Stakeholder
Greater Dandenong’s business news
March - May 2012

Greater Dandenong
Leading the way

Future for Manufacturing ............................................................... Pages 3 & 12
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Design development is continuing for the long awaited “Embrace the Space” Municipal Building Project in Central Dandenong.

The project was first mooted 16 years ago when the previous cities of Springvale and Dandenong merged. The new Council, Greater Dandenong, has since had its operations split between two geographically distinct areas, with all the inherent inefficiencies and additional costs associated with maintaining two offices.

The Urban Master Plan for Central Dandenong launched by Premier Brumby in 2007 included the creation of a city heart, a civic space in the city centre. Council has confirmed its preferred location for the new civic centre and library at the site located diagonally opposite the Drum Theatre on Lonsdale Street. This will form part of the new City Walk precinct.

The tender for a building contractor is expected to go out in April. The construction stage will then set to begin.

With a $62.5 million budget, the development will provide considerable opportunities for work for local businesses either in or supplying to the construction industry.

www.greaterdandenong.com | Council | Major Projects | Municipal Buildings Project
Where to now? For Victorian Manufacturing

In 2010/2011 the Victorian Government commissioned a Victorian Competition and Efficiency Commission (VCEC) inquiry into the Future of Manufacturing in Victoria. The task was to recommend an overall strategy to guide the Government’s development and implementation of a forward-looking strategy to revitalise Victoria’s manufacturing industry.

The report from that inquiry is now available at www.vcec.vic.gov.au, and the subsequent statement “A more competitive manufacturing industry” lays out the framework for industry and manufacturing policy. This statement is also available by visiting www.dbi.vic.gov.au | Projects and Initiatives | A More Competitive Manufacturing Industry.

The activities within the strategy are expected to strengthen Victoria’s manufacturing industry to secure jobs and grow business investment. The main activities underpinning this are:

- A scale-up to provide more than 80 specialist business development officers to work directly with businesses in the major manufacturing suburbs of Melbourne and in regional Victoria;
- A consolidated set of programs encouraging more high performing manufacturing firms across all manufacturing industries through simpler and easier-to-access support for business;
- Support for manufacturers to strengthen co-operation between businesses and also with research institutions to facilitate supply chain integration and partnerships to support innovation and technology diffusion/uptake;
- The establishment of a Victorian Manufacturing Council to develop a rigorous monitoring and evaluation framework. This Council is to be made up primarily of industry representatives;
- Support an expansion of the Industry Capability Network;
- Fund the Victorian Centre for Advanced Materials Manufacturing to spur new opportunities for innovation research; and
- Support manufacturers with a systematic and structured approach to identifying and addressing priority specialist skill needs for key trades and other occupations critical for the future manufacturing workforce.

The next stage in the Government strategy for manufacturing is the further development and implementation of new policy approaches in this operational plan for the manufacturing sector, building on the findings of the VCEC inquiry.

In the meantime the Victorian Government has put out a series of Technology Plans, covering Small Technologies, Information & Communication Technologies, and Biotechnology. The focus of each of these is to better enable industry uptake of new technologies into business, bringing about more productivity and accelerating collaboration activities.

One current Government funding initiative is $1.5M allocated for Collaborative Networks to be piloted, with the aim to find models for commercialising existing and emerging technologies, and to accelerate the use of new technologies by Victorian firms, particularly SME’s. It is envisaged that the most successful models can then be rolled out across Victoria.

This industry/demand-side approach is consistent with the aims of both the South East Business Networks (SEBN) and the South East Melbourne Innovation Precinct (SEMIP) group, of which City of Greater Dandenong is an active partner (refer articles on pages 9 and 11 of this edition).

For further information visit: www.dbi.vic.gov.au/projects-and-initiatives/a-more-competitive-manufacturing-industry
As highlighted in Council’s Local Economic and Employment Development Strategy (LEED), released last year, the skills of the workforce available to local businesses, and the skills of the local residents to enable them to engage in meaningful work are both issues affecting the success of our local economy.

Currently there are numerous activities being undertaken by both Council and the various agencies and departments with a charter to address these issues. The LEED highlights further activities which could focus even more energy into this issue. The City of Greater Dandenong has started working more closely with Skills Victoria on activities which will address some of the existing training and skills gaps and challenges within the region.

**SKILLS VICTORIA**

Located in the Victorian Business Centre at 314a Thomas Street Dandenong is a resource provided by Skills Victoria to work in the Southern Region of Melbourne. The aim is to focus on providing employers with the right training products, support and services they require to meet their productivity, quality and workforce needs through the new Victorian Training Guarantee (VTG) and other government training and skills programs.

Of the 5,000 businesses the department currently deals with in the Melbourne South East, a substantial number of those businesses have an issue with skills. These concerns range from:

- shortage of skilled labour;
- cost associated with skilling up their employees;
- retaining their skilled employees;
- recruitment of apprentices or trainees into a particular industry;
- training providers not offering the appropriate training courses to fit industry needs;
- development of a more comprehensive in-house training program;
- steps to becoming a registered training organisation (RTO);
- skills migration program, etc.

The Skills Victoria Regional Market Facilitation Manager works to address these issues (and more) ensuring employers become aware of the benefits associated with training their workforce and breaking down the barriers.

For more information on the market facilitation role, please telephone 9938 0145 or email Brenda.pritchard@dbi.vic.gov.au

www.skills.vic.gov.au

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**Preventative Health project targets local businesses**

**How does it affect your workforce?**

A healthier workforce is on the cards now that the State Government has provided $4m funding to the City of Greater Dandenong to be part of a new preventative health initiative.

The funding, over three and half years, will focus on local employers as well as schools and early learning centres to provide information and activities to promote healthier lifestyles.

The funding will aim to reduce obesity levels, tackle smoking and promote physical activity.

Greater Dandenong was selected as one of only 12 areas in Victoria to receive this funding because of the high number of small to medium sized businesses within the municipality as well as the more sobering statistic of high levels of preventable diseases amongst the workforce, high levels of smoking and other factors such as binge drinking.

