Greater Dandenong City Council

Proposed Council Plan 2025–29

(Including the Municipal Public Health and Wellbeing Plan)

GREATER DANDENONG
City of Opportunity

Acknowledgement of Country

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

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

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

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

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Message from the Mayor and Councillors

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

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

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

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

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

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

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

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

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

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

Greater Dandenong Mayor, Councillor Jim Memeti.

WELCOME

Community Vision

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

Vision for 2040

The City of Greater Dandenong is a home to all. It's a city where you can enjoy and embrace life through celebration and equal opportunity!

We harmonise the community by valuing multiculturalism and the individual. Our community is healthy, vibrant, innovative and creative.

Our growing city is committed to environmental sustainability.

Welcome to our exciting and peaceful community

Principles

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

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

Community Profile

Housing

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

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

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

(Source: Census ABS 2021)

Languages spoken

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

14.2% have limited fluency in spoken English

(Source: Census ABS 2021)

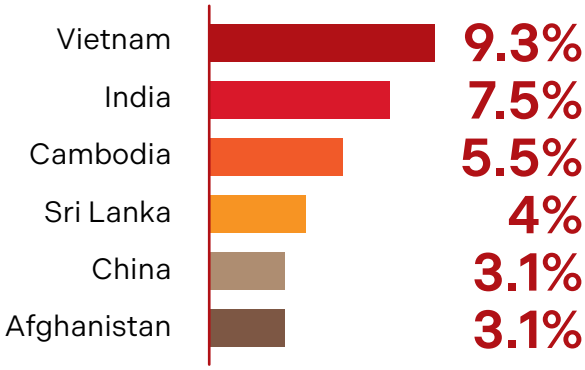
Disability

7.7% of people are living with a disability

(Source: Census ABS 2021)

Country of birth

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



(Source: Census ABS 2021)

Employment

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

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

(Source: Remplan)

Population

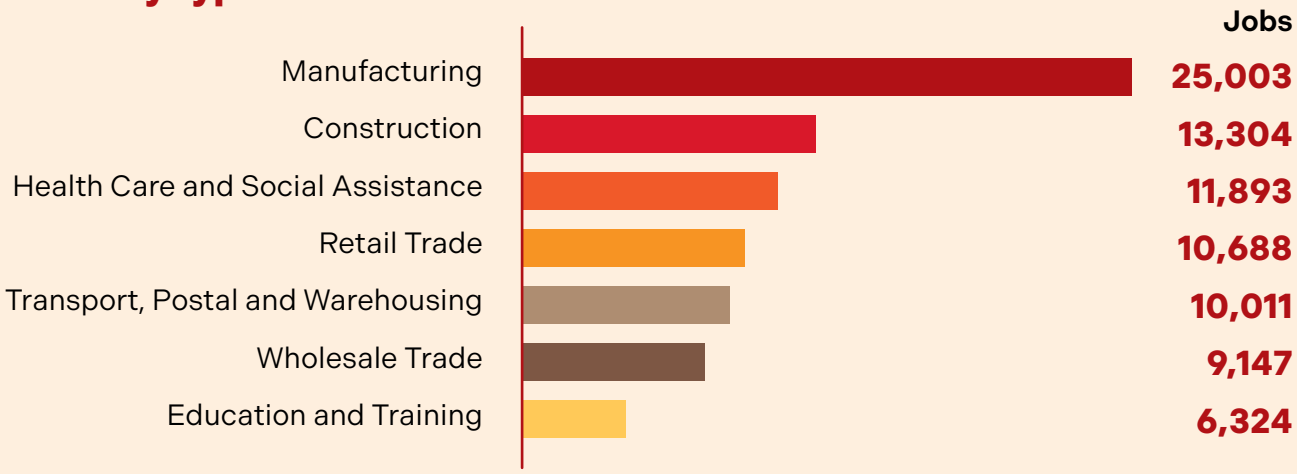
167,000 residents

(Source: ABS 2023)

615 residents are of Aboriginal and Torres Strait Islander heritage

(Source: Census ABS 2021)

