build skills in healthy ageing, communication, digital confidence, service navigation and community participation.	$7,500
Cornerstone Contact Centre	The Art Corner: Creative Therapy for Homeless and Disadvantaged • Weekly art therapy sessions for people experiencing mental health challenges, promoting wellbeing, social inclusion and community connection.	$8,000
Kosmovision Foundation Ltd	Storyworlds: Writing & Comics Lab • A free three-day creative program for young people aged 16-25, using writing, comics and visual storytelling to create original characters, worlds and stories. • Participants will build creative confidence, communication, collaboration and storytelling skills, while increasing access to arts participation for young people facing barriers to engagement.	$4,500
Noble Park Community Centre	The Men's Hub Collective • A community-led wellbeing initiative that supports men to build social connections, confidence and pathways to community participation.	$8,000
Possum Portraits Inc	The Art of Caring -Art Therapy for Bereaved Multicultural Parents	$5,500

Applicant	Project Title	Recommended Funding
	• Art therapy sessions supporting bereaved multicultural parents in Dandenong, with referral pathways that improve access to services and strengthen mental health and wellbeing.	
Reclink Australia	Community Connections Through Reclink Sport • Inclusive sport and recreation activities for people facing disadvantage across Greater Dandenong. • Improves physical and mental wellbeing, reduces social isolation, and strengthens community participation and connection.	$6,500
Rite Mentoring Inc	Better futures for young women through group mentoring • Four 10-week mentoring programs for young women, focused on gender equality, wellbeing and life-skill development. • Builds confidence, self-worth, communication and leadership skills while challenging gender stereotypes and promoting gender equity.	$9,598
Road Safety Education Limited	Equity of Access to Ryda Road Safety Programs for Youth • A road safety education program delivered to students across seven Greater Dandenong schools. • Builds road safety awareness and decision-making skills, helping young people make safer choices and reduce road-related risks.	$7,000
Southern Cross Kids' Camp	Delivering Hope to At-Risk Kids in Greater Dandenong • A five-day camp for Greater Dandenong children in foster and kinship care who have experienced neglect, abuse or family trauma.	$10,000

Applicant	Project Title	Recommended Funding
	• Builds resilience, self-worth, social connections and wellbeing through positive experiences that support healthy development.	
St Martins Youth Arts Centre	Young Changemakers: Dandenong 2027 • A creative workshop program for disadvantaged children facing economic or geographic barriers to participation. • Builds confidence, literacy, life skills and creative capacity, culminating in performance and creative outcomes.	$7,150
The Water Well Project Limited	Improving Health Literacy for Migrant, Refugee & Asylum Seeker Communities • 15 free health education sessions for migrant, refugee and asylum seeker communities across Greater Dandenong. • Improves health literacy, confidence in accessing services, and understanding of healthy lifestyles and preventative health care.	$7,000
WomenCAN Australia	The Placement Circle: Early Childhood Careers in Greater Dandenong • A traineeship program supporting women facing barriers to employment to enter the early childhood education and care sector. • Helping women build skills, confidence and long-term employment pathways.	$10,000
TOTAL:		**$90,748**

Medium Grants Program 2026 – Round 2

Climate Change Action Grants

Applicant	Project Title	Recommended Funding
Rethink Recycling Co-op Ltd	Rethink Recycling Cube Pilot Program • A plastic recycling education program in three Greater Dandenong primary schools. • Builds climate awareness and sustainable habits while diverting plastic waste from landfill and reducing environmental impact.	$6,454
TOTAL:		**$6,454**

Medium Grants Program 2026 – Round 2

Arts, Festivals and Events Grants

Applicant	Project Title	Recommended Funding
Australia Bangladesh Association Inc	Multicultural Eid Festival • A free Eid ul Fitr community festival featuring cultural performances, food stalls, activities and a multicultural marketplace in Greater Dandenong. • Promotes social inclusion, cultural understanding and community connection by bringing diverse residents together to celebrate and share traditions.	$8,000
Australian Vietnamese Arts & Culture	Harmony Day - Lets Connect via Arts • A multicultural Harmony Week festival featuring performances, arts, crafts and storytelling led by the Chin, Cambodian, Indian and Vietnamese communities. • Celebrates cultural diversity, strengthens community connections and fosters a sense of belonging through shared cultural experiences.	$8,288
Connection Art Space Inc.	Know Thy Neighbour • A community storytelling project capturing and publishing the stories of Greater Dandenong residents through interviews, photography and a community publication. • Strengthens community connection, cultural understanding and a sense of belonging by sharing local stories and diverse lived experiences.	$7,000

Applicant	Project Title	Recommended Funding
Liberty Unity Organization Life Global Foundation Australia Incorporated (LUOLGFA)	Luo Life Women Cultural Harmony 2027 Showcase: • A Cultural Harmony Showcase featuring performances, storytelling, cultural displays, food and community activities celebrating Luo and multicultural communities. • Strengthens social connection, cultural understanding and community participation by bringing diverse residents together in an inclusive celebration.	$5,000
SisterWorks Incorporated	SisterWorks Refugee Week Spectacular 2027 • A free Refugee Week community festival featuring cultural performances, storytelling, music, food stalls and a community marketplace. • Celebrates refugee and migrant communities while strengthening social connections, cultural inclusion and community participation across Greater Dandenong.	$10,000
Sri Lanka German Technical Training Institute Old Boys Association of Australia Incorporated	Melbourne Bakmaha Ulela 2027(Sinhala & Tamil New Year Festival) • A community festival celebrating the Sinhala and Tamil New Year through cultural performances, traditional games, food and family-friendly activities. • Strengthens community connection, cultural pride and intercultural understanding by bringing diverse communities together to celebrate and share Sri Lankan traditions.	$8,000
Victorian Tamil Cultural Association Inc	Tamil Thai Pongal Festival • A community Pongal Festival celebrating South Indian culture through traditional	$5,000

Applicant	Project Title	Recommended Funding
	food, performances, games and cultural activities. • Strengthens community connections, cultural understanding and cross-cultural participation by bringing diverse communities together in a shared celebration.	
Yueyun Culture Inc	Mid-Autumn Cultural Show • A free Mid-Autumn Festival cultural showcase celebrating Chinese and Cantonese culture through music, dance, choir performances and traditional cultural activities. • Strengthens social connection, cultural pride and cross-cultural understanding by bringing diverse communities together through shared cultural experiences.	$2,980
TOTAL:		**$54,268**

Medium Grants Program 2026 – Round 2

Individual Artist Grants

Applicant	Project Title	Recommended Funding
Kathryn Watt	Hidden Heroes-Stories Beyond the Battlefield Exhibition • A photography exhibition sharing the stories of veterans from diverse backgrounds who served in wars and peacekeeping missions. • Honours veterans' service while strengthening community connection, wellbeing and engagement with the arts.	$4,500
Nico Lim	The Flash Poetry Project: Using lyrical improvisation to unlock creativity • A four-week freestyle rap and storytelling program for young people and adults in Greater Dandenong. • Builds confidence, communication and creative expression skills, culminating in a community performance.	$4,383
Senthil Vel Rajackal Somasundaram	Passing It On – Living Traditions, Shared Futures • A community heritage program featuring workshops and an exhibition celebrating traditional Indian folk arts. • Strengthens cultural participation, intercultural understanding and appreciation of living cultural heritage within the Greater Dandenong community.	$5,000
Zia Atahi	Dreamscape: Abstract landscapes inspired by the beauty of Mother Nature • An arts project creating and exhibiting original abstract landscape paintings, supported by artist talks and community workshops.	$5,000

Applicant	Project Title	Recommended Funding
	• Builds creative skills, confidence and community connection by engaging Greater Dandenong residents in accessible arts experiences and shared learning.	
TOTAL:		**$18,883**

4.3.3 Taylors Road Landfill - Proposed New Landfill Cell

Responsible Officer: Executive Director City Futures

Attachments:
1. EPA Development Licence Application (Cell 21) - Taylors Road Landfill Submission [**4.3.3.1** - 3 pages]

Officer Recommendation

That Council NOTES the officer submission objecting to the proposed new landfill cell (Cell 21) at the Taylors Road Landfill, 890 Taylors Road, Dandenong South that was subject to the recent EPA community consultation for a Development Licence Application.

Executive Summary

1. This report provides an overview of the Development Licence Application submitted to the EPA by the owner of the Taylors Road Landfill, Veolia, for the proposed new landfill cell (Cell 21) at this site.
2. It also advises that Council officers have made a submission (**Attachment 1**) to the EPA objecting to the proposed new landfill cell (Cell 21).

Background

3. The site at 890 Taylors Road, Dandenong South was originally used as a sandpit. In 1990, the Shire of Cranbourne issued a planning permit to use the site as a landfill accepting domestic garbage, solid commercial refuse and solid industrial waste.
4. The planning permit contained the following condition to ensure the waste deposited was in accordance with above:
    - *Wastes to be deposited shall only consist of domestic garbage, solid commercial refuse and solid industrial wastes and shall not include soluble chemical wastes, hazardous wastes or liquid wastes*
5. The planning permit also contained conditions requiring the closing, capping and rehabilitation of the site when it is filled.
6. The EPA Works Approval for the site permitted the depositing of Priority Industrial Waste (PIW), contrary to the above condition of the planning permit.
7. The former Shire of Cranbourne was succeeded by the Greater Dandenong City Council in 1994 as the responsible authority for this site.
8. In 2006, Council sought a VCAT Order to prevent hazardous waste (PIW) from being deposited at the site, in accordance with the conditions of the planning permit. VCAT did not support the requested Order, and rather amended the planning permit to allow hazardous wastes (PIW) to be deposited at the site.
9. Following this, the Minister for Planning amended the planning scheme to make themselves the responsible authority for this site, meaning Council was no longer responsible for determining planning matters for the site.
10. Veolia is the current owner and operator of the site. Veolia took over the site in 2022.
11. The landfill cells have been designed to accommodate hazardous waste (PIW), and the site is the only landfill in Victoria that accepts this type of waste.