“We will be approaching local business from mid 2012 to look at ways of working in partnership for better health outcomes” says Greater Dandenong Manager Community Engagement, Lee Robson.

Greater Dandenong has a high number of workers who could enjoy better health with some modest changes to their lifestyles. Proposed changes could be better food at the canteen or corner store, increased physical exercise or programs to reduce smoking and alcohol consumption.

The result will be a boon for employers with free activities and information expected to be widely available.

“A healthier workforce will mean less sick days and greater productivity for local businesses, giving them a competitive edge” says Ms Robson.

For more information contact Dr Emma Bruce, Coordinator Preventative Health on 0478 488 301
Emma.Bruce@cgd.vic.gov.au or visit www.health.vic.gov.au

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“We will be approaching local business from mid 2012 to look at ways of working in partnership for better health outcomes” says Greater Dandenong Manager Community Engagement, Lee Robson.
Springvale Rail Project set to Benefit Community

As part of its election promises, the Victorian Government committed to remove three level crossings in Melbourne, including the one at Springvale Road, Springvale. The delays caused by this particular level crossing have long been a thorn in the side of through traffic on Springvale Road, including Springvale residents and visitors alike. Planning for the project has now commenced with construction expected to take approximately one year, with completion due in 2014.

This major project will provide both short and long-term economic benefits to local businesses. During the construction phase a large workforce will become better acquainted with Springvale, utilising Springvale businesses and providing economic benefit for shopkeepers and reinforcing its image as ‘sensational Springvale’.

Details of the rail project are currently being determined, with the favoured option being for the railway to go under Springvale Road with a bridge and deck over the station. This will allow land on both sides of the rail tracks to better link up, which will see easier movement of pedestrians and more activity throughout the entire shopping centre.

Buses using Springvale Road will be integrated into the station design to improve access between trains, buses and the shopping centre.

In addition to fixing growing traffic issues resulting from the 28,000 vehicles per day and 240 trains a week using the crossing now, Council is aiming to capture other benefits for the community. This includes advocating for the use of space above the station as an attractive community meeting place. Like Federation Square, some of this air space could be used for complementary commercial development.

VicRoads has prepared and submitted a business case to Government to consider in the May 2012 Budget.

Local businesses that have goods and services to offer on the project should make themselves known to major engineering firms who are likely to tender for the project.

SEBN

Building on Council’s commitment to supporting its local community, the business networking unit, South East Business Networks (SEBN), together with local industry has raised more than $100,000 over the past three years.

In 2009, the Greater Dandenong Food Alliance highlighted at a business workshop about how many people in the community don’t have access to the right sort of food. This prompted local business, Gelpack Enterprises (now the KPJ Group), to initiate a fund-raising golf day for businesses with all proceeds going to a local charity.

SEBN’s Manager, Sandra George, organised the first Greater Dandenong Industry ‘Take a Swing for Charity’ golf day in October 2009 in partnership with Leanne Malcolm from Council’s Community Development unit and major sponsors who contributed considerable time, effort and money.

The first event raised $35,000, which was used to purchase a large cool room fridge/freezer facility, enabling the Greater Dandenong Food Alliance to distribute an additional 15,300 meals per annum.

Wallara Australia was the recipient from the second ‘Take a Swing for Charity’ golf day, held in February 2011. This local disability support organisation received $50,000, which went towards installing a walking hoist and creating a sensory garden for its High Support area.

SEBN has also raised in excess of $15,000 through industry breakfasts and luncheons. This has enabled hundreds of Christmas presents to be distributed through local agencies for underprivileged children; and donations to be made to people experiencing homelessness; a school relief program and women’s cancer research.

For details of this year’s ‘Take a Swing for Charity’ event, turn to page 11.

Chamber of Commerce

The Greater Dandenong Chamber of Commerce is proud of its members, who have helped raise $200,000 through its major fund-raising events. For the past nine years, the Chamber has run a Grand Final Charity Luncheon with the Spina Bifida Foundation Victoria being the recipient of $35,000 over the past two years. For three years before this, the Make a Wish Foundation was the beneficiary.

The donations enabled the Spina Bifida Foundation to produce and print pamphlets and brochures on the importance of taking folate as a preventative of Spina Bifida. The brochures also provided general awareness on the condition for people who have it and their families and what support is available for them.

These brochures were distributed to medical clinics and hospitals throughout Australia. The funding allowed the material to be translated into numerous languages and distributed throughout culturally diverse Greater Dandenong where so many different languages are spoken.

Through the Chamber’s “Thinking of Others Program”, at its December breakfast meeting, members and guests were encouraged to bring along non-perishable food, which was given to the Dandenong & District Benevolent Society to create food hampers. This program assisted more than 200 local families during the Christmas period.

Can You Help?

The Chamber is looking for volunteers to help local community organisations for around two or three hours a month through its Corporate Social Responsibility (CSR) Mentoring Program. If you have expertise in finance, compliance and accountability, risk management, marketing and promotion, change management, or IR and staffing, please contact Deanne Johnson at the Greater Dandenong Chamber of Commerce on 9794 8881.

Community Benefits from Business Generosity

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ECONOMIC & SOCIAL WELLBEING

Springvale Rail Project set to Benefit Community

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Geniaus, an Incubator for Young Entrepreneurs

“More Walk, Less talk” is the slogan for Geniaus, an organisation that helps young people in technology and other emerging fields establish and grow their business.

Located in Regal Drive, Springvale, Geniaus is a large collaborative workspace that offers private office spaces, boardroom, high-speed Internet, print facilities, a kitchen and a supportive environment for young entrepreneurs. It even has a shower and bathroom.

Director and founding member, Cameron Rambert, said Geniaus has helped numerous individuals make a success of their new business including Playzone Parties, a party planning service that received $20,000 in funding from a group of Norwegian investors.

“Newcomer, Trend Digital, is an expert in ‘gamification’, a system where game design is applied to business processes to make them more fun and engaging.

“Another notable enterprise is On Demand IT Solutions, which is doing very well and has clients such as Leadership Victoria and BUPA. And Primax Entertainment is developing a multi-platform video game scheduled to be released worldwide.”