Industry type



(Source: Remplan)

Education

44.2% of residents 15+ hold a higher education qualification

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

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

(Source: Census ABS 2021)

Infrastructure

35 sports reserves

5 leisure facilities

235 parks and land reserves totalling 555 hectares of open space

61 bushland areas

1,151km of footpaths

Health and wellbeing

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

17% are obese

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

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

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

(Source: 2023 Population Health Survey)

Council

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

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

Councillors

Mayor, Cr Jim Memeti
Dandenong Ward

Deputy Mayor, Cr Sophie Tan
Noble Park Ward

Cr Phillip Danh
Yarraman Ward

Cr Isabella Do
Keysborough South Ward

Cr Lana Formoso
Noble Park North Ward

Cr Rhonda Garad
Cleeland Ward

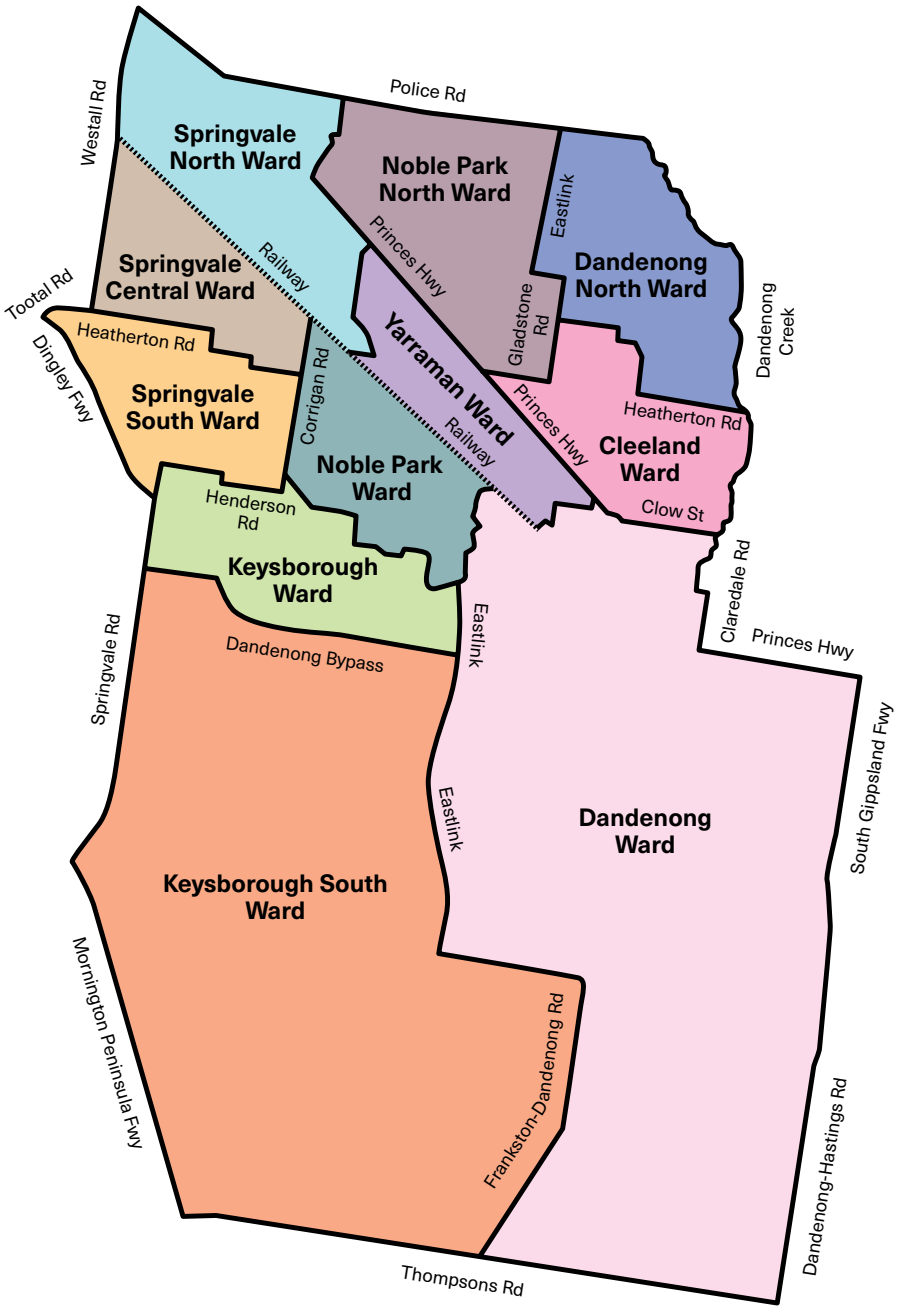
Cr Bob Milkovic
Dandenong North Ward

Cr Sean O'Reilly
Springvale North Ward

Cr Alice Phuong Le
Springvale Central Ward

Cr Loi Truong
Springvale South Ward

Cr Melinda Yim
Keysborough Ward



Challenges

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

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

Local Government Challenges

Rising costs
Reviewing our services and identifying where we may be able to save money and increase the efficiency of what we do.

Community expectations
Providing authentic, accessible consultations for our community to influence programs and projects.

Staff attraction and retention
Supporting our people and creating a positive, high performing culture.

Limited alternative revenue streams
Increasing our advocacy to the State and Federal Government to provide funding for important projects such as the Dandenong Wellbeing Centre and housing projects.

Ageing assets
Reviewing our assets and their utilisation and committing to renewal and maintenance in critical areas.

Adequate trees and open space
Increasing our tree canopy cover and planting additional trees each year to reduce the impact of climate change.

Services and Infrastructure Priorities

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

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

Key services delivered by Council include:

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

Advocacy

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

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

The advocacy framework aims to:

