



# Introduction

In 2017 Greater Dandenong Council, in partnership with its community, created a new Council Plan which highlights Council's six strategic objectives for 2017-21:

- 1** A vibrant, connected and safe community
- 2** A creative city that respects and embraces its diversity
- 3** A healthy, liveable and sustainable city
- 4** A city planned for the future
- 5** A diverse and growing economy
- 6** An open and effective Council

Council believes a shared vision is the most effective way to ensure Council and the community achieve the best for the City of Greater Dandenong during the lifetime of the plan.

In order to deliver on these strategic objectives Council must develop an Annual Plan which details the activities

and major works which will occur across the city. These plans are developed in line with the community's priorities and Council's available financial, physical and human resources.

Each year Councillors and senior management teams across the organisation review their activities, identify key areas of focus and create actions which align with the annual budget and the community's vision for the future.

In 2019-20 Council will continue to focus on connecting with the community, celebrating our vibrancy and diversity and improving health and wellbeing. This will be achieved through the delivery of a rich array of festivals and events including a Disability Expo to promote opportunities for sport and physical activity and a new Sports and Active Recreation Strategy.

Sustainability is also a key priority. This year we will be implementing actions from the Urban Forest Strategy, rolling out new waste education programs and presenting the new draft Climate Change Strategy. The implementation of various master plans including Ross Reserve and the All Abilities Playground and Stage 2 of the Frederick Wachter Reserve Master Plan will also be actioned.

Another key focus for the coming year will be providing support to the people in our community who need it the most. Vulnerable families will receive additional assistance through an expanded Maternal and Child Health program, a new Youth and Family Plan will be developed and new immunisation initiatives introduced.

Employment opportunities will be enhanced for disadvantaged and long-term jobseekers through the One Percent Project. Transport will be on the agenda again with the Public Transport Advocacy Statement, as well as new pedestrian and cycling infrastructure.

Council is committed to being transparent and accountable in the delivery of this plan and providing opportunities for the community to not only participate in decision making but to provide feedback on Council's effectiveness. In line with this we will be increasing opportunities for volunteering and implementing a revised Community Engagement Framework which will guide how we engage and consult with the community.

The year ahead promises to be another exciting and productive one and we look forward to seeing the actions outlined in this plan come to fruition.



A handwritten signature in black ink that reads "Roz Blades". The signature is written in a cursive, flowing style.

**Cr Roz Blades AM**  
Mayor

# Strategic Objective 1:

## A vibrant, connected and safe community



What we hope to achieve	2019-20 Actions	Timeframe/Deadline	Responsibility
A safe community	<ul style="list-style-type: none"> <li>Review the Youth Strategy 2016-19 and develop a new Youth and Family Plan</li> </ul>	June 2020	Community Wellbeing
	<ul style="list-style-type: none"> <li>Deliver support services for vulnerable families, including those experiencing, or at risk of, family violence</li> </ul>	June 2020	Community Wellbeing
	<ul style="list-style-type: none"> <li>Establish additional working groups to focus on the implementation of actions from the Community Safety Plan 2015-22</li> </ul>	June 2020	Community Development, Sport and Recreation
	<ul style="list-style-type: none"> <li>In association with RoadSafe South east, continue to advocate for and promote the implementation of programs that address road laws and highlight the impact that alcohol and drugs (legal and illegal), fatigue, speed, hoon behaviour and distractions have on driving abilities</li> </ul>	June 2020	Transport and Civil Development
	<ul style="list-style-type: none"> <li>Assist Victoria Police with targeted enforcement of speeding and hoon behaviour, through ongoing liaison and data provision</li> </ul>	June 2020	Transport and Civil Development
	<ul style="list-style-type: none"> <li>Provide ongoing funds for local road safety treatments to address priority locations, where the greatest road safety risks are identified (via Council's Local Area Traffic Management prioritisation program)</li> </ul>	June 2020	Transport and Civil Development
	<ul style="list-style-type: none"> <li>Implement the Domestic Animal Management Plan 2017-20</li> </ul>	June 2020	Regulatory Services
	<ul style="list-style-type: none"> <li>Maintain the Safe City CCTV system in accordance with specified performance standards</li> </ul>	June 2020	Regulatory Services
	<ul style="list-style-type: none"> <li>Host the 2019 Walk Against Family Violence</li> </ul>	November 2019	People and Procurement
	<ul style="list-style-type: none"> <li>Review the Municipal Emergency Management Plan as part of ongoing continuous improvement activities</li> </ul>	June 2020	City Improvement Services
	<ul style="list-style-type: none"> <li>Maintain eSmart Libraries accreditation to equip libraries and connect communities with the skills needed for smart, safe and responsive use of technology</li> </ul>	June 2020	Community Arts, Culture and Libraries