One of six founding members, Cameron started his first business after leaving high school. He wished there was a Geniaus when he first started to answer the many questions he had around building a business.

“The program we offer is a stage-based process that helps the entrepreneurs go from ideas to sustainability and commercialisation. We also introduce them to seasoned entrepreneurs, specialists and financiers who can help them develop their business.

Geniaus currently has 20 members and would welcome many more budding entrepreneurs to join the group with casuals able to work for free. It is also interested in hearing from investors who want to help fund new ventures or sponsor their program. www.geniaus.com.au

The Australian Made, Australian Grown logo is still as important as ever more than a quarter of a century after it was first launched by then Prime Minister Bob Hawke in 1986 to encourage consumers to buy Australian.

Ian Harrison, Chief Executive of Australian Made Campaign Limited (AMCL) says buying Australian is as important today as it was 25 years ago.

“Manufacturing products and growing produce locally still underpins our community. It helps create Australian jobs, skills training opportunities for young people and wealth. It needs to be a part of the purchasing decision for all Australians.”

Today, the Australian Made logo is found on over 10,000 products sold in Australia and around the world. It is promoted and administered by Australian Made, Australian Grown Campaign, a not for profit, private sector organisation. In 2007 the ‘Australian Grown’ logo was launched.

“For 25 years the Australian Made logo has been helping Australians promote and identify authentic Australian products,” Mr Harrison adds.

“It has become Australia’s most trusted and recognised country of origin symbol which shows you that the item has been made or grown right here, by Australians and to Australia’s high standards.”

Australian manufacturers interested in exploring the opportunity to join the Australian Made campaign should visit www.australianmade.com.au
Winning a Telstra contract in January has been partially attributed by Bytecraft Systems to its proprietary BSuite™ application, which took 23 coders, two and a half years and $3 million to develop.

Based in Dandenong South, Bytecraft, which is part of the Tatts Group, is a diverse technology and logistics based service provider specialising in end-to-end technical support services in the gaming, wagering, retail, IT and banking sectors.

Troy Taylor, Bytecraft's General Manager Sales and Marketing said, "One of the prime reasons we were awarded the contract for onsite support, repairs and coin management of Telstra's 18,500 public payphones across Australia was because BSuite™ maximises field service efficiencies and provides real time reporting and auditing."

"The latest version of the system, the third ground-up rebuild, drives our entire service business. This includes logistics, warehousing, call desk, field services and workshop repairs in Australia and New Zealand. It also feeds into our finance elements and drives virtually everything that we do."

BSuite™ incorporates a barcode parts management functionality that tracks, stores, freights and manages in excess of one and a half million part movements per annum. It also incorporates a fully automated call allocation and service level achievements (SLA) performance algorithm that provides a real time, online interface for comprehensive customer interaction, reporting and audit across some seven hundred thousand annual field service actions.

Bytecraft employs approximately 800 staff Australia wide, with close to 300 of those operating out of Dandenong, and has annual revenues of more than $100 million. This is almost double the levels of five years ago.

"Our growth has been phenomenal, year on year. The recent awarding of the Telstra Payphone support contract will see staff and turnover levels continue to increase," Troy added.

www.bytecraft.com.au

Self-funded Service App Drives Massive Growth at Bytecraft
By 2020 electric vehicles will comprise 20 per cent of new car sales, according to a report by the Australian Energy Market Commission. While hybrids will be more popular initially, pure battery-operated vehicles will become increasingly popular as charging infrastructure and batteries improve.

A four-year $5 million electric vehicle trial by the Victorian Government will help Victoria to better understand the process, time lines and barriers for transitioning to electric vehicles.

More than 60 organisations and 180 households are participating in the trial including the City of Greater Dandenong. It involves 60 vehicles and over 200 charging points.

Looking at drivers’ experience will help the market participants plan the types of charging infrastructure that will be needed and in which locations.

Council’s Regulatory Services last year trialled a Mitsubishi i-MiEV that was used by Infringement Officers on their daily patrols, on litter prevention and other community operations. The highly visible vehicle covered approx 80 kms per day, five days a week over a three month period.

A further trial, this time using a Nissan LEAF, commenced in January and is also being used by Regulatory Services.

The trial has seen over 100 charging points installed throughout Melbourne and on the Mornington Peninsula. A charge point is located in the Dandenong Market where drivers with ChargePoint cards can recharge for free.

From this trial has emerged an interesting fact: as of December 2011, the City of Greater Dandenong has more charge points than any other municipality in Australia. They comprise: Dandenong Market, RACV in Noble Park, and Nissan Australia and Club Assist both in Frankston Dandenong Road.

For more information visit: www.transport.vic.gov.au/projects/sustainable/ev-trial

Municipality a Leader in Electric Vehicle Industry
Building on existing strengths and networks in the innovation arena, the SEMIP initiative aims to improve connections between businesses and between businesses and researchers providing potential for significant long term job creation in the south east Melbourne region. The precinct’s primary objective is to connect local SMEs with larger companies and leading researchers to foster collaboration on new and emerging technologies through a series of activities and events.

Throughout the year SEMIP present “Innovation Workshops”. Hosted by key research partners, these workshops provide innovative businesses and researchers the opportunity to participate in interactive sessions related to premier research facilities. Each workshop explores challenges to business innovation and possibilities for using new knowledge and technologies available now in Melbourne’s south east.

The next Innovation Workshop is hosted by Monash University. Titled “Stimulate & Visualise” participants will explore the very latest technologies in product and process modeling and simulation and visualization, and combine the use of digital reality technology for workplace training with an understanding of analysis tools. Held from 8:00am – 11:30am this event is free of charge.

Along with the workshops, SEMIP is running a series of membership based “Innovative Leaders’ Luncheons”. Facilitated by experienced strategist and management consultant Ron Mack, the group focuses on driving growth in economic development through innovation in south east Melbourne.

The “SEMIP Innovation Showcase 2012” is the signature event for the year for SEMIP and is coming up in late March. Following the success of the inaugural showcase held in 2011, this ‘not to be missed’ event boasts a program of keynote presentations and smaller group sessions delivered by industry leaders and innovators.