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

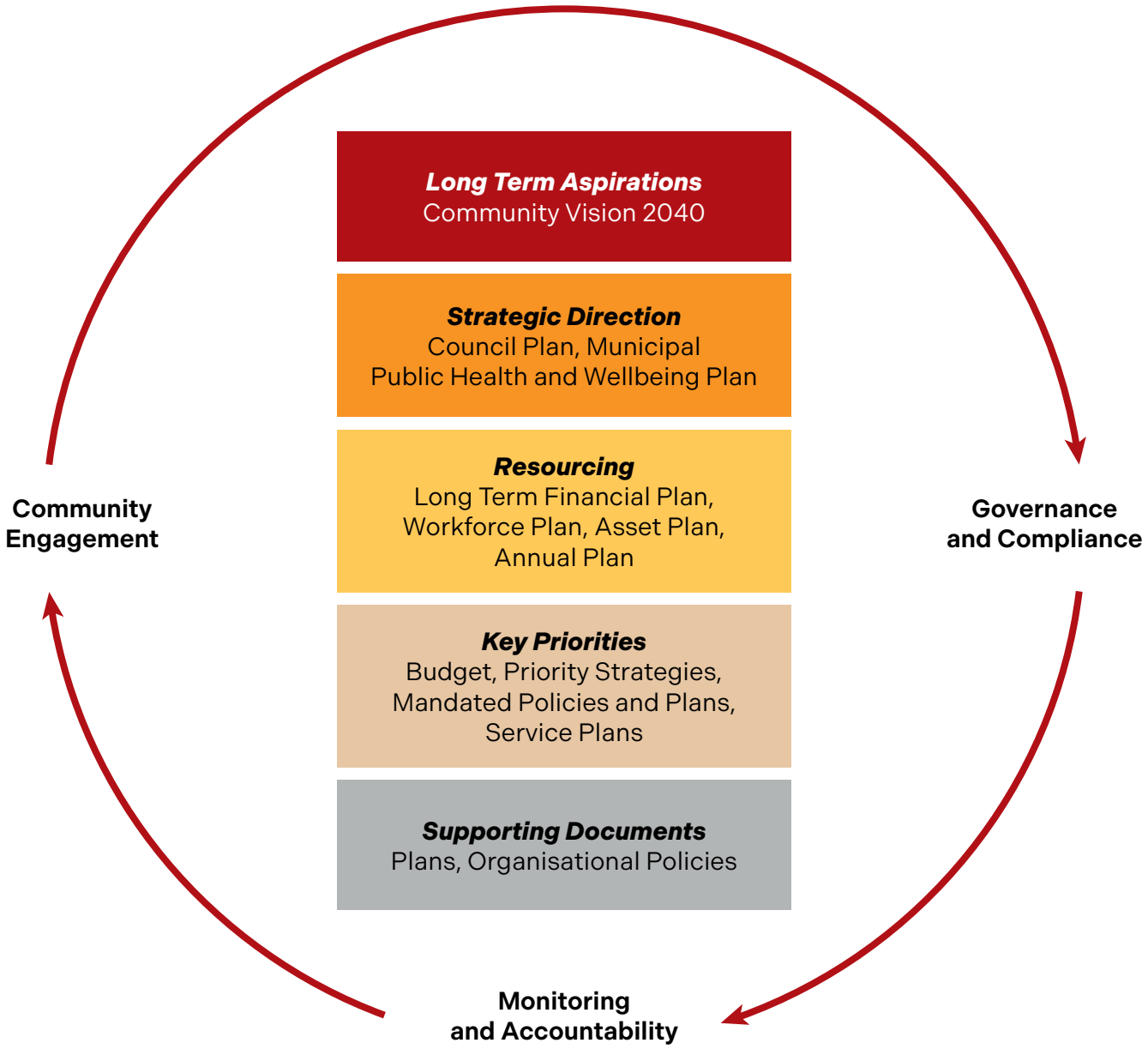
Partnerships

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

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

Integrated Planning Framework

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



How was this plan developed?

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

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

Broad Consultation

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

3,382 people participated

109 community conversations were held with over 1,500 participants

54 businesses participated in the online survey

9 pop-up events were held

311 people completed the online survey

Key Themes

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

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

Greater Dandenong Community Panel

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

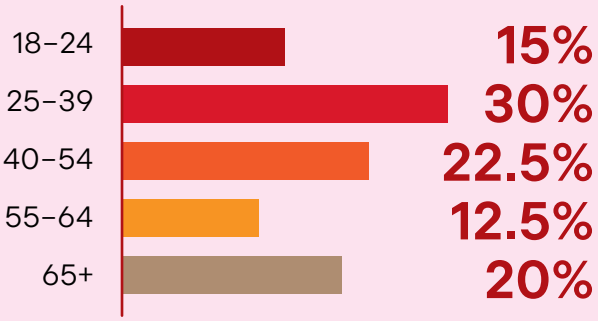
The panel members chosen were representative of our broader community in a number of key demographic areas:

Gender

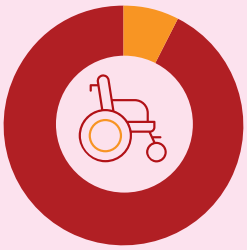
50% Male **50%** Female

0% Non-binary or other

Age



Disability



7.5% Yes

92.5% No

Business Owner

25% Yes

75% No

Housing Status

62.5% Home owner

35% Private rental

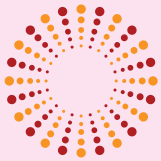
2.5% Public housing

Born Overseas?

65% Yes

35% No

Aboriginal or Torres Strait Islander



0% Yes

100% No

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

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

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

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

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

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Our Health and Wellbeing Priorities

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

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

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

Health and Wellbeing Priorities

Physical health
Improving access to health information and service awareness, including increasing healthy eating and food security, injury prevention and reducing harmful tobacco/vaping and other drug use.

Active living
Increasing participation in physical activity opportunities, including access to parks, playgrounds and open spaces.

Social connection and wellbeing
Improving mental wellbeing and a sense of community, including liveability and health promoting public spaces as well as community connection and events.

Climate change and health
Increasing community resilience and the health co-benefits of adapting to the impacts of climate change.

Community safety
Preventing all forms of violence and improving safety in a respectful, diverse and cohesive community.