12. The site continues to accept hazardous waste (PIW), however the amount of waste deposited in the landfill has reduced considerably from the early 2000's, which has resulted in a significant slowing in the filling of the landfill.
13. In recent years, several new uses have been established on the site, which have a focus on recycling and reusing contaminated materials, rather than depositing them in landfill, in line with the state government and EPA policy targeting zero waste to landfill.
14. On several occasions since 2007, Council has adopted a position of advocating for the closure of this facility at the earliest possible opportunity and has opposed any expansion of the operations on site that delay the closing, capping and rehabilitation of the facility.
15. Veolia have now submitted a Development Licence Application to the EPA for a new landfill PIW cell at the site, being Cell 21. The EPA undertook a community consultation process from 8 October to 4 November 2026 to seek feedback on the proposal.
16. Due to the short consultation timeframe, it was not possible to get a formal Council position on the proposal through a Council meeting resolution. As such, to ensure a submission was made, Council officers discussed the matter with Councillors at a briefing session, and then made an officer submission.

Key Issues and Discussion

What is being proposed?

17. Veolia, as the owner of the site have submitted a Development Licence Application to the EPA construct a new PIW landfill cell at the subject site, which will be known as Cell 21.

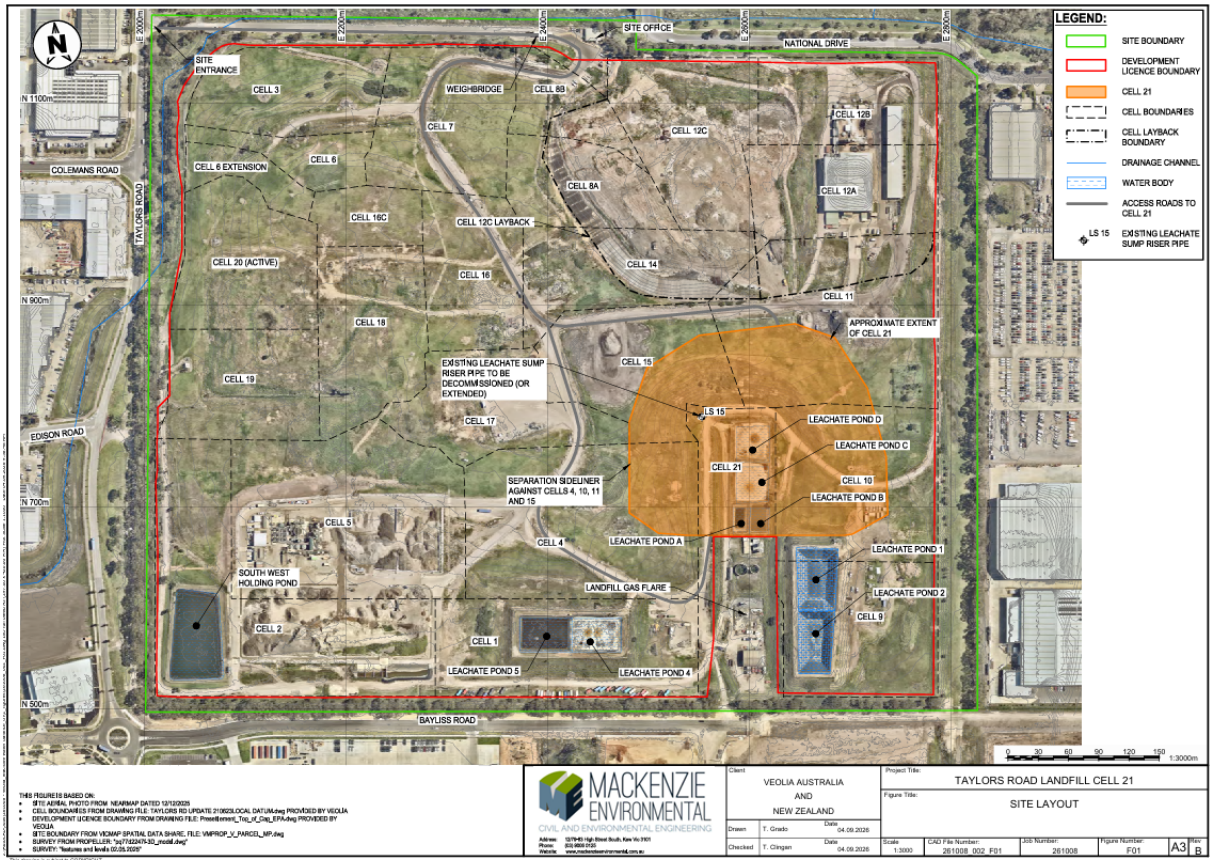


Figure 1: Site plan showing proposed location of Cell 21

18. Cell 21 is proposed to be constructed within the existing licenced landfill footprint, and is proposed to have an airspace area of 260,000 cubic metres, being approximately 2% of the total waste mass disposed of at the landfill over its operating life.

19. The cell is proposed to be located in the south-east of the site in the location of the existing leachate ponds A, B and C, which are to be decommissioned (see Figure 1). Following the closure of these leachate ponds, leachate would then be discharged to ponds 1, 2 and 4.
20. It is anticipated that Cell 21 would have a lifespan of approximately 12.5 years and be filled in three stages. However, if waste disposal volumes continue to reduce, the lifespan will most likely be extended.
21. Construction is proposed to occur over three stages from 2027 to 2039, and the cell will then have a 30-year aftercare period.

Why is it being proposed?

22. The Taylors Road landfill is the only landfill in Victoria that accepts Category B PIW, and the current PIW landfill cell, Cell 12, only has a few years of space remaining.
23. Cell 21 is proposed to ensure there continues to be a location to deposit PIW in Victoria for the next decade or so. Prior to the finalisation of filling of this cell (if approved), a broader state government led process to identify a new Victorian PIW landfill site will be required to be undertaken.

What does the officer submission include?

24. Given the significance of this facility in Greater Dandenong, and Council's long-term position regarding the closure of the site, it was important that Council made a submission in response to this proposal.
25. The Council officer submission is provided in Attachment 1, with a summary of the submission as follows:

- Council has a long adopted position of advocating for the closure of the landfill at the earliest opportunity.
- Council officers **object** to the proposal on this basis, as the proposed landfill cell will extend the life of the landfill.
- The existing Operating Licence for the site contains a condition limiting the amount of reportable priority waste (hazardous waste) disposed of at the site to not more than 35% of all waste deposited across the entire site. The application appears to be silent on this matter. Council officers seek confirmation of the current percentage of reportable priority waste deposited, and the anticipated total percentage once Cell 21 is full. This amount must not exceed the 35% limit.
- Council officers request further information regarding on-site stormwater management to ensure it will not have an adverse impact on the site or surrounding area.
- Council officers advocate for the State Government to urgently start planning for and implementing a new PIW landfill site outside of Greater Dandenong. Even if this proposal is approved, this site has a limited lifespan and as such an alternative site must be established to manage the disposal of hazardous waste in Victoria. This site must not be in Greater Dandenong.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

26. This item does not have a significant impact on existing human resources.

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

Operating Budget Implications

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

Asset Implications

28. This item does not affect any existing assets.

Legal/Risk Implications

29. There are no legal or risk implications.

Environmental Implications

30. Provided the proposal is undertaken in accordance with relevant legislation and requirements, there should be no significant environmental implications relevant to this report.

Gender Impact Assessment

31. A gender impact assessment is not required.

Community Consultation

32. The EPA undertook a community consultation process for this Development Licence Application from 8 October to 4 November 2026. Council officers made a submission to this proposal during the community consultation period.

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

33. This report is consistent with the following principles in the Community Vision 2040:
    - Sustainable environment.
34. This report is consistent with the following strategic objectives from the Council Plan 2025-29:
    - A socially connected, safe and healthy city.
    - A green city committed to a sustainable future.

Legislative and Policy Obligations

35. 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:
    - Not Applicable

29 October 2026

Dear Sir/ Madam,

TAYLORS ROAD LANDFILL: EPA DEVELOPMENT LICENCE APPLICATION: PROPOSED NEW LANDFILL CELL (CELL 21)

Thank you for the opportunity to make a submission in response to the Development Licence Application for the proposed new landfill cell (Cell 21) at the Taylors Road Landfill, 890 Taylors Road, Dandenong South. This is a Council officer submission.

The Taylors Road Landfill has been in operation for well over 20 years and has been the subject of much community interest over those years. Throughout this time, Council has maintained its adopted position that the landfill operation must be closed at the earliest opportunity, and in accordance with the landfill permits, the site be appropriately rehabilitated and managed in perpetuity.