Speakers will include:
• Stefan Hajkowicz from CSIRO’s Global Foresight project, which identifies socio-economic and environmental trends affecting the way we live, and the way we might have to learn to live in the future,
• Amanda Gome, renowned business journalist and founder of Smart Company, a highly successful online publishing business,
• Erol Harvey, CEO of miniFAB™ and Jefferson Harcourt, MD of Grey Innovations, cutting edge, engineering technology commercialisation company with proven results across a number of industries. Erol and Jefferson will discuss the opportunities and impacts of new technologies on their business models.

Businesses looking to connect with other local industries, increase the uptake and commercialisation of innovative technologies and practices, and understand the opportunities for innovation in this precinct should register by visiting www.innovation2012.com.au.

For information on all SEMIP activities visit: www.semip.org.au and see upcoming events in the calendar of events on pages 18 & 19 of this edition.
Food Lovers Tours

For a number of years, Council’s Economic Development Unit (EDU) has been running Food Lovers Tours. This provides an opportunity for people to explore the diverse range of food on offer within Greater Dandenong on a hosted tour sampling food along the journey.

A different tour will be run each month from the suite of tours, with other additional events including VIP Dinners, Shortest Lunch and specialised tours will be offered throughout the year.

EDU staff can provide a tailor made tour for groups of between 8 and 16 people to meet the group’s requirements if they are unable to attend one of the dates below.

To find out more or arrange a group booking call Leanne on 9238 1567. This is a great way to explore cultural cuisine with friends.

Springvale Food Lovers Tour (evening)
The Springvale Food Lovers Tour visits 3 fabulous restaurants in Springvale including Thai, Vietnamese/Chinese and Uyghur Cuisine. Experience some amazing flavours and have the opportunity to speak with the business owners about the food and the culture.

Dates for 2012:
Thursday 19 April
Thursday 26 July
Thursday 25 October

Dandenong Food Lovers Tour (daytime)
The Dandenong Food Lovers Tour visits three central Dandenong businesses. Sampling Indian and Sri Lankan delicacies and tasty afghan bread and food. It then finishes at a Polish restaurant with an authentic Polish lunch.

Dates for 2012:
Tuesday 26 June
Tuesday 25 September

Deli and Grocery Tour (daytime)
The Deli and Grocery Tour takes participants on a food shopping journey of central Dandenong, visiting grocery stores of different varieties such as Afghan, Indian and African as well as specialty goods stores and includes a sit down banquet Indian lunch.

Dates for 2012:
Tuesday 29 May
Tuesday 28 August

Bookings for all these tours – contact The Drum Theatre on 9771 5777 or go to www.greaterdandenong.com/tours

All tours cost $40 per person.
Diarise Now – CGD / Industry
‘Take a Swing for Charity’ Golf Day 2012

The 3rd ‘Take a Swing for Charity’ golf day and charity auction was held on Monday, 20 February 2012 at Sandhurst Golf Club. Over the past two years, $35,000 from the 1st event enabled the Greater Dandenong Food Alliance to distribute an additional 15,300 meals locally through the purchase of new cool room fridge / freezer facility at the Foodbank Victoria / Avocare Warehouse in Dandenong.
Thanks to business and industry’s generosity, last year in excess of $50,000 was raised for Wallara Australia providing a new hoist in their high support area, plus a beautiful sensory garden developed in partnership with Chisholm students.
Breaking the record in 2012 poses a challenge in what is a volatile business environment, but we invite you to help us support another local charity where ALL funds raised go directly to the recipient organisation, Royal District Nursing Service (RDNS) Dandenong homeless person’s project.
Contact: sgeorg@cgd.vic.gov.au

SEBN Showcasing WIB – a ‘UnitedSucces’!

At the first Showcasing event for the year, New York based Tina Thomson, Global Director of UnitedSucces talked about how a person’s resilience determines who succeeds and who fails - more than education, more than experience and more than training.

Tina said “I use the word resilience in its pure form: it is an engineering term used to measure the flexibility of steel when compressed under massive weights….so for me it is the ability to bounce back – the ability to recover when you are knocked down…

Many people encounter hardships – some snap – others snap back. What makes the difference? Why do some people collapse in a heap and others turn every challenge into an opportunity? My opinion is that it is all about attitude – the Oxford dictionary defines attitude as a way of thinking or behaving – what are your thoughts and how do you behave?
I believe in sharing stories and experiences so that others can relate both intellectually and emotionally. I believe that resilience can be built – but one needs to hear how others have done it so that it is indeed possible - possible to not only survive but to thrive.”

Local window maker on track for US success

Investing in local infrastructure would improve Australia’s manufacturing presence on the world stage, according to a leading Victorian manufacturer after securing a lucrative contract in North America.

The mass transit window manufacturer, Transglaze, recently secured a $500,000 contract to fit highly-specialised windscreens for locomotive engines in the United States.

Executives at the Dandenong South business believed boosting infrastructure spending in Australia would act “as a spring board” to capitalise on growing demand in international markets.

Transglaze managing directors Darren Laidler and Robert Giannotti said they felt governments – at all levels – could get behind local manufacturers looking to expand overseas.

The pair said the next step was to seek government help to formulate their processes as well as connect with key powerbrokers and decision-makers in overseas markets.

“If we’re clever enough as a nation to start in our own backyard by investing in infrastructure here in Australia then we can take that out into the world,” Mr Laidler said.

Transglaze applauded the support of SEMMA in promoting the interests of the manufacturing industry.

“SEMMA has been instrumental in putting us in contact with useful suppliers within our own industry streams,” Mr Giannotti said.

www.transglaze.com.au

Installation of transit windows by Transglaze

This page feature stories from Council’s Business Networking Department. South East Business Networks (SEBN), together with the South East Melbourne Manufacturers’ Alliance (SEMMA Inc) highlighting their work with industry and the diversity and innovation typical of the manufacturing sector in this region.
Manufacturing & Racing – a great combination at the SEBN Christmas Breakfast!