Understanding our Health and Wellbeing

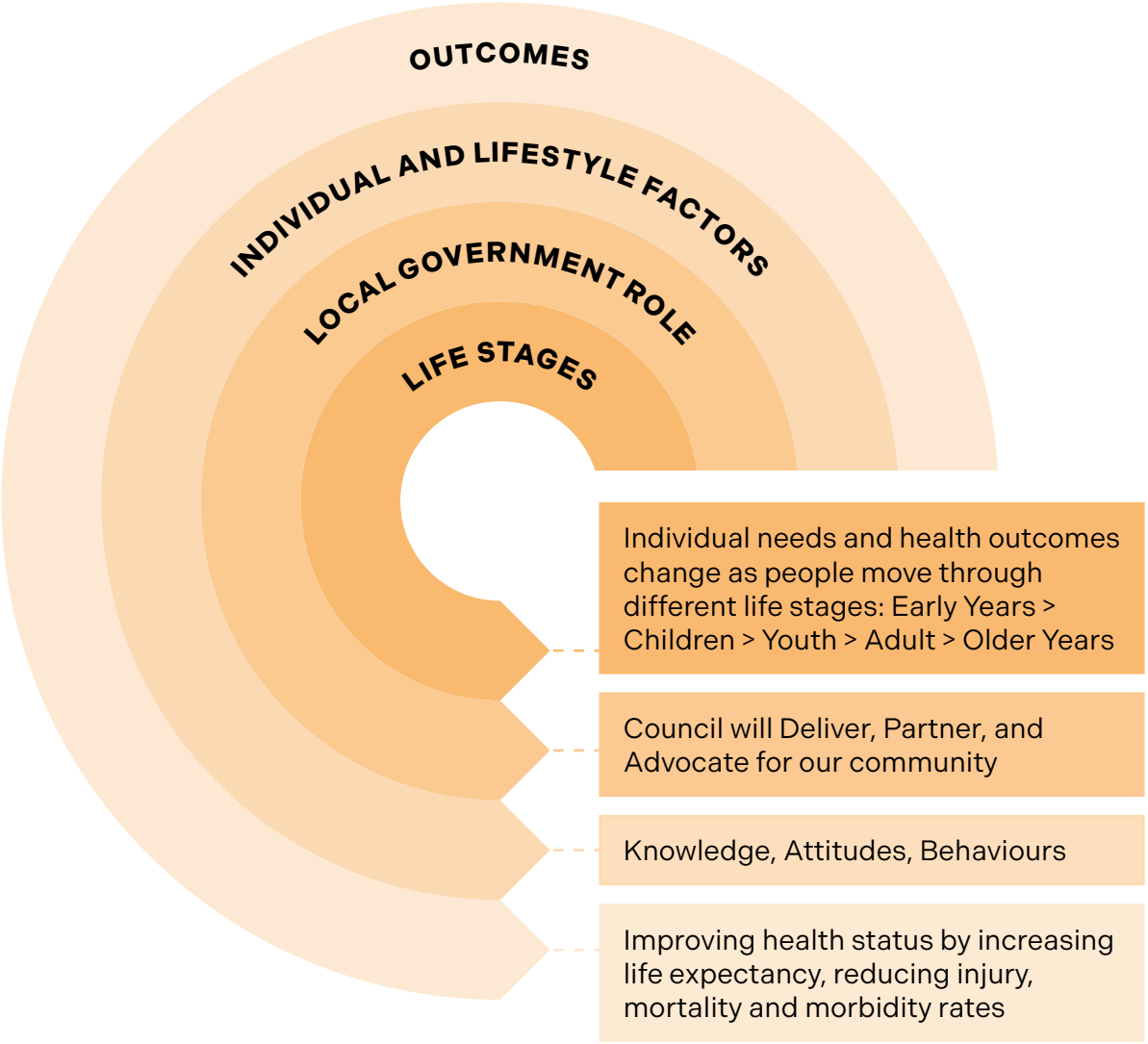
Our Council takes a people centred and place-based approach to improving health and wellbeing and meeting the needs of our community.