This position reflects Council's ongoing concerns regarding the potential health and amenity impacts of the landfill on nearby residents and workers, and the inherent risks of hazard exposure associated with large numbers heavily ladened vehicles traversing the municipality, together with the view that Greater Dandenong should not continue to accommodate such a significant concentration of Melbourne's waste infrastructure.

To protect its position regarding the landfill closure, Council has undertaken several protracted and expensive VCAT cases over many years representing its and the community's interests to ensure the appropriate and timely closure and remediation of this landfill site.

Despite this, several other operations have commenced on the site in recent years that have slowed the rate of filling of the landfill, resulting in the life of the landfill being extended considerably.

Council understands that the current landfill cell, Cell 12C, has an expected lifespan of approximately two years before it is full. It is Council's view that Cell 12C should be the final landfill cell, and the site rehabilitated and managed in perpetuity following the closure of this cell.

As such, Council **objects** to the development of a new landfill cell that will continue to prolong the life of the landfill operation.

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In addition, condition OL_WA01.05.01 of Operating Licence OL000070542 for the subject site states:

> *You must ensure that the total reportable priority waste deposited at the activity site does not exceed 35% by weight of the total waste deposited over the lifetime of the activity site.*

The Development Licence Application appears to be silent on the current percentage of reportable priority waste deposited at the subject site to date. Prior to the EPA determining this application, Council requests confirmation of the current percentage and the projected percentage once Cell 21 is full, and evidence that this will not exceed the 35% limit.

Council also raises concern with the level of information provided regarding on-site storm water management. The information provided is insufficient for Council to fully assess the following:

- The site-wide stormwater management framework;
- The detailed design and operation of the stormwater diversion system;
- Emergency management measures, including pump failure management, exceedance flow management, and system performance during extreme storm events;
- Long-term post-closure stormwater management arrangements; and
- Measures to protect Council and Melbourne Water drainage assets from any stormwater on the site.

Further information regarding the above should be provided to the EPA and Council for review and approval prior to a decision being on this application.

Notwithstanding Council's position, Taylors Road Landfill remains Victoria's only licensed facility for the disposal of Category B Priority Industrial Waste. The Victorian Recycling Infrastructure Plan (2024) identifies the landfill as a "single point of failure", noting that its remaining disposal capacity is expected to be exhausted in the coming years.

Therefore, the Victorian Government must immediately start planning for, and implementing an alternative site outside of Greater Dandenong that will accept Category B prescribed industrial waste.

Council requests that the EPA refuse this Development Licence Application to develop Cell 21 to ensure that the landfill is closed at the earliest possible opportunity, and the site rehabilitated and managed in perpetuity in accordance with the landfill permits.

Thank you for your consideration of this matter.

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Yours faithfully



Brett Jackson
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4.3.4 Parkmore Customer Service Centre

Responsible Officer: Chief Customer & Information Officer

Attachments:

1. **Cost Analysis**
2. **Parkmore post-research report**

Officer Recommendation

That Council:

1. **NOTES the findings of the customer research re: Parkmore Customer Service Centre, presented to the 07 September 2026 Councillor Briefing Session; and**
2. **ENDORSES Option E – being the cessation of customer service operations at the Parkmore Customer Service Centre, as outlined in this report.**

Executive Summary

1. The lease for Council's Customer Service Centre at Parkmore Shopping Centre expires in March 2027.
2. Following the 07 September Councillor Briefing Session, customer research has been undertaken across Councils three Customer Service Centres to better understand customer use of the Parkmore location and provide additional evidence to support Councils decision making. The research findings are attached to this report (refer **Attachment 2**).
3. The research confirms an ongoing need for accessible face-to-face customer service; however, it does not demonstrate a need to maintain three separate Customer Service Centre locations.
4. Findings indicate that Parkmore visitation is primarily driven by convenience and transactional activity, with opportunities identified to transition some customer demand to alternative service channels.
5. Most surveyed Parkmore customers did not identify specific accessibility, language or technology barriers. A holistic transition approach will be required to support customers through any change to the current service model.
6. On balance, the findings support consolidating Council's face-to-face service delivery through Dandenong and Springvale and ceasing operations at Parkmore, enabling available funds to be redirected towards maturing CX capability.

Background

7. In 2025, Parkmore recorded 18,123 transactions, making it Council's highest-volume customer service location. This represented a substantially higher level of face-to-face activity than Springvale, which recorded 7,397 transactions, and Dandenong, which recorded 6,194 transactions.

8. The transaction volumes demonstrate continued demand for face-to-face customer service; however, a significant proportion of activity at Parkmore relates to payments. Many of these payments can continue to be made within Parkmore Shopping Centre through Australia Post, located directly across from the current Customer Service Centre. This provides a viable alternative for customers who wish to continue making payments in person at Parkmore at no additional cost.

9. **Parkmore Customer Service Centre:**

- Is currently located at Shop L01 A07 within Parkmore Shopping Centre.
- The current annual gross rent in year 5 of the lease is approximately $278,242.
- The lease increases by 4% each year.
- Annual operating costs (electricity, water, etc.) at the centre are approximately $19,816.
- The service centre is staffed by two (2) Customer Service Officers and one (1) Senior Customer Service Officer.
- The current annual cost of human resources at this centre is approximately $306,224.
- The current total annual cost of servicing this centre is $604,282.

Key Issues and Discussion

10. Five options were considered against the following key factors:
    a. continuity and accessibility of customer service;
    b. impact on customers and staff;
    c. alignment with customer demand;
    d. capital and recurrent financial implications;
    e. implementation timeframes;
    f. operational and service continuity risks; and
    g. flexibility to respond to future changes in customer service delivery.

Based on these considerations, Option E is considered to provide the strongest overall balance between customer access, service continuity, financial sustainability and future flexibility.

11. **Option A - Continue at current Parkmore Shopping Centre location**

- This option maintains continuity at the existing, established location and results in minimal immediate disruption to customers and staff. However, it would retain the current accommodation footprint and associated costs, including annual lease increases of 4%; and
- The option may also require end-of-lease refurbishment expenditure. The current budget provision is $80,000, although the final cost may exceed this amount.

12. **Option B - New Location within Parkmore Shopping Centre**

- Option B retains the existing Parkmore tenancy (L01 A07) until March 2028 and subsequently relocates the Customer Service Centre to a smaller tenancy within Parkmore Shopping Centre. The current lease for L01 A07 would be varied to align with the planned vacating of tenancy L01R08, enabling a staged transition that maintains continuity of service while supporting a future reduction in accommodation costs;
- This option maintains Council's presence within its highest-volume customer service location while providing additional time to analyse customer demand, transaction types, service channel trends, accessibility requirements and future space needs;
- Relocation would require a complete fit-out of the new tenancy, currently estimated at $200,000, together with an estimated $50,000 to return the existing tenancy to the required condition. These costs may be partially offset by financial support from GPT, subject to negotiation; and
- The option provides continuity for customers and staff, minimises the immediate risk of service disruption and creates an opportunity to reduce longer-term accommodation costs through a smaller footprint. The alignment of lease arrangements between the existing and future tenancies also provides a clear and practical pathway for transition, reducing operational risk and avoiding unnecessary interruption to customer services.

13. **Option C - Relocate Service to Keysborough Community Hub**

- Option C relocates customer service delivery to the Keysborough Community Hub, enabling the service to operate from an integrated Council facility with available car parking;
- Implementation would require changes to the existing layout and may displace library and venue support employees from their current work areas. The option would also require consideration of the effect of relocation on customers who currently access services at Parkmore;
- The proposed model may reduce the customer service staffing requirement from three employees to two and could include consideration of a cashless service model. Any staffing or service changes would require further operational assessment, workforce consultation and customer impact analysis; and
- While the option may provide accommodation efficiencies, the potential effects on existing facility users, employees and Parkmore customers mean that it is not preferred at this stage.

14. **Option D - Re-open customer service centre at Paddy O'Donoghue**

- Option D would re-establish customer service delivery at Paddy O'Donoghue, where an existing customer service counter remains in place;
- The location provides strong public transport connectivity and an opportunity to integrate customer service with other Council services. However, the facility is ageing and would require significant investment as part of the planned facility uplift;
- The centre was previously closed because of low utilisation, and reduced car parking availability may affect accessibility for some customers. Further demand and customer impact analysis would therefore be necessary before this option could be supported; and
- Given the previous low usage, required capital investment and accessibility considerations, Option D is not preferred.

15. **Option E – Cease to operate Parkmore Customer Service Centre**

- Option E would close the Parkmore Customer Service Centre and consolidate face-to-face services at the Dandenong Civic Centre and Springvale Community Hub;
- This option would involve minimal accommodation-related capital expenditure and will enable Council to optimise employee coverage across the remaining locations. However, it would remove Council's face-to-face presence from its highest-volume customer service location;
- Customer research indicates that Parkmore visitation is largely driven by convenience and transactional activity. A significant proportion of visits relate to payments, many of which can continue to be made at Australia Post within Parkmore Shopping Centre. The research also identified opportunities to support some customers to transition to alternative service channels;
- On balance, Option E is preferred. While closure would require a planned transition for customers, face-to-face Council services would remain available at Dandenong and Springvale. Savings will free up funding that could be redirected towards Customer Experience capability and Council's future service delivery model through the budget process.