## Strategic Objective 1:

### A vibrant, connected and safe community (continued)

<b>What we hope to achieve</b>	<b>2019-20 Actions</b>	<b>Timeframe/Deadline</b>	<b>Responsibility</b>
A city with high community participation	• Investigate the gaps and demand for alternative sporting and physical activity opportunities in the City of Greater Dandenong to inform the new Sports and Active Recreation Strategy	June 2020	Community Development, Sport and Recreation
	• Implement female physical activities and sporting opportunities as part of the 'Make Your Move' initiative	June 2020	Community Development, Sport and Recreation
	• Manage the new permanent Pop Up Park (constructed by Development Victoria)	June 2020	Activity Centres Revitalisation
	• Deliver initiatives which enhance the employment capability of young people	June 2020	Community Wellbeing
	• Support young people to participate in civic and community activities which enhance leadership and personal development	June 2020	Community Wellbeing
	• Increase opportunities for volunteering across different programs of Council and through the Greater Dandenong Volunteer Resource Service	June 2020	Community Development, Sport and Recreation
	• Develop and deliver a program of festivals and events across the City that are accessible and inclusive, financially and environmentally sustainable and contribute to the creativity and vibrancy of Greater Dandenong	June 2020	Community Arts, Culture and Libraries
	• Implement the new Community Partnership and Sponsorship Funding Program and review the Community Support and Response Grants policy	June 2020	Community Development, Sport and Recreation

## Strategic Objective 1:

### A vibrant, connected and safe community (continued)



What we hope to achieve	2019-20 Actions	Timeframe/Deadline	Responsibility
A well informed and connected community with improved health and wellbeing	<ul style="list-style-type: none"> <li>In conjunction with Monash Health work with clubs to ensure the provision of healthy club environments through the implementation of programs such as the responsible service of alcohol, healthy eating and the promotion of smoke free environments</li> </ul>	June 2020	Community Development, Sport and Recreation
	<ul style="list-style-type: none"> <li>Review the Reconciliation Action Plan 2017-19 and develop a new four year Action Plan</li> </ul>	June 2020	Community Development, Sport and Recreation
	<ul style="list-style-type: none"> <li>Maintain food safety – inspect all registered food premises annually and report outcomes</li> </ul>	June 2020	Regulatory Services
	<ul style="list-style-type: none"> <li>Maintain food safety and public health standards – interact with other local authorities, Environmental Health Professionals Australia (EHPA), Municipal Association of Victoria (MAV), and State Government departments</li> </ul>	June 2020	Regulatory Services
	<ul style="list-style-type: none"> <li>Report on services and initiatives targeting vulnerable people in the community who may be at risk of being unimmunised or under immunised</li> </ul>	June 2020	Community Wellbeing
	<ul style="list-style-type: none"> <li>Monitor adolescent immunisation rates and report on the number of adolescents immunised according to the National Immunisation Program (NIP) Secondary School Program</li> </ul>	June 2020	Community Wellbeing
	<ul style="list-style-type: none"> <li>Monitor immunisation rates and report on the number of children and adolescents under 20 years of age immunised according to the National Immunisation Program (NIP)</li> </ul>	June 2020	Community Wellbeing
	<ul style="list-style-type: none"> <li>Support vulnerable families and children through the delivery of the expanded Enhanced Maternal and Child Health Program</li> </ul>	June 2020	Community Wellbeing
Enhanced partnerships with agencies and stakeholder groups to deliver quality services	<ul style="list-style-type: none"> <li>Assist organisations, funded through the existing Partnership Funding Program, transition to the new grant programs</li> </ul>	June 2020	Community Development, Sport and Recreation
	<ul style="list-style-type: none"> <li>Work with key stakeholders to develop an improved Community Transport Program for older frail residents and residents with a disability to foster greater social connectedness and health and wellbeing</li> </ul>	June 2020	Community Care