More than 300 business people were treated to ‘something special’ when Professor Göran Roos, Chairman of VTT International captured the audience’s attention with his knowledge and clarity as he exalted the importance of retaining a healthy and vibrant manufacturing sector in Australia and how this can be achieved in a high-cost environment (refer article by Goran below).

On a lighter note, Colin Madden, Managing Director of RMBL Investments spoke about his journey as a part-owner of Black Caviar – currently the world’s No 1 sprinting thoroughbred. Enjoying every moment of this racing success, Colin generously donated an evening at the races for auction which raised $1000 for the ‘Take a Swing for Charity’ golf day event.

The breakfast also raised more than $1600 from a ‘gold coin donation’ which was used to buy Christmas presents for local underprivileged children distributed through Dandenong Community Aid and Advice Bureau (DCAAB).

Future for Manufacturing
– The importance of being a country that make things and some aspects of what it takes to succeed as a manufacturer in a high cost environment.

Article by Göran Roos

Manufacturing is embedded in the Australian economy and underpins sectors like construction, services, agriculture and resources. Manufacturing directly employs around 310,000 people in Victoria and makes up 11 per cent of the economy. Given that manufacturing generates on average between 2 and 5 jobs in the rest of the economy the importance of manufacturing for employment and social cohesion cannot be overstated. In addition manufacturing is the biggest spender of applied research and innovation with spillover effects into the rest of the economy. This includes being the key driver of productivity improvement also with spillover effects into the rest of the economy. Manufacturing is the largest driver of high value services so is critical for the high end of the service economy. It and it also makes up the biggest share of world trade and hence is critical for export earnings that pays for the cost of importing things. In summary a healthy manufacturing sector is a must for any advanced economy with ambitions to maintain economic and social wellbeing.

Manufacturing is changing due to technology changes and the provision of both service and manufacturing offerings (with the associated activities) from what once were pure manufacturing firms. This latter change tends to fool official statistics and lead to erroneous conclusions along the line that we can have a service economy without manufacturing. The dramatic changes facing manufacturing firms due to technology change can be illustrated with the emerging additive manufacturing technologies (more commonly known as 3D Printing) which:

- Changes the dominant economic logic of making things from economies of scale to economies of scope enabling mass-personalisation.
- Lowers the cost of entry into manufacturing by reducing the amount of conventional industrial infrastructure – machine tools, testing equipment and related factory hardware – that companies require to be considered serious industrial players
- Requires re-thinking existing design methodology and is a perfect complement to a Living Lab
- Facilitates for both imitators and innovators to get goods to market fast. Competitive advantages may thus be shorter-lived than ever before and although the competitive advantages of large and well organised global manufacturers will remain, the artisan production worker will return to prominence.

Australian Manufacturing Firms are forced to change their practices as a consequence of finding themselves in a high-cost environment as opposed to a low cost environment. Some of the differences are illustrated in the following table:

<table>
<thead>
<tr>
<th>Focus:</th>
<th>Low Cost Environment</th>
<th>High Cost Environment</th>
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<tbody>
<tr>
<td>Time horizon:</td>
<td>Short Term</td>
<td>Long Term</td>
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<tr>
<td>Innovation focus:</td>
<td>Tactical Problem Solving</td>
<td>Strategic Innovation</td>
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<td>Innovation Behaviour:</td>
<td>Arbitrage</td>
<td>Value Creation &amp; Value Appropriation</td>
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<td>Government Policy Tools:</td>
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<td>Profit use:</td>
<td>Pocket</td>
<td>Re-Invest</td>
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In this new world productivity improvement is primarily about innovation with two dimensions of focus: Value Creation – through the use of efficiency driving innovations, technology based innovations, design based innovations, art based innovations and hermeneutics (interpretation) oriented innovations; and Value Appropriation – through the use of effectiveness improving innovations and business model innovations.

These innovations require the presence of innovation enablers i.e. a portfolio of resources from the five resource categories of Monetary, Physical, Relational, Organisational and Competence that are combined in a value creating resource deployment system enabling the transformation of resources into value.

These innovation activities also require direction and management through a well articulated innovations strategy and a suitable innovation management system. This is outlined in the figure 1.

The key characteristics of a successful SME in a high cost environment are outlined in the figure 2.

The brief note does not allow for the discussion of all the above characteristics but we can cover some important ones where Australia clearly deviates.

The first is management capability. Figure 3 (extracted from slide No. 17 in Green, R., 2011, Future of manufacturing – management, innovation and productivity, Presentation, Australian Chambers Business Congress Gold Coast Convention Centre, June 1-3 2011), illustrates the gaps between world’s best practice (normally found in the USA and/or Sweden) in management capability and Australia’s performance. The gap is illustrated in Green.
The second relates to investment in future proofing the firm through investing in R&D, ICT, Organisational structures and business models, Design, Brand equity, Education and training. Figure 4 (from Edquist, H., 2011, Intangible investment and the Swedish manufacturing and service sector paradox – what can Europe learn? Research Institute of Industrial Economics, Stockholm, Sweden) shows the difference in these investments between Swedish firms and Australian firms [there was no difference in tangible investments].

Similar differences can be identified for many of the other characteristics.

The conclusion is that Australian firms have to change their world view as well as their behaviour if they are to become successful in a high cost environment. The primary responsibility for this falls on the firm’s management, but government also has a responsibility to both facilitate and enable these changes to take place (through e.g. information provision in the form of e.g. technology roadmaps and education activities) but also to force these changes through primarily demand side policy tools like procurement, regulation and cluster policies.

Göran Roos - Chairman, VTT International Professor, Strategic Design, Swinburne University Honorary Professor at Warwick Business School, Warwick University Visiting Professor in Innovation Management and Business Model Innovation, VTT Technical Research Centre of Finland Visiting Professor in Business Performance and Intangible Asset Management, Centre for Business Performance, Cranfield University Adjunct Professor, Mawson Institute, University of South Australia Adjunct Professor, University of Adelaide Senior Advisor, Asia Pacific, Aalto Executive Education Academy.