16. **Customer Transition and Support**

- Should Council approve Option E, a planned transition will be undertaken ahead of the Parkmore Customer Service Centre closure to support customers to understand and access alternative service options.
- The transition approach will include:
  - early and targeted communication with Parkmore customers about the closure, timing and alternative ways to access Council services;
  - information and support to access face-to-face services at the Dandenong Civic Centre and Springvale Community Hub;
  - clear information about alternative payment options, including payments that can continue to be made through Australia Post within Parkmore Shopping Centre;
  - practical assistance for customers who can use online or other service channels but may require initial guidance or support to do so; and
  - targeted support for customers identified as experiencing accessibility, language or technology barriers.
- Customer demand and feedback will be monitored through the transition period to identify emerging issues and allow additional support to be provided where required.

17. A cost analysis of each option is attached (refer **Attachment 1**).

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

18. The recommended Option E does not require an immediate change to approved staffing levels. Existing staffing arrangements will continue to support the broader Customer Experience function and enable greater coverage and flexibility during peak periods.

19. Workforce arrangements will be reviewed as part of transition planning, taking into account customer demand, service volumes and employee coverage across Council's remaining face-to-face service locations.
20. If the future service model results in changes to employee roles, staffing levels, work location or operating arrangements, Council will undertake appropriate workforce planning and consultation in accordance with its policies and industrial obligation.

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

Operating Budget Implications

21. The recommended option will remove the ongoing operating costs associated with maintaining a Customer Service Centre at Parkmore following the expiry of the current lease.
22. Available funding can be redirected towards investment in Customer Experience and Councils future service delivery model through the budget process.

Asset Implications

23. This item increases/decreases the use of council assets. The ongoing maintenance costs have been assessed and included in operating and resource costings.
24. The current capital provision of $80,000 for works associated with the existing tenancy will be reviewed in light of the decision to cease operations at Parkmore and any costs associated with exiting the tenancy.

Legal/Risk Implications

25. The principal legal and risk considerations associated with the recommended option include:

    a. the outcome of lease exit negotiations with GPT;

    b. responsibility for make-good costs;

    c. any additional costs associated with exiting the tenancy;

    d. disruption to customer services during the transition;

    e. accessibility and safety requirements;

    f. changes in customer channel preferences before March 2028; and

    g. reputational risk if changes are not communicated effectively to customers and the community.

26. These risks will be managed through legal review of the lease documentation, detailed cost planning, appropriate procurement, project governance, accessibility assessment, transition planning, customer communication and ongoing monitoring of service demand.
27. Final lease exit arrangements will be reviewed in accordance with Council's legal, financial and delegated authority requirements before execution

Environmental Implications

28. The recommended option does not have significant immediate environmental implications.

Gender Impact Assessment

29. A gender impact assessment is not required.

Community Consultation

30. Customer research was conducted to determine any impact on our customers and any other associated risks related to the closure of the Parkmore Service Centre.
31. Given the nature of transactions conducted at Parkmore and the easy availability of alternative options at the location, closure will not create a major change to service access. As a result, community consultation has not been undertaken.

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

32. This report is consistent with the following principles in the Community Vision 2040:
    - The recommendation supports the Community Vision 2040 by maintaining accessible and responsive Council services within an established community activity centre. It also supports responsible stewardship of public resources by balancing community access with the need to manage accommodation and operating costs sustainably.
33. 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

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:
    - Not Applicable.

Option	Description	Projected Annual Cost of Service	One-off costs	Projected cost-per-serve
A	Remain in current tenancy L01A07	$240,000 net rent $19,816* $306,224 staff **$566,040** **-$38,242**	End of lease re-fit $80K (budget) **$80K**	$31.23
B	Smaller tenancy at Parkmore L01R08	$173,386 net rent $19,816* $306,224 staff **$499,426** **-$104,856**	Fit out est. $200K Shop gut est. $50K **$250K**	$27.56
C	Keysborough Community Hub	$0.00 net rent $0.00* $210,049 staff **$210,049** **-$394,233**	Relocation and KCH customisation est. $100K Shop gut est. $50K **$100K**	$7.53^
D	Paddy O'Donoghue	$0.00 net rent $0.00* $210,049 staff **$210,049** **-$394,233**	Shop gut est. $50K **$50K**	$5.21^
E	Consolidate face to face services – Exit Parkmore	**$0** **-$604,282**	Shop gut est. $50K **$50K**	$0.00

*Projected operating costs based on current costs at Parkmore.

^See distribution assumption below, cost per serve may raise at other centres.

Assumptions

Distribution Assumption

If Option C is selected as the preferred option, it is assumed that current customer demand at the Parkmore CSC will be redistributed across service channels as follows:

* Keysborough Community Hub – 65%
* Dandenong Civic Centre – 10%
* Springvale Community Hub – 20%
* Digital – 5%

If Option D is selected as the preferred option, it is assumed that current customer demand at the Parkmore CSC will be redistributed across service channels as follows:

* Paddy O'Donoghue Centre – 45%
* Dandenong Civic Centre – 15%
* Springvale Community Hub – 35%
* Digital – 5%

Cost-per-serve calculation

In this report, Cost-per-serve is calculated as follows:

Parkmore: [total staff cost **+** total rent and operating costs] ÷ total average centre interactions = cost per serve

Paddy/KCH: [Parkmore cost-per-serve ÷ 100] x distribution figure

Introduction

Following the September Councillor briefing, customer research was undertaken across Council's three Customer Service Centres to better understand why customers use face-to-face services, their ability to use alternative channels and the extent to which location influences their choice of centre. The research involved in person survey of 186 customers (including 69 at Parkmore), after their visit to the service counters.

Key findings relevant to the future of Parkmore

1. **For a segment of our customers, face-to-face service is a preference, but this does not necessarily establish a need for three service centres.**
   - Across all centres, 71% of surveyed customers identified in-person as a preferred way of interacting with Council.
   - At Parkmore this was higher at 84%.

   This demonstrates the importance of retaining accessible face-to-face service within Council's overall service model, rather than establishing that it must continue at Parkmore specifically.

2. **Convenience is the strongest driver of Parkmore visitation.**
   - 58% of Parkmore respondents selected proximity to home/work as the main reason for choosing the centre
   - A further 22% said they were already at the shopping centre.
   - Only 13% identified a preference to speak to someone face-to-face as their main reason for choosing Parkmore.

   The results indicate that Parkmore's location is convenient, but they do not demonstrate that customers require that particular location to access Council services. This is an important distinction.

3. **Parkmore demand is strongly transaction-based.**
   - Payments accounted for 55% of surveyed Parkmore visits, compared with 25% at Dandenong and 19% at Springvale.
   - By comparison, only 12% of Parkmore respondents were attending for an enquiry.

   This suggests that a significant component of Parkmore activity is transactional and not for complex issues that may require face-to-face assistance.

4. **There is some opportunity to shift customers to alternative channels.**
   - Across the three centres, 32% of respondents said their request could have been completed online if assistance or guidance were available.
   - At Parkmore the result was also 32%.

This points to an opportunity for Council to support some customers to transition to alternative channels rather than assuming existing counter demand must continue unchanged.

5. **Most surveyed Parkmore customers did not identify a specific accessibility, language, or technology barrier.**
   - At Parkmore, 85% responded that they did not require assistance for these reasons.
   - Technology assistance was identified by 9%, language by 2% and accessibility by 5%.

   Any move to consolidate services would therefore need targeted communications and arrangements for customers who do require assistance, rather than treating all Parkmore users as unable to access alternative channels. For example, customers requiring technical assistance can be directed to use the Aus Post payment service.

6. **Parkmore largely services customers from surrounding suburbs.**
   - Of Parkmore respondents who provided suburb information, 46% were from Keysborough and 28% from Noble Park.

   This reinforces that location and convenience are material considerations and would need to form part of any transition planning if Parkmore were closed.

Overall conclusion

The research confirms an ongoing need for accessible face-to-face customer service, but does not in itself demonstrate that this service needs to continue from three separate locations. For Parkmore customers, convenience and proximity are significant drivers of visitation. A large proportion of activity is transactional, particularly payments. The research also identifies an opportunity to transition some demand to alternative channels with appropriate support.

On this basis, Option E remains a viable service model, provided closure is supported by a considered transition approach that maintains access to face-to-face assistance through Dandenong and Springvale and provides targeted support for customers who may experience barriers to alternative channels.

4.3.5 Secretariat options for the Mayoral and Councillor Taskforce Supporting People Seeking Asylum

Responsible Officer: Executive Director Strategy & Corporate Services

Attachments:
1. Shaping the future of the Mayoral Taskforce -summary of consultation findings [**4.3.5.1** - 4 pages]

Officer Recommendation

That Council:

1. **APPROVES retaining its Executive membership for the Mayoral and Councillor Taskforce Supporting People Seeking Asylum; and**
2. **APPROVES one of the following Secretariat arrangements for the Mayoral and Councillor Taskforce Supporting People Seeking Asylum, noting that Taskforce members will be advised of Council's decision at the December Taskforce meeting:**
    - **Option a. - Council fully withdraws from its Secretariat role and advises Taskforce members to put in place alternative governance and delivery arrangements, with an appropriate transition period (Officer Recommendation).**
    - **Option b. - Council supports the establishment of a shared Secretariat model, with Secretariat responsibilities distributed across multiple member councils, the lead council to be determined by Taskforce members, and Council contributing between 0.2EFT and 0.5EFT of officer resourcing.**
    - **Option c. - Council continues its current Secretariat role under the existing Terms of Reference (1.0EFT in total, with 0.5EFT offset by member fees), subject to other member councils contributing sufficient funds to sustain this arrangement on a full cost-recovery basis.**

Executive Summary

1. Council's tight fiscal forecast for the FY2026-27 (and following years) provides an opportunity to divert strategic advocacy efforts away from national immigration policy reform to priorities that provide more immediate tangible local outcome re infrastructure or other advocacy asks.
2. At the Council Meeting on 18 May 2026, Council approved exploring options to redirect Secretariat role of the Mayoral and Councillor Taskforce Supporting People Seeking Asylum (Taskforce) to other Taskforce member councils or other relevant peak body entity.
3. This report provides a summary of findings from a formal consultation conducted with Taskforce Executive member councils with regards to the future advocacy direction and operational structure of the Taskforce. (Refer to Attachment 1)
4. This report briefs Council on the available options for resourcing the Secretariat role to deliver ongoing advocacy for the Back Your Neighbour campaign.