## Strategic Objective 2:

### A creative city that respects and embraces its diversity

What we hope to achieve	2019-20 Actions	Timeframe/Deadline	Responsibility
A harmonious community that celebrates diversity	• Deliver the Home exhibition and program that features artists from refugee backgrounds including people seeking asylum	June 2020	Community Arts, Culture and Libraries
	• Provide support and guidance to community organised festivals, events and cultural celebrations	June 2020	Community Arts, Culture and Libraries
	• Implement Year Two of the Greater Dandenong People Seeking Asylum and Refugee Action Plan 2018-21	June 2020	Community Development, Sport and Recreation
	• Continue to review and implement approaches for LGBTQI inclusion in Council programs and services	June 2020	Community Development, Sport and Recreation
Increased participation in creative and cultural activities	• Host the 2019 Children's Forum	December 2019	Community Wellbeing
	• Implement Year Four actions of the Greater Dandenong Arts and Cultural Heritage Strategy 2016-26	June 2020	Community Arts, Culture and Libraries
	• Provide 20 community arts participation opportunities for artists, residents and businesses through performance and exhibition programs and other projects	June 2020	Community Arts, Culture and Libraries
	• Deliver at least 12 arts and cultural heritage exhibitions and supporting programs annually through cultural facilities	June 2020	Community Arts, Culture and Libraries
	• Promote and support artists locally through engagement, networking, residency and development activities	June 2020	Community Arts, Culture and Libraries
	• Promote greater artist engagement through The Drum's programs, performances and workshops	June 2020	Community Arts, Culture and Libraries
	• Present a season of professional performances consisting of varied genres for the Encore seniors program, family and children's program as well as general programming with broad appeal	June 2020	Community Arts, Culture and Libraries
	• Enhance Council's ability to store and protect its heritage collection	June 2020	Community Arts, Culture and Libraries
	• Publish and launch The History of the City of Greater Dandenong (1994-2019)	June 2020	Community Arts, Culture and Libraries
	• Deliver the 2019 Short Cuts Film Festival	June 2020	Community Arts, Culture and Libraries
A city well known for working together with its community	• Host a Disability Expo to promote opportunities for engagement in sport and physical activity	June 2020	Community Development, Sport and Recreation
	• Continue to prototype collective impact grant program	June 2020	Community Development, Sport and Recreation
	• Implement Year Three actions of the Disability Action Plan 2017-23	June 2020	Community Care
	• Implement Year Three actions of the Positive Ageing Strategy 2017-23	June 2020	Community Care
	• Monitor and analyse the recommendations of the Aged Care Quality and Safety Royal Commission to advise Council of the possible impacts for older residents of Greater Dandenong into the future	June 2020	Community Care

## Strategic Objective 3: A healthy, liveable and sustainable city



What we hope to achieve	2019-20 Actions	Timeframe/Deadline	Responsibility
A city that delivers a clean and healthy environment for people to enjoy	• Commence the development of the Urban Forest Strategy	June 2020	Planning and Design
	• Undertake the annual Sustainability Festival and awards	June 2020	Planning and Design
	• Monitor materials recycling and green waste processing sites across the municipality	June 2020	Regulatory Services
	• Develop and deliver a 2019-20 Waste Education Program	June 2020	Infrastructure Services and Planning
	• Implement Year Two of the Urban Tree Strategy 2018-23	June 2020	Infrastructure Services and Planning
	• Investigate, in conjunction with the Metropolitan Waste and Resource Recovery Group, and report on alternate waste treatments to increase resource recovery and remove the reliance on landfill	June 2020	Infrastructure Services and Planning
	• Implement Year Five of the Urban Waste and Litter Strategy 2015-20	June 2020	Infrastructure Services and Planning
	• Implement Year Four of the Greater Dandenong Sustainability Strategy 2016-30	June 2020	Planning
	• Implement Year Five actions of the Greater Dandenong Green Wedge Management Plan 2015-35	June 2020	Planning and Design
	• Finalise the approach for a Community Environment/Sustainability Centre	June 2020	Planning and Design
A city that prepares for climate change	• Finalise and implement the Greater Dandenong Plastics Policy	June 2020	Planning and Design
	• Develop the draft Climate Change Strategy	June 2020	Planning and Design
A network of quality parks, reserves and sportsgrounds	• Publish the annual report on the Sustainability Strategy	June 2020	Planning and Design
Infrastructure that supports people and business	• Undertake Dandenong Park improvements as per the Dandenong Park Masterplan 2017	June 2020	City Improvement Services
	• Implement the Active Transport Infrastructure Priority Program improving pedestrian and cycling infrastructure	June 2020	Transport and Civil Development
	• Develop a policy framework for increased social activity on local streets, for example street parties and temporary playgrounds	June 2020	Transport and Civil Development
	• Deliver Council's Capital Works Program	June 2020	City Improvement Services
	• Undertake the major stormwater renewal projects program	June 2020	City Improvement Services
A range of quality streetscapes and public places that build pride	• Undertake the road resurfacing program	June 2020	City Improvement Services
	• Deliver Graffiti Clean Up Day	June 2020	Regulatory Services