Enquiries to sgeorg@cgd.vic.gov.au
City of Greater Dandenong

Economic Activity Indicators

The second half of 2011 was marked with great news for our local economy displaying increases in the employment rates and property sales as well as higher numbers of building permits issued in the City of Greater Dandenong. Residential property sales and housing building activity showed notable expansion while the employment rate was the highest in the last 4 years. So, let us examine these figures in greater detail.

Growing Number of Property sales in the CGD

The latest available property sales data shows that last year ended displaying a rise in activity across almost all sectors during the three months to December 2011.

Residential capital improved sales jumped by 28 per cent with median prices back to the March 2011 quarter of $376,600. There was also an increase in sales of residential vacant lots and the median price. The median residential vacant price during the last 2011 quarter was $350,500, which significantly increased from $262,000 in the previous quarter.

Commercial capital improved sales continued an upward trend in the number of sales as well as increase in the median price from $395,000 in the third 2011 quarter to $470,000 in the three months to December.
Grants and Opportunities

Grow Me the Money is an online program designed to help small-to-medium-sized businesses become more sustainable and save money. It provides businesses with the tools, resources and support to use less energy and water, create less waste and save money.

Grow Me the Money has been designed around the needs of small-to-medium-sized businesses, but the program is open to all Victorian businesses interested in reducing resource consumption and improving environmental sustainability.

Contact (03) 8662 5480 or visit www.growmethemoney.com.au

The Australian Tax Office offers FREE assistance visits to small businesses. These visits are covered by the Commissioner’s guarantee, are educational in nature, and the information shared is confidential and will not be used for any other purpose. The service can also be used to help set-up programs such as the Australian Taxation Office’s (ATO’s) ‘Business Portal’ – a fast, convenient and secure way to lodge and view activity statements, request refunds and communicate on specific topics.

The Tax Office also has measures to help small businesses struggling to manage their tax payment obligations. This assistance can incorporate negotiated payment arrangements, deferred activity statement dates and a free electronic calendar to help small businesses meet their tax and superannuation guarantee obligations. Visit www.ato.gov.au or phone 13 72 26.

The Australian Government’s Enterprise Connect offices provide a range of services and grants to business. These include:

- Free Business Review conducted by skilled industry business advisers. These reviews will help businesses better understand their business strengths and weaknesses and provide them with strategies to achieve their goals.
- Tailored Advisory Services (TAS) grants can help businesses follow through on the recommendations of a Business Review. TAS grants reimburse half the cost up to a maximum of $20,000 (excluding GST) to engage a consultant/s to make those changes.
- A Researchers in Business (RIB) grant allows businesses to have a researcher from a university or public research agency within their business to help develop and implement new commercial ideas. RIB grants provide funding for up to 50 per cent of salary costs, to a maximum of $50,000, for each placement between two and 12 months. www.enterpriseconnect.gov.au
The Country Fire Authority (CFA) responds to many fires in industrial and commercial premises in the City of Greater Dandenong with an integrated workforce of career staff and volunteers. The CFA place a priority on the protection of life, both their own firefighters and members of the public. There are many issues which can prevent them from doing their job efficiently and effectively which will have a direct impact on the amount of damage sustained in any fire. Issues such as blocked egress/access doors, poorly maintained fire service, illegal storage of chemicals and lack of compliance to building regulations are all commonly encountered issues that impact on safety.

Such issues can result in critical delays, resulting in greater losses for the business involved, and potentially some uncomfortable explaining for business owners/operators.

When the fire brigade arrives, make yourself known to the Incident Controller who will be wearing a vest. Make them aware of any missing or unaccounted for persons. Where there are no missing personnel, it allows the focus to be on fighting the fire.

It’s up to each one of us to adequately prepare both our property, and our emergency procedures to ensure effective responses, and to reduce the risk to fire personnel and our own staff. Are you prepared?


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**AWARDS**

**CHAMBER CHAT**

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**FOR YOUR DIARY**

Make a note in your diary to attend the first 2012 Business Awards breakfast on Wednesday, 16 May. If you want to nominate your business or one that you admire, please send an email to: greaterdandychamber@bigpond.com

Dates for the remaining 2012 breakfasts are 25 July, 5 September, 24 October and 12 December.

Also, look out for details of the annual Golf Day at the Sandhurst Club on 20 April. This is always a great day for networking and having fun.

For further details contact Deanne on 9794 8881 or visit www.greaterdandenongchamber.org

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**Tickets are selling fast for the 21st Annual Greater Dandenong Chamber of Commerce Premier Regional Business Awards Gala Dinner. Have you booked your table or seats yet?**

To be held at the Sandown Greyhound Racing Club in Lightwood Road, Springvale on Tuesday, 20 March, 14 nominees will vie for Awards in eight categories.

The nominees comprise:

- agVantage
- ALS Laboratory Group
- Aluminium Industries
- Austral Constructions
- Australian Rollforming Manufacturers
- Brown Gouge Dry Cleaning
- Bytectraft Systems
- Cameron Industrial Commercial
- L&O Technologies
- Maggie’s Bridal Centre
- No Bolt Operations
- Purple Orchid 2
- Sensent Flavours and Colours
- Swire Cold Storage
- Well known celebrity and Master of Ceremonies, Michael Pope will be joined on stage by fellow MC James Sturgess.

Go to the website today to book your tickets!

The Greater Dandenong Race Day held on 28 January and organised by the Chamber was very successful with around 2,000 visitors on the day; the children’s entertainment area being particularly busy.

More than 100 visitors packed the Committee Room and enjoyed a sit-down luncheon. They were treated to hearing some wonderful stories from guest speaker, Colin Madden, a part-owner of champion mare sprinter, Black Caviar.

www.greaterdandenongchamber.org

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The 2011 Chamber awards gala event.

The 2011 Chamber awards gala event.
When the construction of a major new building is announced, many people only think of the new infrastructure it will bring. Other benefits can include additional jobs created and benefit to retail and cafes in the vicinity of the project during the construction phase. Further benefits include the jobs and opportunities which will come when the new building is eventually operational.