Background

Back Your Neighbour Campaign

5. The Back Your Neighbour Campaign is a joint advocacy initiative led by over 40 local governments and 90 refugee support organisations, aiming to influence Federal policies affecting people with unresolved immigration status. It calls for fair pathways to permanency, valid bridging visas with work rights, and improved access to essential services.
6. The campaign uses values-based messaging focused on compassion, inclusion, and nation building. Advocacy tactics include direct lobbying, council motions, community mobilisation, coalition building, and digital media campaigns. Refugees and asylum seekers play a key role as storytellers to humanise the issues.
7. Key stakeholders include federal MPs and ministers, local councils, community organisations, and allies such as unions, faith groups, and academics. The campaign is staged across preparation, mobilisation, advocacy, and follow-up phases.
8. In June 2026, the Taskforce held a delegation to meet with Federal members of Parliament during the ALGA National General Assembly in Canberra. A Back Your Neighbour exhibition booth facilitated recruitment efforts at the Assembly, and CGD's mayor (as Chair of the Taskforce) hosted a morning tea for interested councillor delegates from across Australia.
9. In recent months, over 6,000 legacy cases (bridging visa E holders living in the community since 2012) nationally have been offered a pathway to permanency by the Federal Government. As of March 2026, there are 249 BVE holders in the City of Greater Dandenong.
10. Greater Dandenong's Council Plan 2025-29 and Advocacy Priorities 2026-27 identifies a strategic priority to 'Advocate for and assist People Seeking Asylum and Refugees living in the community'.

Secretariat Background

11. Greater Dandenong City Council is an Executive and founding member Council of the Taskforce, with Mayor of the Day designated as Chair of the Taskforce. Council has provided Secretariat support since its inception in 2018.
12. Up until mid-2023 Secretariat officer support was limited and absorbed within the existing Business Unit budget. Periods of non-activity were common and where specific advocacy efforts were required, consultancy firms were engaged on a contract basis. This was paid for by one off contributions from Executive member councils.
13. At the 21 April 2023 Taskforce meeting members agreed to a three-tier level membership structure and committed to a regular contribution model to allow for the appointment of a full 1.0EFT Secretariat officer support.
14. As per the agreed TOR CGD's Council's contribution was 0.5EFT with the other 0.5EFT being offset by the other members' monetary contributions. Table 1 below details income contributions and expense disbursal for FY22-23 through to FY25-26.
15. Higher disbursals for FY25-26 reflect the additional advocacy activities conducted in Canberra and Sydney in September 2025, in addition to the 2026 ALGA NGA activities.

Table 1	FY22-23	FY23-24	FY24-25	FY25-26
Member contribution Income	**17,050**	**58,000**	**68,000**	**67,000**

Activities expenditure	Actuals	Actuals	Actuals	Actuals
1017. Travel Expenses	0	177	431	960
1075. Training / Conf	11	5,474	3,128	23,845
2000. Consultants	20,875	1,500	0	0
2002. Professional Services	0	0	30	0
2410. Contributions	3604	0	100	150
3020. Print / Stat	0	100	26	0
3040. Subscriptions	1,018	16,067	17,950	18,549
3795. Events	0	5,163	4,183	3,880
Total activities expenditure	**25,508**	**28,481**	**25,848**	**47,384**
Member offset for officer support 0.5EFT (+oncosts B6 incremental)		**55,654**	**60,462**	**65,466**
CGD 0.5EFT officer contribution		**55,654**	**60,462**	**65,466**
Total cost for Advocacy		**139,789**	**146,772**	**178,316**
Net cost to CGD		**81,789**	**78,772**	**111,316**

16. At the Council Meeting on 18 May 2026, Council approved exploring options to redirect Secretariat support of the Taskforce to other member councils or other relevant peak body entity.

Member Consultation

17. At the Taskforce meeting on 9 July 2026, the Taskforce resolved to temporarily pause active advocacy while it undertakes consultation with Executive Member Councils and reviews its advocacy priorities, Terms of Reference and operational structure.

18. Throughout September 2026, a series of consultation meetings were held with Executive member Councillors and officers. Participants provided feedback on the relevance, purpose, advocacy asks and sustainability of the Taskforce.

19. Meetings were also held with officer representatives from select Executive member councils most likely interested to support Secretariat functions of the Taskforce. These councils expressed that further internal discussions and approvals would be required with their respective councils should this be pursued.

20. The consultation highlighted that member Councils suggested multiple options to address the Taskforce's operational challenges but there was no clear direction where consensus was reached.

21. Attachment 1 provides the summary of feedback obtained. This feedback report will be provided at the December Taskforce meeting to aid members' deliberations on the Taskforce's relevance, purpose, advocacy asks and sustainability.

Key Issues and Discussion

Declining Taskforce Membership Income

22. The Taskforce currently comprises 10 Executive members, 15 General members and 24 Supporter members. Executive members contribute an annual membership fee of $4,000, while General members contribute $1,000. FY26-27 Invoices have been issued according to their membership status.

23. Since July 2026, several councils have downgraded their membership level, citing the increasingly challenging fiscal environment facing local government. Some members are still considering their membership status and will advise once their new mayor has been elected.

24. As at 15 October the FY26-27 projected income from member contributions is $51,000 (Ex GST). By comparison, income for FY25-26 was $67,000 (Ex GST). This reflects a projected $16,000 shortfall from the previous year's income.

Resource options and considerations

25. To strengthen the resources available to the Taskforce, some Executive members who were consulted proposed a range of options for consideration. These include:

    - increasing membership fees for Executive and/or General member councils and introducing a membership fee for currently non-paying Supporter members.
    - setting fees for lower-tier members at 50 per cent of the higher-tier membership fee, or
    - maintaining a simplified two-tier membership structure rather than the current three-tier model.

26. Several respondents raised concerns that fee increases could be counterproductive and potentially result in a decline in membership.

27. Two councils indicated that they were likely to soon downgrade their level of membership, highlighting the significant influence of financial considerations in the current local government fiscal climate.

28. Three member councils expressed preliminary support for exploring shared Secretariat arrangements. However, they emphasised the continuing importance of a centralised host council to provide overall leadership, coordination and governance oversight, while designated administrative functions could be distributed across participating councils.

29. Feedback also highlighted the need for further internal consideration within councils, together with an appropriate transition period, before any changes to the Taskforce's governance or operational arrangements could be implemented.

Implications for CGD Council

30. Having performed the Taskforce's Secretariat role for eight years, with the last three with dedicated officer support at 1.0EFT with a nominal 0.5EFT offset, Greater Dandenong City Council has borne a significant operational cost for the Taskforce's Back Your Neighbour Advocacy Campaign.

31. The Back Your Neighbour Campaign, in concert with other advocacy efforts by peak bodies such as the Refugee Council of Australia (RCOA) and Asylum Seeker Resource Centre (ASRC), has seen good progress on the pathway to permanency advocacy ask. However, progress on ensuring valid bridging visas with work rights, and improved access to essential services for people seeking asylum has not seen significant change.

32. The national policy environment has shifted, which may limit opportunities for significant policy reform in the near term. This signals that future BYN advocacy for significant change to immigration policy positions will be challenging, particularly in the lead up to the next federal election.

33. Given the change in current immigration debate and Council's own tight fiscal forecast for FY 2026-27, there is an opportunity to refocus CGD's strategic advocacy efforts towards priorities that provide a more immediate benefit for Greater Dandenong's local community.

34. For example, all, or part of the current 1.0EFT Band 6 officer Taskforce resourcing could be re-allocated towards Council's other advocacy priority areas, such as, Social and Affordable Housing, Transport or other infrastructure projects.

Alternative Secretariat role

35. Should Council wish to withdraw its officer commitment for the Secretariat role, Taskforce members would be advised at its scheduled December meeting and provided sufficient time to identify and assess alternative delivery models for 2027, and make a decision on the Taskforce's ongoing viability, in its current format.

36. The current Terms of Reference allows for another Executive member council to take on lead secretariat responsibilities, and under the current terms, the position of Taskforce Chair is transferred to the council assuming this function.

37. CGD Council can remain an executive member of the Taskforce with payment of the relevant annual fee, currently $4,000 per annum.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

38. This item does have an impact on existing human resources. Ongoing Taskforce membership and providing Secretariat support does reduce the opportunity to reassign this resource to other local strategic advocacy efforts that may bear more tangible benefits for the Greater Dandenong community.