## Strategic Objective 4: A city planned for the future

What we hope to achieve	2019-20 Actions	Timeframe/Deadline	Responsibility
An adequate supply of residential, commercial and industrial development	• Support the organisation's town planning activities by dealing with department referrals in a timely manner, in compliance with the Subdivision Act	June 2020	Transport and Civil Development
	• Develop the Sandown Master Plan in conjunction with the Victorian Planning Authority and Melbourne Racing Club	June 2020	Planning and Design Planning and Design
	• Translate the existing Local Planning Policy Framework and Municipal Strategic Statement to the Planning Policy Framework in conjunction with DEWLP	June 2020	
Revitalised activity centres	• Redevelop the Masonic Hall Art Gallery	June 2020	Activity Centres Revitalisation
	• Implement staged delivery of the Springvale Boulevard project	June 2020	Activity Centres Revitalisation
	• Implement the Indian Cultural Precinct Framework	June 2020	Activity Centres Revitalisation
	• Monitor the 10 year Infrastructure Plan for the Activity Centres	June 2020	Activity Centres Revitalisation
	• Monitor, implement and promote Activity Centre parking changes	June 2020	Activity Centres Revitalisation
	• Advocate for phase two of the Revitalising Central Dandenong project	June 2020	Activity Centres Revitalisation
	• Implement staged delivery of the Afghan Bazaar Cultural Precinct streetscape	June 2020	Activity Centres Revitalisation
	• Complete the Planning Scheme Amendments for Springvale and Noble Park Activity Centre Structure Plans in preparation for public exhibition	June 2020	Planning and Design
Assets planned to meet future community needs	• Finalise the C182 (Residential Zones Review) Part 2	June 2020	Planning and Design
	• Review and implement the Municipal Early Years Infrastructure Plan	June 2020	Community Wellbeing
	• Launch the Public Transport Advocacy Statement and advocate in accordance with the Statement	June 2020	Transport and Civil Development
	• Finalise a Multi Modal Transport Infrastructure Plan for Dandenong Activity Centre	December 2019	Transport and Civil Development
	• Develop a Multi Modal Transport Infrastructure Plan for Noble Park Activity Centre	June 2020	Transport and Civil Development
	• Deliver the second part of stage two of the Springvale Community Precinct project including the construction of the Springvale Community Hub and Library	June 2020	City Improvement Services
	• Finalise the acquisition of land for the Keysborough South Community Hub and undertake detailed design works for the facility	June 2020	Community Wellbeing
	• Continue advocacy for the proposed 'Team 11' stadium in central Dandenong and an A League team for Dandenong and the south east	June 2020	Greater Dandenong Business Executive
Quality public open space provided across the city	• Finalise the Aquatic Strategy and commence implementation of priority actions, including detailed planning for the replacement of Dandenong Oasis and expansion of NPAC	June 2020	Community Services
	• Complete the revised Open Space Strategy	June 2020	Planning and Design
Increased sustainability of residential, commercial, industrial and Council developments	• Implement Open Space Acquisition Targets	June 2020	Planning and Design
	• Meet with social housing providers to investigate and facilitate local opportunities	June 2020	Community Development, Sport and Recreation



## Strategic Objective 5: A diverse and growing economy



What we hope to achieve	2019-20 Actions	Timeframe/Deadline	Responsibility
A city that supports the economic contribution, strength and diversity of its industries	• Deliver a minimum of eight events as part of a small business workshop series	June 2020	Economic Development
	• Deliver a minimum of five food manufacturers collaborative network events	June 2020	Economic Development
	• Host the annual Real Estate and Developer Forum	June 2020	Economic Development
	• Develop an Activity Centre's investment prospectus	June 2020	Activity Centres Revitalisation
A tourist destination attracting new visitors	• Implement a visitor attraction marketing program to attract visitors and keep local residents aware of activities and events	June 2020	Economic Development
	• Host 15 cultural and food tour across Dandenong and Springvale	June 2020	Economic Development
A resilient employment hub	• Publish four editions of 'Talking Business' magazine and relevant e-newsletters	June 2020	Economic Development
	• Deliver a key event for secondary school students that promotes diversity of career opportunities	June 2020	South East Business Networks (SEBN)
	• Oversee and implement the One Percent project and focus on continuing to develop the capacity of the disadvantaged/disengaged jobseekers in our community	June 2020	SEBN
A great place for business	• Host the CGD-industry "Take a Swing" golf day event to raise funds in support of local charities	June 2020	SEBN
	• Monitor and report the number of network activities conducted with a target of 50	June 2020	SEBN
	• Provide activities that encourage opportunities for women and promote women in business	June 2020	SEBN
A city where business and community work together	• Develop and deliver a program for social enterprises	June 2020	Economic Development
A city that is connected to the global economy	• Promote grant, trade mission and business development programs and facilitate local business participation	June 2020	Economic Development
	• Support the Future of Manufacturing program and the development of the Manufacturing Connectivity Centre	June 2020	SEBN
	• Deliver activities to business and industry that provide awareness and exposure to global trends and markets	June 2020	SEBN