As part of the Government Services Office (GSO) project in central Dandenong, the developer, Grocon, is investing in the local community through an active three-year community benefit program. Grocon has committed to providing $300,000 toward projects that can demonstrate a local benefit, particularly to the unemployed or disadvantaged, or to those working in the area of youth development. The funds are managed by a working group comprising Grocon representatives, along with partners Places Victoria (successor to VicUrban) and the City of Greater Dandenong.

To date the group has allocated the following grants from the Community Benefit Fund to charities and organisations in the area,

- $50,000 towards the installation of CCTV along Halpin Way (formerly known as City Street) from the GSO to the train stations
- $20,000 worth of scholarships to local students undertaking vocational studies at the Chisholm Institute (for pre-apprentice training)
- $10,000 toward a student fund to assist local students with completing their studies
- $9650 to the Dalgarno Institute in Dandenong, to provide information on alcohol and drugs through a variety of referral programs and services
- $2,800 to purchase a barbecue to enhance the facilities at the Pop up Park in Dandenong – a Places Victoria initiative in partnership with Mission Australia
- $1,000 provided to Rotary towards the ‘Swags for the Homeless’ program
- $10,000 to the Cornerstone Contact Centre, to assist with a kitchen upgrade, and
- $8000 to support local sporting initiatives at a number of sporting clubs in the area.

Grocon has also employed two apprentices. The first, a local resident, has commenced employment after completing his pre-apprenticeship at Chisholm TAFE, Dandenong. The second has been employed as an apprentice electrician. Additionally a candidate from the not-for-profit group supporting vulnerable youth, Whitelion, also worked at the site for a period.

As part of the construction process, Grocon, together with the Industry Capability Network, has sourced materials locally, spending approximately $16.4 million with local businesses. Examples of Dandenong businesses engaged in this process include Firebase Sprinklers, ECO Wall Systems, BAO Engineering and One Steel, just to name a few.

As part of the Community Benefit program, Grocon’s development includes retail spaces for social enterprises that can demonstrate good outcomes, particularly with local employment opportunities. Those who will occupy the spaces for the first three-year period include:

- Green Collect Ltd, occupying two of the spaces. This not-for-profit social enterprise works towards sustainable environmental change, and addresses barriers to employment by hiring local people to work for its organisation.
- The Twich Community Association Women’s Group which has been set up for Sudanese women of Twich ethnicity to form a sewing cooperative, providing a space for their learning and to provide the public with opportunities to purchase locally produced garments. This provides opportunities for women from refugee backgrounds to contribute to the local economy.

The ongoing benefits of these community building activities go far beyond the original construction project, and add considerable value to our local community. So next time you hear the announcement of a major project, consider the additional benefits and activities it will bring to your community.

www.revitalisingcentraldandenong.com
CGD South East Business Networks

March
Showcasing Women In Business Breakfast: ‘Conscious Styling’
Celebrating International Women’s Day
• Guest Speaker: Helen Robinett
• Tuesday 8 March 7am for 7.15am start – 9am
• Venue: Sandown Racecourse (Sportingbet Park)
  Princes Highway Springvale
• Cost $45 per person Corporate Tables of 10 $400
• Bookings – Rachel 9238 1566 or sebn@cgd.vic.gov.au

Business Model Innovation Workshop
• Presented by Mission HQ, Enterprise Accelerators
• Tuesday 20 March 8.30am - 12.30pm
• Venue: ‘Views Room’ Dandenong Club,
  Cnr Stud & Heatherton Roads, Dandenong
• No charge
• Bookings Ph. 9005 9710 or www.missionhq.com.au

April
SEBN Industry Breakfast
• Friday 20 April 7am for 7.15am start – 9am
• Cost $45 per person Corporate Tables of 10 $400
• Bookings Rachel 9238 1566 or sebn@cgd.vic.gov.au

June
Showcasing Women In Business Lunch
• Friday 15 June 12pm for 12.15pm start – 2pm
• Cost $50 per person Corporate Tables of 10 $450
• Bookings Rachel 9238 1566 or sebn@cgd.vic.gov.au

Greater Dandenong Chamber of Commerce

March
2012 Premier Regional Business Awards Gala Dinner
• Tuesday 20 March 6pm
• Venue: Sandown Greyhound Racing Track (NOT Sandown Racecourse)
• 8 Lightwood Road, Springvale
• Cost $90 per person for members or Tables of 10 $800
• Bookings Deanne 9794 8881 or greaterdandychamber@bigpond.com

April
Golf Day - Great Networking Opportunity
• Friday 20 April 7.30am for 8am tee-off
• Sandhurst Golf Club, 75 Sandhurst Boulevard, Skye
• Cost $90 for members or $100 for non-members
• Bookings Deanne 9794 8881 or greaterdandychamber@bigpond.com

May
May Awards Breakfast
The Greater Dandenong Chamber of Commerce hosts regular breakfasts to announce nominees for the Premier regional Business Awards.
• Wednesday 16 May 6.45am for 7am start
• Venue: Sandhurst Golf Club, 75 Sandhurst Boulevard, Skye
• Cost $48 for members or $58 for non-members
• Bookings Deanne 9794 8881 or greaterdandychamber@bigpond.com

SEEMMA South East Melbourne Manufacturers’ Alliance

March
Wallara Logistics ‘Open House’
• Wednesday 7 March 4.45pm for 5pm start – 6.30pm
• Venue: Wallara 102-128 Bridge Road, Keysborough
• No charge
• Bookings 9238 1565 or cathy.mcintire@cgd.vic.gov.au

SEMIP
South East Melbourne Innovation Precinct - Connecting businesses, researchers and government to foster innovation and bring the latest research and development to the region to secure its future (see article page 9)

March
Annual Innovation Showcase
A “not to be missed” program of keynote presentations and smaller group sessions delivered by and for industry leaders and innovators.
• Friday 30 March 8am – 2pm (Lunch included)
• Speakers include Stefan Hajkowicz (CSIRO’s Global Foresight Project), Amanda Gome, (renowned business journalist), Erol Harvey (CEO miniFAB™) and Jefferson Harcourt (MD Grey Innovations)
• Cost $250 (plus GST)
• Hemisphere Conference Centre, 488 South Rd, Moorabbin.
• To register visit www.innovation2012.com.au or contact Michelle on 9581 4983