39. Option b. the alternate shared Secretariat model (with CGD agreeing to a variable 0.2-0.5EFT commitment) could be absorbed within the current budget arrangements, however a commitment by other councils of commensurate officer allocation would need to occur to make the model viable.

40. Option c. the existing 1.0EFT Secretariat model (with 0.5EFT offset) would need a substantial increase in member contributions to make it viable. It cannot be absorbed within existing Unit budgets without sufficient external funding support through membership fees.

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

Operating Budget Implications

41. As indicated, the financial implications associated with this report involve annual net costs to CGD associated with all options.

- Option a - **$4,000** The lowest direct net expense for CGD, Executive membership only option, equivalent of $4,000 based on current TOR. Minimum EFT engagement.

- Option b – **range $30,907 to $71,266** Based on shared Secretariat model with CGD Council committed to 0.2-0.5EFT.

- Option c – **$113,534** Where CGD continues current Secretariat commitment. 1.0EFT with 0.5EFT nominal offset. Most expensive option and dependent on ongoing membership fees to cover offset and additional advocacy activities (costed at a projected $30,000). Figure assumes project member contribution of $51,000. Costs to CGD would be higher if more members reduce or decline to renew their membership.

Asset Implications

42. This item does not affect any existing assets.

Legal/Risk Implications

43. There are no legal risk implications with this report. Membership of the Taskforce is voluntary, and councils have no obligation to continue membership.
44. There is reputational risk associated with this report. Given Council's historic leadership role of the Taskforce and its Secretariat, a decision to reduce resource allocation and involvement in the Secretariat could potentially be perceived negatively by other member Councils, and peak body organisations such as, Refugee Council of Australia (RCOA) and other affiliates of the Taskforce.
45. The officer recommendation for Council to retain its Executive membership status mitigate this reputational risk.

Environmental Implications

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

Gender Impact Assessment

47. A gender impact assessment is not required.

Community Consultation

48. Throughout September 2026, a series of consultation meetings were held with Executive member Councillors and officers. Key areas of support regarding advocacy priorities for the Back Your Neighbour campaign, endorsed by the majority of those consulted, included:
    - Securing fair and timely pathways to permanency for people experiencing protracted and unresolved visa status.
    - Access to Medicare and work rights for people seeking asylum and those on temporary visas.
    - Timely renewal and processing of temporary visas to reduce uncertainty and hardship.
    - Expansion of Australia's humanitarian intake.
    - Improved recognition of overseas qualifications and skills for refugees and humanitarian entrants.
49. Collectively, this feedback reflects a strong commitment to promoting inclusion, stability and opportunities for people from refugee and asylum seeker backgrounds, while addressing barriers to participation in community and economic life.

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

50. This report is consistent with the following principles in the Community Vision 2040:
    - Safe and peaceful community.
    - Embrace diversity and multiculturalism.
51. This report is consistent with the following strategic objectives from the Council Plan 2025-29:
    - A socially connected, safe and healthy city.

Legislative and Policy Obligations

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

BACK YOUR NEIGHBOUR

Mayoral and Councillor Taskforce Supporting People Seeking Asylum

Shaping the Future of the Mayoral and Councillor Taskforce Supporting People Seeking Asylum

Summary of feedback from Executive Taskforce members, September 2026.

Advocacy Priorities for the Back Your Neighbour campaign (1a)
Advocacy goals which attracted wide support included efforts to secure fair pathways to permanency for people with protracted and unresolved status, and the granting of access to Medicare and work rights – both endorsed by most of those consulted.

Advocacy for prompt renewal of temporary visas, expansion of the humanitarian program and improved skills recognition were also supported.

In addition, individual respondents proposed advocating for expanded eligibility for the Federal Government's Status Resolution Support Services Program, funding for local government initiatives to support people seeking asylum such as with material aid, housing, employment, language classes, legal assistance and health, access to bridging visa numbers in local areas i.e. statistics to support evidence-informed advocacy, and the conduct of anti-racism campaigns.

Advocacy opportunities to advance campaign reach (1b)
Advocacy opportunities for the Taskforce included measures to publicise the productive contribution of refugees to the Australian economy; and promotion of the necessity of community programs in extending support to refugees and people seeking asylum.

From a different perspective, some respondents proposed wider collaboration to include multicultural networks in their local government regions; efforts to engage non-member councils in advancing some goals via regional advocacy groups; and the conduct of ticketed events with guest speakers.

Approaches for Taskforce's future operations and resourcing (2a)
Proposals to enhance the resources available to the Taskforce included higher membership fees for executive and/or general member councils, or the introduction of a fee for non-paying supporters. Suggestions included lower-tier members contribute a fee equivalent to 50% of the higher-tier membership fee, or maintaining two membership tiers rather than three.

A further suggestion was to lower the fees of executive members to that of general members – though such a step would not increase resources available to the Taskforce.

Three member councils indicated preference for maintaining the current membership contribution model, which provide a level of certainty that other models wouldn't provide. Some comments noted that fee increases may inadvertently reduce membership numbers. Indeed, two respondents indicated that they either had, or would soon, downgrade membership with the Taskforce, confirming the influence of financial considerations amid the challenging fiscal climate facing local government.

Further proposals included seeking funding from governments or philanthropic organisations, reducing the workload of the Taskforce by focusing upon fewer advocacy priorities, and sharing Secretariat responsibilities among members.

Three member councils that expressed preliminary support for sharing Secretariat responsibilities generally emphasised the ongoing importance of a centralised host council to provide overall leadership and coordination, while overseeing designated administrative functions undertaken by other member councils. Respondents noted that this model could foster greater ownership and shared responsibility across member councils.

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They also highlighted the need for further internal consideration within councils, together with an appropriate transition period, to support any changes to governance or operational arrangements.

Strengthening Collaboration & Decision-making (2b)
A widely supported proposal to strengthen collaboration was the establishment of an officer working group that would meet between bi-monthly Taskforce meetings to progress specific advocacy initiatives and report back to the broader Taskforce, though a small number of respondents indicated they could not commit to more frequent engagement.

Respondents also suggested better documenting agreed actions in Taskforce minutes, including assigning responsibility to specific officers or councillors and tracking progress through action plans, designated owners and regular reviews to improve accountability and follow-through.

In relation to Taskforce meetings, the benefit of in-person gatherings was underlined as a way to strengthen connections between members. Members expressed interest to host these in-person events on a rotating basis.

The importance of clarifying the roles and distinctions between officer and councillor members was mentioned.

Resources to Support Participation in the Taskforce (2c)
The preparation and distribution of templates of letters or other promotional material relating to campaigns was suggested as a means for assisting members in their local advocacy efforts.

A related proposal was the development of an information pack to acquaint incoming councillors or mayors with Taskforce priorities and recent outcomes, as well as its structure and processes.

Some respondents also favoured one or two workshops be conducted each year for officers only to develop campaign resources – preferably communicated early in the year to accommodate officer business planning.

Further ideas included the provision of guidance about strategies for effective advocacy, including to local parliamentarians, and sharing information about the relevant activities of other councils.

The Continuing Importance of the Taskforce (3a)
Respondents affirmed the continued relevance of the Taskforce, citing:

- the importance of advancing the rights of refugees and people seeking asylum,
- the continued relevance of many of the Taskforce's advocacy goals, and
- strategic alignment with respective Council priorities and/or policies
- the benefits of collaboration among its local government membership to achieve a collective impact unattainable by any single council acting alone.
- For some respondents, these considerations were particularly important given the relatively high numbers of refugees and people seeking asylum living in their municipalities. Others noted that their municipalities have comparatively low refugee and asylum seeker populations and thus, the issues that the Taskforce advocates on are not as relevant for their locality.

BACK YOUR NEIGHBOUR

Mayoral and Councillor Taskforce Supporting People Seeking Asylum

Advice from the Refugee Council of Australia on advocacy areas most relevant for local governments:

1. **Transitory Cohort** who are 700 people without a visa resolution and can only apply for Ministerial intervention.

2. **Advocate for retention of work rights, review rights and Medicare access** for people seeking asylum.

   There remains significant uncertainty regarding forthcoming Commonwealth migration reforms. Proposed migration reforms may remove work and appeal rights for bridging visa holders, increasing risks of exploitation, financial hardship and homelessness.

3. **Advocate for the humanitarian program intake.**

   The composition of the 20,000-place Humanitarian Program is changing, with the Australian Government reportedly reducing referral allocations, including those from UNHCR. This will reduce the number of humanitarian arrivals with settlement support, potentially undermining settlement outcomes and impacting services particularly in regional areas.

4. **Seek equitable settlement support for CSP entrants and onshore protection visa holders**, including access to settlement services and income support.

   Growing numbers of Community Support Program (CSP) entrants (2,800 arrivals last year) and onshore protection cohort (more than 4,000 grants last FY) are ineligible for Humanitarian Settlement Program (HSP) support and receive no income support during their first 12 months, increasing pressure on local government and community services.

   CSP places form part of the 20,000-place Humanitarian Program. Sponsors in Australia can propose family members from overseas, subject to strict eligibility requirements, including English language criteria. Sponsorship costs are typically $45,000-$60,000 for a family of four. The program currently has a backlog of approximately 18,000 applications.

5. **Support expanded and more accessible family reunion pathways**, particularly for people from the legacy caseload facing prolonged separation from immediate family members.

