

13 QUARTERLY PERFORMANCE REPORT - 2018-19 QUARTER 2

FILE REFERENCE INT198389

RESPONSIBLE GENERAL MANAGER Jenny Scicluna

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RECOMMENDATION

That the report be noted.

Attachments

1 Quarterly Performance report 66 Pages

EXECUTIVE SUMMARY

Activity has begun on all but one of the 147 adopted Council Plan Actions for 2018-19. Furthermore, 17 of these actions have already been completed. Sixty-six business improvement projects have already been identified by the organisation, and these represent 88% of our annual efficiency target.

Population growth within the Shire remains robust, at seven families moving to the area, per day, for the quarter. This rate may accelerate slightly in the near future, given the recent sharp increase in residential lots issued a statement of compliance.

BACKGROUND

The Quarterly Performance Report provides a variety of information informing Council and the community on key items. These include changes in legislation affecting Council, progress on major capital projects, progress updates on delivering the council plan and statistical information relating to growth and service delivery.

Council Plan Performance

There are 147 Council Plan actions due for completion for the 2018-19 financial year. The target is 90% completion by 30th June 2019. Seventeen Council Plan actions are completed (12%). Two Council Plan actions have been cancelled due to action duplication. Please refer to the Quarter 2 Performance Report 2018-19 for detailed progress.

	Cancelled	Completed	In Progress	Not Started	Total
1. Our People	1	4	45		50
2. Our Community			20		20
3. Our Environment	1	7	33	1	42
4. Our Economy		2	20		22
5. Our Governance		4	9		13
Total	2	17	127	1	147

Council Activity Summary

Community initiatives and events

Following the unexpected closure of the 4Cs Crisis Relief Centre, Council partnered with local organisations to coordinate the 2018 Christmas Hamper program. Councillors, council staff and community groups distributed more than 400 hampers to our community's most vulnerable families in the lead up to Christmas. In another festive initiative, Council presented more than \$17,000 in Christmas Decoration Grants to community groups across the Shire to bring some Christmas cheer to our townships.

Council also supported a number of festive community events, including the annual Pakenham Carols by Candlelight. A number of community groups and local businesses supported the event, with around 6,000 people attending. The Richmond Tigers also celebrated Christmas in Cardinia Shire with an open training session, a free children's football clinic, entertainment and plenty of activities to get everyone active.

Earlier in the quarter, Council's Culturally and Linguistically Diverse (CALD) Advisory Committee hosted the inaugural Cardinia Shire Multicultural Forum. The forum gave our multicultural community the opportunity to share the issues important to them so that together, we can plan for and improve the wellbeing of our community. In other important events, Council joined Together We Can to help raise awareness about family violence in our community at the White Ribbon Walk Against Violence, and, as part of Senior's Week and with the support of the Cardinia Shire Age Friendly Alliance Group, Council launched the Cardinia Shire Ageing Well Newsletter to improve social connection and participation for seniors.

Major project updates

The 13-kilometre trail stretching from Emerald to Gembrook, which Council constructed in several stages, has been named the Eastern Dandenong Ranges Trail. Council joined representatives from the Victorian and Australian governments to officially launch the trail this quarter. Another major project nearing completion is the 48-hectare recreational space at Deep Creek Reserve. The majority of civil works are complete and the all-abilities play space and the community and education centre are progressing well. All features of the reserve are on schedule to be completed around mid-2019 after which they will be opened together.

Several of our other major projects attracted the attention of Victorian and Australian government representatives who visited the sites in support of the developments. We hosted Member for Eastern Victoria Daniel Mulino, who toured works underway on the extension of the Cardinia Cultural Centre. Mr Mulino also visited the Hills Hub in Emerald along with Minister for Local Government Marlene Kairouz. We expect the Hills Hub to be completed around mid-2019, with the ground slab down and steel framing erected at the time of their visit. Mr Mulino went on to James Bath Recreation reserve for a 'sod turning' visit to mark the start of works on the community and sport facility located at the site. All three of these projects have received funding from other levels of government as a result of Council's advocacy.

In the lead up to the November state election, Council's advocacy efforts resulted in further funding commitments for Cardinia Shire. Minister for Local Government Marlene Kairouz announced \$1.3 million in Victorian Government funding toward the construction of six homes in the Storey Drive social housing project. Minister for Sport John Eren announced that the Koo Wee Rup Tennis Club at Cochrane Park will receive a \$250,000 state funding boost. And, the Pakenham Pool will receive \$105,000 in funding from the Victorian Government for accessibility upgrades.