## Strategic Objective 6: An open and effective Council

What we hope to achieve	2019-20 Actions	Timeframe/Deadline	Responsibility
A Council connected with the community, providing an effective voice on their behalf	• Achieve an index score of 62 or higher for community consultation and advocacy (Community Satisfaction Survey)	June 2020	Communications and Customer Service
	• Grow Council's social media following by 10 per cent from a base figure of 19,000	June 2020	Communications and Customer Service
	• Maintain a detailed advocacy register on Council's website and prepare an updated advocacy document for distribution to local Members of Parliament	June 2020	Communications and Customer Service
	• Implement and promote the new Community Engagement Framework	June 2020	Communications and Customer Service
	• Facilitate Community Forums as requested by Councillors	June 2020	Governance
	• Review and continue implementing the Language and Communication Action Plan	June 2020	Community Wellbeing
Decision making which is transparent and accountable	• Achieve an index score of 61 or higher for making decisions in the interest of the community (Community Satisfaction Survey)	June 2020	Communications and Customer Service
	• Review the Council Plan 2017-21 and develop the Annual Plan 2020-21	June 2020	Communications and Customer Service
	• Undertake community consultation for the Annual Budget 2020-21	December 2019	Communications and Customer Service
	• Finalise the review of the Meeting Procedure Local Law	June 2020	Governance
	• Continue planning preparations for the 2020 Council election including the completion of an electoral review of Council's ward structure in partnership with the VEC	June 2020	Governance
	• Produce and adopt the Annual Budget by 30 June 2020 in line with the new requirements of the Local Government Act	June 2020	Finance and Information Technology
An innovative and technologically connected Council	• Complete Stage 3 of Council's intranet and corporate website redevelopment	June 2020	Communications and Customer Service
	• Continue to implement the Digital Strategy 2016-20 and undertake a review of progress to inform the development of a new strategy in 2020	June 2020	Communications and Customer Service
	• Deliver a second Urban Screen as part of the Springvale Community Precinct project	June 2020	City Improvement Services
	• Continue to develop on-line digital forms to supplement current manual processes and promote these products to the community	June 2020	Finance and Information Technology

## Strategic Objective 6: An open and effective Council (continued)



What we hope to achieve	2019-20 Actions	Timeframe/Deadline	Responsibility
A well-managed and high performing Council	• Complete and implement the outcomes of the Council's Service Reviews	June 2020	Corporate Services Executive
	• Achieve an index score of 76 or higher for customer satisfaction (Community Satisfaction Survey)	June 2020	Communications and Customer Service
	• Complete a Workforce Management Plan	June 2020	People and Procurement
	• Complete the development of a CEO remuneration policy	June 2020	People and Procurement
	• Enhance the Pulse risk management system across Council for improved performance reporting, risk identification and mitigation	June 2020	People and Procurement
	• Develop a professional development and training program for Councillors	June 2020	Governance
	• Ensure Local Government Act general compliance across the organisation through the ongoing management of the legislative compliance system	June 2020	Governance
	• Review and update the Audit Advisory Committee Charter	June 2020	Governance
	• Maintain all public registers required in accordance with the Local Government Act and associated regulations	June 2020	Governance
	• Manage the effective leasing of Council's commercial property portfolio including seeking new lease opportunities for spaces which are currently vacant	June 2020	Governance
	• Review the Long Term Financial Strategy and seek Council adoption of the revised framework	June 2020	Finance and Information Technology
	• Maintain sound financial practices by completion of the Annual Financial Statements for the year ended 30 June 2019 and receive full audit clearance by the legislated time frame of 30 September (including compliance with the Model Financial Report)	June 2020	Finance and Information Technology
	• Develop a Revenue and Rating Strategy	June 2020	Finance and Information Technology