   Changes to visa processing priorities, including Ministerial Directions that prioritise partner visas for applicants already in Australia, are expected to reduce places for offshore family reunion, with wait times exceeding five years. This is a particular concern for people from the legacy caseload in Australia, who have limited pathways to reunite with spouses and dependent children overseas.

6. **Advocate for reforms to SRSS** to improve eligibility settings and provide meaningful employment support alongside participation requirements.

   Current SRSS delivery are not achieving the program's intended purpose. Recent sector meetings highlighted that eligibility criteria continue to expand and contract over time, creating uncertainty for applicants and service providers. While recipients are generally required to actively seek employment (unless exempt due to caring responsibilities or health), dedicated employment support is often not available.

7. **Call for a coordinated response to increasing numbers of people without a visa**, including adequate funding for community and local government services responding to unmet needs.

   Approximately 30,000 undocumented non-citizens are currently residing in Australia, creating ongoing service and support challenges.

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BACK YOUR NEIGHBOUR

Mayoral and Councillor Taskforce Supporting People Seeking Asylum

Feedback from the Greater Dandenong Multicultural and People Seeking Asylum Advisory Committee on advocacy areas most important for community:

- **Timely renewal of bridging visas**
  Timely renewal of bridging visas helps people maintain employment and education opportunities, reducing the risk of financial hardship and reliance on informal work or income support.

- **Work rights and Medicare for people seeking asylum**
  Access to work rights and Medicare supports wellbeing, self-sufficiency and social inclusion. It also enables employment services to better connect skilled people seeking asylum with employers, helping unlock the significant talents and contributions within this cohort.

  Ensuring access to work rights and Medicare may also reduce reliance on support programs by enabling more people to support themselves independently.

- **Improving recognition of overseas qualifications**
  The continued closure of the Overseas Qualifications Unit means many new arrivals must pay fees to have overseas qualifications assessed and recognised.
  Navigating complex accreditation processes and associated costs can be a significant barrier, preventing professionals from contributing their skills to the Australian workforce.

contact@backyourneighbour.com.au backyourneighbour.com.au @BackYourNeighbour

4.3.6 ARC Committee Chair Biannual Report

Responsible Officer: Manager Governance, Legal & Risk

Attachments:
1. ARC_Biannual_Activity_Report_October_2026 [**4.3.6.1** - 3 pages]

Officer Recommendation

That Council NOTES the Greater Dandenong City Council's Audit and Risk Committee Biannual Report dated October 2026 (Attachment 1), which describes the activities of the Committee (including its findings and recommendations) for meetings held in March, June and September 2026.

Executive Summary

1. Under the *Local Government Act 2020*, the Audit and Risk Committee (ARC) is required to table a report on its activities to Council twice per year. This bi-annual report covers the Committee's work for the meetings held on 5 March, 4 June and 11 September 2026 and aligns with the Committee's Annual Work Plan in terms of the cyclical nature of its work.
2. The ARC must provide a copy of each report to the Chief Executive Officer for tabling at the next Council meeting.
3. The Chair of the ARC will attend the Councillor Briefing session held on 26 October 2026 to provide Councillors with an update and opportunity to ask questions and discuss matters of interest/relevance.

Background

4. Section 54(5) of the *Local Government Act* 2020 ('the Act') requires that the ARC tables a bi-annual report to Council.
5. The ARC plays an important role in providing oversight of Greater Dandenong City Council's governance, risk management, internal control practices, and internal and external audit functions. This oversight mechanism also serves to provide confidence in the integrity of these practices.
6. Section 53(1) of the Act stipulates that a Council must establish an ARC. The Greater Dandenong City Council's ARC comprises two Councillors and three independent members. The ARC meets at least four times per year.
7. This report covers the Committee's work for the meetings held on 5 March, 4 June and 11 September 2026 and aligns with the Committee's Annual Work Plan in terms of the cyclical nature of its work.
8. The report outlines the key activities carried out by the Committee during the period.

Key Issues and Discussion

10. The report recommends that Council notes the ARC Performance Report.

Governance Compliance

Human Resource Implications (consider Workforce Planning and Service Statements)

11. There are no human resource implications arising from the recommendation contained in this report. The activities of the Audit and Risk Committee are undertaken within existing staffing and resource arrangements.

Conflicts of Interest Disclosure

12. The Chair of the ARC and Council officers who prepared this report have no general or material conflict of interest to declare.

Operating Budget Implications

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

14. The sitting fees payable to independent members of the ARC are provided for within the Governance Department's operational budget.

Legal/Risk Implications

15. Pursuant to Sections 54(4) and (5) of the Act, the ARC is required to prepare a biannual ARC report describing the Committee's activities and provide a copy of both reports to the Chief Executive Officer for tabling at the next Council meeting.

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

16. 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

17. 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.

Greater Dandenong City Council

Audit and Risk Committee – Bi-annual Activity Report

October 2026

1. Role of the Audit and Risk Committee

The Audit and Risk Committee (ARC) is an independent committee of Council. Its purpose is to support and advise Council in fulfilling its responsibilities related to external financial and performance reporting, maintenance of strong and effective governance and control frameworks, management of key risks and Council's compliance with legislation and regulation. The ARC has a prime responsibility in overseeing and monitoring Council's various audit processes.

2. Independence

An independent ARC is a fundamental component of a strong corporate governance culture. Council's four Independent Committee members are independent of management and not involved in any operational decisions. Independent Committee members do not have any executive powers, management functions or delegated financial responsibilities.

3. Reporting Period of this Report

This report covers the ARC's activities from 1 February 2026 to 30 September 2026. During this period, the ARC met three times - on 5 March, 4 June and 11 September 2026 - in accordance with the ARC workplan. This report has been reviewed and approved by the Committee Chair.

4. Committee Charter

The ARC's Charter is set by Council and following recent review was presented to Council for approval in November 2025.

5. Committee Membership

Committee membership is comprised of five people appointed by Council, with two members being Councillors and four members being independent of Council. The independent members are required to have appropriate skill sets and experience as mandated in section 53 of the *Local Government Act 2020* (the Act). The Act also requires that there must be a majority of independent members and that an independent member must be Chair of the ARC. All members have full voting rights.

The independent members of the ARC appointed by Council during the reporting period were Michael Shatter (Chair), Suzanne Thoraval and Michael Shatter, Natalie

DRAFT

Macdonald and Ian Sargent. Council members are Mayor Sophie Tan, Cr Rhonda Garad and Cr Melinda Yim.

Mayor Tan remains on the Committee with Cr Garad continuing as Councillor Representative on the Committee until Cr Garad stood down from the Committee on 8 June 2026.

Cr Yim replaced Cr Garad and joined the Committed as Alternate Councillor member. A detailed induction was delivered by the ARC Chair to Cr Yim on 8 September 2026. Cr Yim attended her first meeting on Friday 11 September 2026.

6. Meeting Attendance

Member	5 March 2026	4 June 2026	11 September 2026
Michael Shatter (Chair)	Attended	Attended	Attended
Suzanne Thoraval	Attended	Attended	Attended
Natalie Macdonald	Attended	Attended	Attended
Ian Sargent	Attended	Attended	Attended
Mayor Sophie Tan	Attended (Remote)	Attended	Attended
Cr Rhonda Garad	Attended	Attended	Not Applicable
Cr Melinda Yim	Not Applicable	Not Applicable	Attended

7. Out of Session Meetings

At the request of the Chair, an out-of-session meeting was scheduled and held for the purpose of the ARC being briefed on the preparation and progress of the draft financial statements on 26 August 2026. This was welcomed by Council Officers and provided the opportunity for the ARC to be better informed on progress of the external audit and finalisation of the year-end financial statements. Due to the significant number of agenda items to be covered during the 11 September 2026 meeting, this provided the opportunity for detailed discussion and inquiries on year-end and financial statement matters. No decisions were made at this out-of-session meeting. The meeting was well received by all in attendance.

8. Internal Audit Activity and Reviews Conducted During the Reporting Period

Since the last Bi-annual Activity Report a tender process was conducted for the appointment of Council's internal auditor as the contract with the incumbent had come to its end. Following the tender process, which included input and participation from the ARC's member Ian Sargent, Grant Thornton was selected.

While Council receives copies of the ARC Minutes, it is appropriate for the Committee to summarise the internal audit reviews (conducted by the previous auditor (HLB Mann Judd) that have been conducted since the last Activity report to Council:

- Review of relevance, Veracity and Effectiveness of Outstanding Action Items;
- Review of GDCC Financial Controls;
- Review of GDCC Fleet Management;
- Review of DMPL Asset Maintenance Management Report;
- Review of Infringements Appeals Process;
- Development and endorsement of the Strategic Internal Audit Plan for 2026-2029;
- SEL Review of Cyber Security (The Essential 8) Report.

9. Conclusion

Taking the above meetings held, and the ARC activities conducted, the Committee is satisfied that it has fully discharged its responsibilities for the reporting period as set out in the Charter. The Committee believes that while Council has a strong control environment and prudent financial management practices are in place, there are still improvement opportunities available to Council toward attaining best practice results.

In the current environment of resource constraints and ongoing search for organization efficacy, the effective discharge of the Committee's Charter remains a critical governance process for Council.

Michael Shatter (Chair)
On behalf of the Audit and Risk Committee
Date: October 2026

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4.3.7 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 that were declared confidential under section 3(1) of the Local Government Act 2020 in Items 2, 3, 8 and 13 below remain 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 12 October 2026 – 26 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 12 October 2026 – 26 October 2026.