Organisational achievements

Together We Can has done us proud again. The initiative received a gold award in the community-led category of the 2018 Australian Crime and Violence Prevention Awards, which recognise best practice in the prevention or reduction of violence and other crimes. During this quarter, Together We Can also held a Leadership Summit that brought together over 90 people from our community who established nine new community solution groups on the day.

Cardinia Shire's Liveability Plan 2017-19 received two awards this quarter. Our plan won the Corporate and Community Planning Network Award and the Liveability Partnership Steering Group received the Highly Commended Award at the Victorian Public Healthcare Awards 2018 for the category 'supporting healthy populations'. In other achievements, our Finance Team won the FinPro Inaugural Local Government Finance Award 2018 for their work in finance digitisation and AP process automation while Council's Supported Playgroup Program was an award finalist in the Victorian Early Years Awards for improving outcomes for the most vulnerable children in our community.

Business Improvement Summary

Council promotes a culture of continuous improvement. There is an ongoing effort to improve processes and services by identifying opportunities for streamlining within the organisation. Council currently has sixty-six improvement project opportunities underway and has achieved 15% of the business improvement target for this financial year. Examples of our current improvement projects include:

- The addition of a new field to be filled-in during footpath inspections, allowing footpath defects to be categorised by estate, making it easier when allocating works to contractor
- Reduction in cost to deliver South East Professional Development Day - Co-operation between Cardinia, Casey and Dandenong councils to share costs for this event therefore saving Cardinia Shire resources.
- Implementation of Pozi Enterprise. Pozi Enterprise extends the functionality of Community Compass for internal Cardinia staff by providing additional secure data from a single application. Secure data now accessible includes Property, CRMs, Animals and Asset Roads amongst others.

Growth Summary

Residential land development in the Shire has had varied results this quarter. There were 323 Subdivision applications this quarter, 51% lower than the previous quarter. YTD Figures are 46% higher than the same time last year. There were 922 lots for which a statement of compliance was issued this quarter. Results are 388% higher than last quarter and 20% higher than the same time last year

Residential building completions are trending downwards. 448 residential building completions were processed this quarter, 2% lower than last quarter. YTD figures are 11% lower than the same time last year.

The family growth rate in the Shire has increased to seven families per calendar day for the quarter. The YTD figure is also seven families per calendar day. There were 457 births in the Shire this quarter, 9% higher than last quarter and 8% higher than last year. Enrolments to Maternal and Child Health have increased by 7% this quarter and are 7% higher than last year.

POLICY IMPLICATIONS

Nil.

RELEVANCE TO COUNCIL PLAN

As a key component of the Council Plan, Council undertakes to embrace and demonstrate effective governance and transparency, and this performance report is part of Council's efforts to meet this objective.

CONSULTATION/COMMUNICATION

Relevant managers and officers, from almost all divisions across the organisation, provide updates and comments that feed into the Quarterly Performance report.

FINANCIAL AND RESOURCE IMPLICATIONS

Nil.

CONCLUSION

It is appropriate to receive the Quarterly Performance Report and note the contents.



Cardinia Shire Council

Quarterly Performance Report

Quarter 2 October - December 2018-19

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CEO's Report

I commenced as Chief Executive Officer of Cardinia Shire Council in October at the start of this quarter. I am a proud Cardinia Shire resident and have really enjoyed getting out and about to experience some of our great community assets and events. I also worked hard with councillors and staff during this quarter to advocate strongly for what Cardinia Shire needs leading up to the state election, and this work continues ahead of the federal election.

Since joining Cardinia Shire, I have focused on engaging with councillors and community, learning about the organisation and representing the shire strongly as part of the South East Melbourne and Interface regional groupings. In this report, I'll share elements of my induction as CEO, highlights of council's work on community initiatives and major projects, and some organisational achievements. We've delivered some great results across all five key areas of our Council Plan this quarter. I'm also pleased to say that in November, Councillor Cr Graeme Moore was elected Mayor of Cardinia Shire and Cr Collin Ross was elected Deputy Mayor for 2018-19 at Council's Annual Statutory Meeting. I extend my appreciation to Cr Ross for the warm welcome he gave me as the new CEO and I look forward to working closely with Cr Moore for the majority of the 2019 calendar year.

Getting started

As part of my learning, I've been out on the road with our councillors to provide insight into our many townships and local facilities. Similarly, I've also spent time with various staff to get a better understanding of how the organisation operates. Since then, I've held a productive workshop with councillors to review our priorities over the remaining two years of this Council term and another with the senior leadership team to identify opportunities for improvements in our systems and processes. During this time, I also participated in the LGPro CEO Forum and the MAV Conference where I had the opportunity to collaborate with other CEOs and stay abreast of issues facing local government.