May
Innovation workshop
• Tuesday 1 May 8am – 11.30am
• TOPIC: Simulate & Visualise – presenting the latest technologies in product and process modeling, and digital reality technology
• Host: Monash University, Clayton Campus
• To register contact Michelle on 9581 4983 or email michelle@semip.org.au

Innovation workshop
• Tuesday 29 May 8.30am – 11.30am
• TOPIC: What happens inside Australia’s largest piece of scientific infrastructure
• Host: Australian Synchrotron, 600 Blackburn Road, Clayton
• To register contact Michelle on 9581 4983 or email michelle@semip.org.au

Dandenong Retail Traders Association

Formed in 1997, the DRTA represents a diverse cross-section of Dandenong’s retail businesses. They aim to promote the area and conduct programs to assist businesses and the community.

General Meetings are open to all central Dandenong businesses.

March
General Meeting
• Tuesday 6 March at 6pm
• Guest Speakers: City of Greater Dandenong’s Kevin Van Boxtel on way finding signage, and Places Vic's Liz van Doorn on The Sweeney Report
• Ramada Encore Hotel, 50 McCrae Street Dandenong
• Enquiries Roy Aspinall Ph. 9793 3487
MARCH TO JUNE

April
Networking Meeting
• Open to members and business people interested in joining
• Tuesday 3 April at 6pm
• Ramada Encore Hotel, 50 McCrae Street Dandenong
• Enquiries Roy Aspinall Ph. 9793 3487

May
General Meeting
• Tuesday 1 May at 6pm
• Guest Speaker: Victoria Police on shop safety & security
• Ramada Encore Hotel, 50 McCrae Street Dandenong
• Enquiries Roy Aspinall Ph. 9793 3487

June
General Meeting
• Tuesday 5 June at 6pm
• Guest Speaker: Roy Sanderson on self managed super fund opportunities for retailers and last minute tax tips
• Ramada Encore Hotel, 50 McCrae Street Dandenong
• Enquiries Roy Aspinall Ph. 9793 3487

City of Greater Dandenong
Economic Development Unit

March
Melbourne Food & Wine Festival - Poland without a Passport
Experience a taste of Polish hospitality on this guided tour. Lunch included with a glass of wine.
• Tuesday 6 March 10am
• Location: Dandenong
• Cost: $60 per person – Bookings essential
• Bookings: The Drum Theatre on 9771 5777 or www.greaterdandenong.com/tours

Melbourne Food & Wine Festival - Sarajevo SAC Feast
Be transported to the streets of Sarajevo, the culinary heart of Bosnia, for a traditional SAC feast slow-cooked over coals.
3 course dinner with a glass of wine
• Wednesday 14 March 7pm
• Location: Noble Park
• Cost: $70 per person – Bookings essential
• Bookings: The Drum Theatre on 9771 5777 or www.greaterdandenong.com/tours

Melbourne Food & Wine Festival - Cambodian lunch & tour
Enjoy a Cambodian Banquet lunch in Sensational Springvale and then head on a hosted tour visiting where the restaurateurs purchase their products.
• Thursday 15 March 12pm
• Location: Springvale
• Cost: $60 per person – Bookings essential
• Bookings: The Drum Theatre on 9771 5777 or www.greaterdandenong.com/tours

These events are sold out. Please contact us to register your details for similar events in the future.

April
Food Lovers Tour – Night Time
Your friendly tour guide will lead you on a tour sampling food from 3 countries from around the world
• Thursday 19 April 6pm
• Location: Springvale
• Cost: $40 per person – Bookings essential
• Bookings: The Drum Theatre on 9771 5777 or www.greaterdandenong.com/tours

Deli and Grocery Tour – Day Time
• Be spoilt for choice as you explore the wonder of specialised produce on this tour. Includes a banquet Indian Lunch
• Tuesday 29 May 10am
• Location: Dandenong
• Cost: $40 per person – Bookings essential
• Bookings: The Drum Theatre on 9771 5777 or www.greaterdandenong.com/tours

June
Food Lovers Tour – Day Time
Your friendly tour guide will lead you on a tour sampling food from 3 countries from around the world
• Tuesday 26 June 10.am
• Location: Dandenong
• Cost: $40 per person – Bookings essential
• Bookings: The Drum Theatre on 9771 5777 or www.greaterdandenong.com/tours

Shortest Lunch
Celebrate the Winter Solstice with a cultural feast, in the heart of Dandenong. Enjoy canapés and a three course meal with beverages.
• Thursday 21 June 12pm – 2pm
• Location: Drum Theatre, Dandenong
• Cost: $85 per person – Bookings essential
• Bookings: The Drum Theatre on 9771 5777 or www.greaterdandenong.com/tours

Places Victoria
March
Melbourne Food and Wine Festival - World Food Fare
Dandenong Market will open especially for a day where you will be able to buy food from the hawker market and enjoy plenty of free cultural entertainment, celebrating past and present migrant groups influencing who Dandenong is today.
• Sunday 18 March 11am – 4pm
• Dandenong Market
• This is a free event, so no bookings are required. Just turn up and enjoy on the day.

These events are sold out. Please contact us to register your details for similar events in the future.
Our New Strategy

ACHIEVING GREATER DANDENONG’S POTENTIAL
A Local Economic and Employment Development Strategy for our City

Vision
Greater Dandenong will be a place where people of all ages and backgrounds can reach their potential, gain the skills and qualifications they need for success in life, and be part of a prosperous economy where all trade, manufacturing and business activity flourishes.

For details of Greater Dandenong’s new Local Economic & Employment Development Strategy visit www.greaterdandenong.com

Telephone 9239 5100  Facsimile 9239 5196  TTY 9239 5153  TIS 13 14 50

Internet www.greaterdandenong.com  Email council@cgd.vic.gov.au