Matters Presented for Discussion

Item		Councillor Briefing Session/Pre-Council Meeting
1	***Draft Community Safety Strategy*** Council noted the Draft Community Safety Strategy 2027-30, which provides a coordinated, evidence-based approach to improving community safety outcomes and perceptions of safety across Greater Dandenong. Informed by extensive community and stakeholder engagement involving more than 4,000 interactions, the Strategy focuses on three key areas: Safe People, Safe Places and Safety Partnerships, and includes 19 actions to be delivered through collaboration with Victoria Police, government agencies and community partners. It was agreed that the Draft Strategy will be released for public consultation.	***Councillor Briefing Session (CBS) – 12 October 2026***
2	***DNA Contract Award & Procurement Update*** ***CONFIDENTIAL under s 3(1) of the Local Government Act 2020.***	***Councillor Briefing Session (CBS) – 12 October 2026***
3	***Core System Tender Process*** ***CONFIDENTIAL under s 3(1) of the Local Government Act 2020.***	***Councillor Briefing Session (CBS) – 12 October 2026***
4	***Community Consultation Process for 2027-2028 Budget and Annual Plan*** Council noted the draft proposed 2027-28 Budget and Annual Action Plan community consultation process. The process includes early engagement on community priorities, a Community Feedback Session for direct presentations to Councillors and final consultation on the draft documents. A mix of online and in-person engagement methods is proposed to maximise participation and ensure community input informs Council's budget priorities and service delivery decisions. The proposal aligns with Council's legislative obligations, Community Vision 2040 and Council Plan 2025-29, It was agreed that the draft documents will be released for public consultation.	***Councillor Briefing Session (CBS) – 12 October 2026***

5	***Councillor Representation for 2026/27*** Governance Officers sought confirmation of Councillor representation on committees, community organisations and associations, peak industry bodies and regional organisations prior to the annual meeting of Council.	***Councillor Briefing Session (CBS) – 12 October 2026***
6	***General Discussions*** Councillors and Council officers briefly discussed the following items: a. Update on Uplifting and Improvements to Customer Service Experience Portal and noted October is Cyber Security month; b. Library Services update; c. Reminder Waste and Cleanliness in Springvale community forum; d. Update on property and rating data – 58% increase in uptake digital rates notices and 21% payments being made digitally; e. Update on Multi Employee Bargaining arrangements; and f. Councillors nominating for the positions of Mayor or Deputy Mayor at the upcoming Annual Council Meeting are requested to provide a 3-minute video outlining their reasons for seeking the role and the contribution they would make if elected. Agenda items for the Council Meeting 19 October 2026.	***Councillor Briefing Session (CBS) – 12 October 2026***
7	***General Discussions*** Councillors and Council officers briefly discussed the following items: a. Update on Emergency Service Forum; b. Waste Forum Springvale; c. Update on Cyber Security Month; d. Update on Community Consultation for the 2027/28 Budget; e. Update on advocacy activities - State Election Candidates Survey and Website Profile; and f. Update on advocacy activities - State Election Candidates Survey and Website Profile. Agenda items for the Council Meeting 19 October 2026.	***Councillor Briefing Session (CBS) – 19 October 2026***
8	***Update on Nationwide PHP Vulnerabilities*** ***CONFIDENTIAL under s 3(1) of the Local Government Act 2020.***	***Councillor Briefing Session (CBS) – 26 October 2026***
9	***ARC Committee Chair – Biannual Report*** Michael Shatter ARC Chair Presented the Committees Biannual Report outlining the key activities of the committee for the period 1 February 2026 – 30 September 2026.	***Councillor Briefing Session (CBS) – 26 October 2026***

10	***Springvale Parking Overlay Removal*** Councillors were updated on the State Governments proposal to undertake a planning scheme amendment to delete the Springvale Activity Centre-Core Retail West Precinct Parking Overlay in the Greater Dandenong Planning Scheme as it no longer achieves the objective it was originally gazetted for in 2010.	***Councillor Briefing Session (CBS) – 26 October 2026***
11	***Taylors Road Landfill – Proposed New Landfill Cell*** Councillors were provided with an overview of the Development Licence Application submitted to the EPA by the owner of the Taylors Road Landfill for the purpose of a proposed new landfill cell (Cell 21). Officers are recommending that Council submit an objection to the development that focuses on its long-adopted position of advocating for the closure of this landfill at the earliest opportunity.	***Councillor Briefing Session (CBS) – 26 October 2026***
12	***Economy & Place Strategy Final Draft for Endorsement (phase 2 engagement)*** Councillors were provided an overview of the Greater Dandenong Economy and Place Strategy in preparation for Community Consultation. The Strategy establishes a 10 year vision and a 5 year stage 1 implementation plan on how Council will direct effort, advocacy, partnerships and investment.	***Councillor Briefing Session (CBS) – 26 October 2026***
13	***Native Title Update*** ***CONFIDENTIAL under s 3(1) of the Local Government Act 2020.***	***Councillor Briefing Session (CBS) – 26 October 2026***

14	***Councillor Personal Development*** Councillors were briefed on the forthcoming Model Governance Rules arising from the Local Government Legislation Amendment (Stronger Communities) Act 2026 and discussed a review of Council's current Governance Rules to assess alignment with the requirements and controls contained within the Model Governance Rules.	***Councillor Briefing Session (CBS) – 26 October 2026***
15	***General Discussion*** Councillors and Council officers briefly discussed the following item: a. Council has been formally notified by the ASU that a stop-work meeting will be held in November. Councillors will continue to be updated on negotiations as they progress. Agenda items for the Council Meeting 26 October 2026.	***Councillor Briefing Session (CBS) – 26 October 2026***

Apologies

5. Councillor Sophie Tan, Councillor Loi Truong and Councillor Melinda Yim submitted apologies for the Councillor Briefing Session on 12 October 2026.
6. Councillor Melinda Yim submitted an apology for the Pre-Council Meeting on 19 October 2026.
7. Councillor Melinda Yim and Councillor Lana Formoso submitted apologies for the Councillor Briefing Session on 26 October 2026.

Legislative and Policy Obligations

8. 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.
9. 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.

4.3.8 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 [**4.3.8.1** - 2 pages]

Officer Recommendation

That the listed items for the period 5 October 2026 to 31 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 5 October 2026 to 31 October 2026.

Objective
CONNECTED. COLLABORATIVE. COMMUNITY.

Correspondences addressed to the Mayor and Councillors received between 05/10/2026 - 31/10/2026 - for officer action - total = 5

Correspondence Name	Correspondence Dated	Date Record Created	Objective ID	User Assigned
A letter from The Hon Tim Richardson MP, Minister for Local Government, advising of funding allocation under the 2026–27 Premiers' Reading Challenge Book Fund to support Council library services.	14-Oct-26	14-oct-266	fA408078	Mayor & Councillors Office
An email from Emma Coates on behalf of Tim Richardson MP requesting Council investigate traffic speed and road safety concerns on Chi Avenue, Keysborough near Sirius College.	27-Oct-26	27-Oct-26	fA409771	Mayor & Councillors Office
An email from the Office of Tim Richardson requesting Council inspect and undertake any necessary repairs to a pothole on Riverend Road following a constituent report	27-Oct-26	27-Oct-26	fA409772	Mayor & Councillors Office
An email from Uncle Mark Brown, Founder of Dreaming Spirit, seeking Council support and collaboration opportunities to establish a Bunurong-led cultural, arts and community hub in Greater Dandenong.	6-Oct-26	7-Oct-26	fA407384	Mayor & Councillors Office
An email from Don MacDowall seeking information on the location and status of the Springvale Scouting Time Capsule ahead of the centenary of Springvale Scouting.	14-Oct-26	19-Oct-26	fA408081	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 05/10/2026 - 31/10/2026 for information only total = 6

Correspondence Name	Correspondence Dated	Date Record Created	Objective ID	User Assigned
A letter from David Gonski AC, Chair of the Conference Advisory Board for the 2026 Local Government Summit Against Antisemitism and for Social Cohesion, inviting councils and community leaders to attend the national summit on combating antisemitism and strengthening social cohesion.	23-Sep-26	27-Nov-26	A14192966	Mayor & Councillors Office
Councillor Working with Children Check (WCC) expiry notification	9-Oct-26	10-Oct-26	A14199103	Mayor & Councillors Office
An email from Melissa Hamilton, community member, calling on federal, state and local government representatives to introduce regulatory reforms requiring data centres to disclose and manage their water consumption, waste generation and environmental impacts	20-Oct-26	20-Oct-26	A14229617	Mayor & Councillors Office
An email from Campaspe Shire Council announcing the election of Cr Jessica Mitchell as Mayor and Cr Daniel Mackrell as Deputy Mayor for the 2026/27 term, and providing their contact details for council enquiries.	28-Oct-26	28-Oct-26	A14255498	Mayor & Councillors Office
An email from Moonee Valley City Council notifying Victorian councils of the election of Cr Fran Cosgriff as Mayor and Cr Ava Adams as Deputy Mayor for the 2026–27 council year.	10/30/2026	10/30/2026	A14264831	Mayor & Councillors Office
An email from Rachel Noel, Belvedere Aged Care, seeking engagement with Greater Dandenong Council and inviting Councillors to discuss and tour the proposed aged care redevelopment ahead of Council consideration of the project.	10/30/2026	10/30/2026	A14265222	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

Nil.

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