A critical part of stepping into the CEO role has been engaging with the community to better learn their priorities and needs, and I've attended many events to achieve this. Examples include the Together We Can Summit, Emerald Remembrance Day, the Bendigo Bank Lang Lang branch's celebration of 20 years of community involvement, Kooweerup Christmas window judging, the Casey Cardinia Business Awards, and the Casey Cardinia Foundation Charity dinner to name just a few. I was able to take the learning from my community engagement efforts to Canberra with Mayor Cr Graeme Moore, where we met with a number of ministers as part of a delegation from South East Melbourne Councils. We advocated strongly for the creation of more than 130,000 new jobs across South East Melbourne (of which 55,000 are projected for Cardinia) and increased investment in our rapidly growing region. I will continue to work with councillors and our regional partners to influence ministers and shadow ministers in order to progress the projects and proposals discussed in the various meetings during the trip.

Community initiatives and events

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In summary, my first months as CEO of Cardinia Shire have been educative, challenging and extremely rewarding. Looking forward, I'll be working closely with Council to develop the next Council Plan and budget. I'll be focused on ensuring we keep delivering great outcomes for our community, while collaboratively seeking out ways we can improve.

Further details of Council's second quarter progress for 2018–19 can be found on the following pages.

Carol Jeffs

Chief Executive Officer

Cardinia Shire Council

Government interaction

Government Advocacy

Council continues to actively engage with all local politicians both federal and state seeking their support for local initiatives.

In the lead up to the State Election and the forthcoming State and Federal Budgets, a detailed package of 57 projects required locally in the Bass, Gembrook and Narracan electorates was prepared and served as the basis of Council's advocacy to all levels of Government.

It is pleasing to note that many of the projects included in the advocacy package were announced during the State election period including:

- new kindergartens
- new schools
- Koo Wee Rup Tennis Courts
- improvements to Pakenham Outdoor Pool
- additional services at Pakenham Health Hub
- rail crossing removal works
- road improvements works to remove congestion.

Seeking promises in the lead up to an election is one of the few opportunities available to influence government priorities that benefit our local communities.

Grant application

For the current financial year, 10 grant applications have been lodged for a total of \$5.3 million. Of the 17 outstanding grant applications lodged in the previous financial year, eight have been successful for a total of \$4.55 million. No announcements have been made at this stage regarding the other 11 applications.

Legislative Program

The new Local Government Act Bill previously introduced into Parliament was not considered prior to the State Election. The rewrite of the 1989 Act is long overdue and should remove many of the anomalies in the legislation that have occurred over time, due to many ad-hoc amendments being made to the legislation over the past 26 years. It is anticipated that the Bill will be reintroduced in the new year.

Major capital projects

The following are the major projects currently underway to deliver improved facilities in the Shire. These are projects that have a value over \$500,000.

Name	Lang Lang Sporting Facilities
Description	The construction of a major recreation and community precinct being undertaken. It will include sporting facilities, multipurpose community spaces, parks and other open spaces for recreational activities.
Comment	The design of the new pavilion has been finalised in consultation with all stakeholders. The contract for the construction of the pavilion has been awarded, with works to commence on site early February 2019.
Start	February 2017
End	December 2019
Cost	\$10+m

Name	Cardinia Cultural Centre Exhibition Space
Description	Stage 1 expansion of Cardinia Cultural Centre exhibition space.
Comment	Construction commenced in June 2018 and is tracking well. Demolition works have been completed ahead of schedule. Temporary toilets have been established and construction of the new section of building has commenced.
Start	March 2018
End	June 2019
Cost	\$8.5m

Name	Eastern Dandenong Ranges Trail
Description	Construction of the 6.5km section of the Emerald to Gembrook Trail from Cockatoo to Gembrook.
Comment	The delivery of the trail is now completed and in use by the community. Official opening was held on 30 October 2018.
Start	July 2017
End	August 2018
Cost	\$2.5m

Name	Deep Creek Reserve
Description	Development of the Deep Creek Reserve Masterplan including All Abilities Playspace, community building, demonstration wetlands and associated civil works.
Comment	<p>Tenders have been awarded and works have commenced for the following stages of this development</p> <ul style="list-style-type: none"> • Construction of the building and services – underway • Construction of the regional all-abilities playspace - underway • Civil works package for the car park and associated drainage - underway • Pakenham Golf Course - Construction of New Holes – complete <p>The works associated with the landscaping have also been awarded and will be undertaken following completion of the civil works.</p>
Start	July 2017
End	July 2019
Cost	\$10.5m