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

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

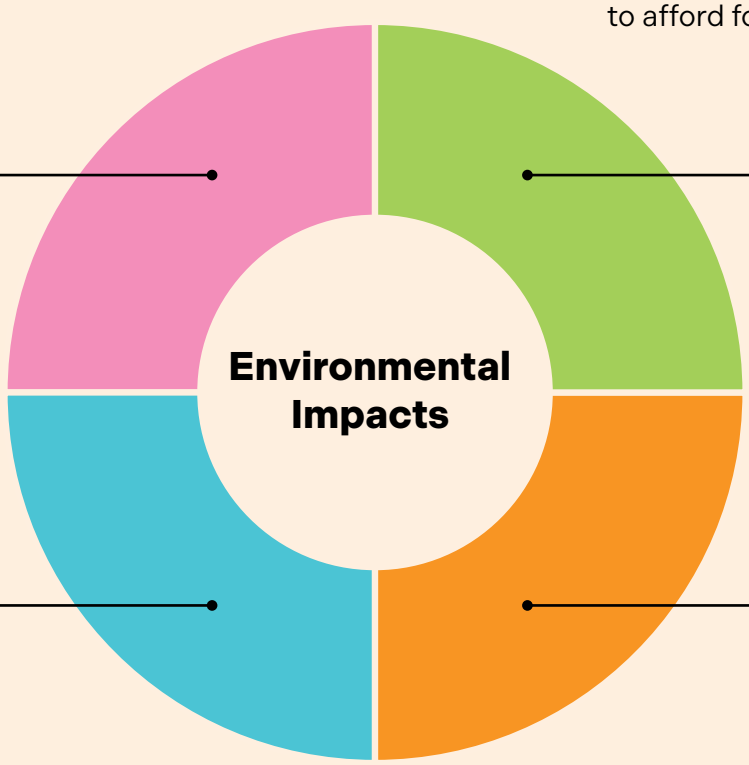
Local government is well positioned to directly influence many of these factors with a focus on equity for areas and population groups experiencing health inequalities.

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



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

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



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

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

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

Our commitment to tackling Climate Change

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

Climate Change – striving for a resilient low carbon City

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

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

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

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

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

Whilst Greater Dandenong City Council can influence climate related outcomes, we cannot tackle it alone. When compared to the Federal and State governments, local Councils have relatively limited levers of control and resources, however we all have a role to play in responding to the global Climate and Ecological Emergency.

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

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

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

This has been achieved through:

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

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

Leadership and Governance

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

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

Community Wellbeing and Culture

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

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

Business and Economy

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

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

Waste and Resources

Goal: A city of low waste through efficient resource use

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

Biodiversity and Open Space

Goal: A city that is cool and green

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

Transport and Movement

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

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

Assets, Infrastructure and Land Development

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

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

Energy and Buildings

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

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

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plants and anim

Our Plan for 2025–29

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

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

How to read this part of the plan

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

Health and Wellbeing Icons

Active living

Social connection and wellbeing

Physical health

Community safety

Climate change and health

How will we report to our community on the plan?

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

Strategic Objective 1:

A socially connected, safe and healthy city

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

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

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Strategic Objective 2:

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

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

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

Strategic Objective 3:

A city of accessible, vibrant centres and places

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

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

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

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

Strategic Objective 4:

A green city committed to a sustainable future

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

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

Active living Social connection and wellbeing Physical health

Community safety Climate change and health

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Strategic Objective 5:

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

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

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Strategic Objective 6:

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

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

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

Community Outcome	Priority	Measure	Council's Role ■ Advocate ● Deliver ◆ Partner ▲ Regulate
We provide easy access to services for our community	Improve the customer experience by making it easy for the community to engage with Council	Rate of First Contact Resolution through our call centre (% and increase year on year) How easy was it to deal with Council (*Community Satisfaction Survey*) Overall satisfaction with the customer service experience (*Community Satisfaction Survey*)	●
	Invest in smarter technologies to create a digitally enabled future that meets community needs, enhances services, and improves resource management	Decrease in time taken to issue business permits Increase in the use of Snap Send Solve	●

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