Name	Gembrook Leisure Facility
Description	Redevelopment of the existing play and skate park to provide a flexible space suitable for scooters, skating and BMX riding. The site will also provide an exercise area, an open lawn, accessible play & climbing equipment, nature play, a flying fox, a hardcourt space for ball sports and water play facilities. Passive recreation will be encouraged by improving picnic and toilet facilities, while plans include improved connections with the current Gembrook Community Centre via upgraded pathways and landscaping.
Comment	The site is currently in the Masterplan process with the final Masterplan document being reviewed as per comments received from the public consultation and viewing period.
Start	January 2018
End	July 2020
Cost	\$1.5m

Name	Emerald Netball Facility
Description	Delivery of the Emerald Netball facility at Pepi's Land site including 4 netball courts, car parking and pavilion.
Comment	The internal civil works have been completed. Works on the entrance road will be undertaken in 2019 and the pavilion works to follow.
Start	February 2017
End	June 2020
Cost	\$3.2m

Name	James Bathe Recreation Reserve
Description	Construction of two football/cricket ovals, netball courts, playspace and pavilion.
Comment	Construction works associated with the civil project are well underway with the site earthworks complete. Individual elements at the reserve are now becoming apparent as the works progress. A tender has recently been awarded for the construction of the pavilion which is now underway.
Start	February 2018
End	December 2019
Cost	\$12.2m

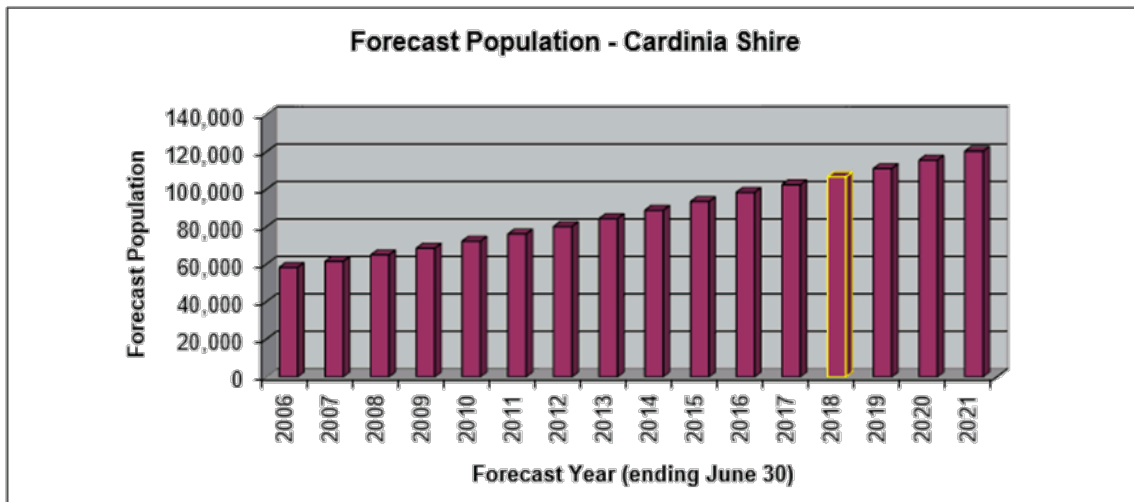
Name	Hills Hub
Description	Construction of new multi-purpose community facility in Emerald.
Comment	Construction works are now progressing well and working towards a new completion date of August 2019. The ground floor slab and blockwork have been completed. Steelwork framing has commenced. First floor slab has been poured and will cure over the festive period prior to further construction works.
Start	Demolition and construction commenced May 2018
End	September 2019
Cost	\$8.2m

Cardinia Shire growth indicators

Cardinia Shire is a growing community. This growth places demands on both our service and infrastructure provision. This section contains key indicators of growth that are combined with population projections to plan our activities.

Figure 1 illustrates that, in 2006, the total population of Cardinia Shire was estimated at 58,540 people. It is expected to experience an increase of over 62,200 people to 120,748 by 2021, at an average annual growth rate of 4.95 per cent per annum over 15 years.

Figure 1. Forecast population – Cardinia Shire



* Data .id Consulting

Property

Subdivisions – residential lots

Residential lots data is a lead indicator and highlights residential development activity that drives much of the growth in demand for council's services and facilities.

Figure 2 illustrates that there were 323 lots in application for the certification of plans of subdivision this quarter. Results are 51% lower than the previous quarter. Applications are 46% higher than the same time last year.

Figure 2. Residential lots – applications

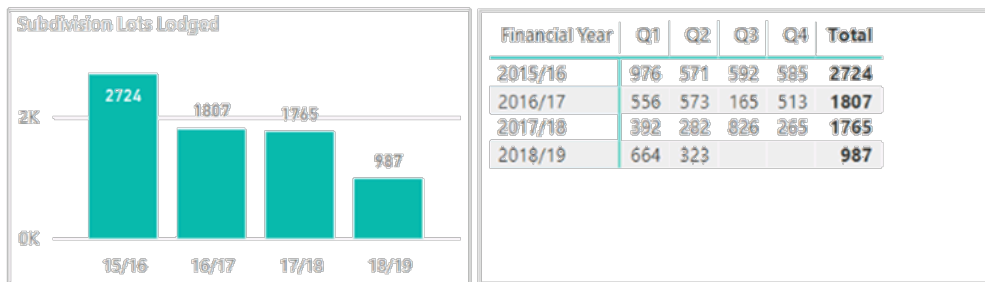
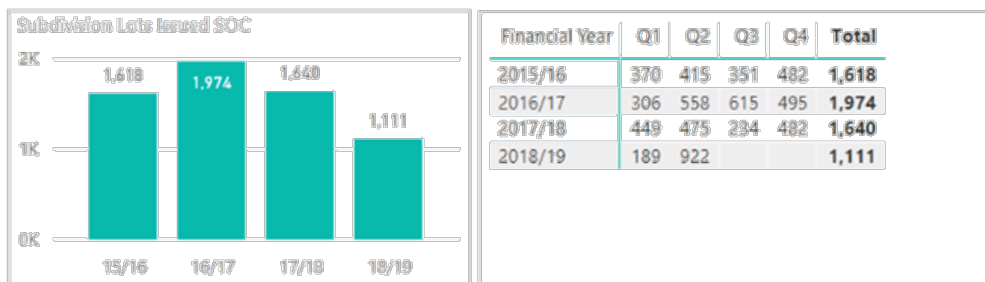


Figure 3 illustrates that there were 922 lots for which a statement of compliance was issued this quarter, allowing for the sale and development of individual lots. Results are 388% higher than the previous quarter and 20% higher than the same time last year.

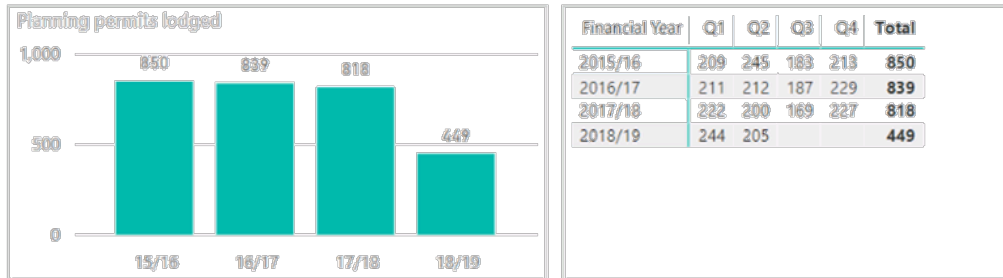
Figure 3. Residential lots – statement of compliance



Planning applications

Figure 4 highlights the level of development activity in relation to applications for planning permits. There were 205 planning applications this quarter, 16% lower than the previous quarter. The year to date figure is 6% higher than the same time last year.

Figure 4. Planning permit applications received



Building permits

Building permits are required for both new buildings and alterations to existing buildings. Figures 5 to 7 highlight the level of development activity in relation to building permits and building completions for both residential and non-residential buildings.

Figure 5 illustrates that there were 384 building permits issued this quarter. That is a decrease of 38% from the previous quarter and 35% lower than the same time last year.

Figure 5. Total building permits issued

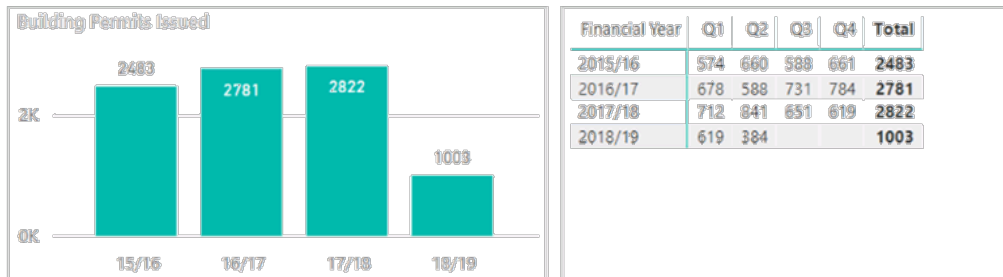


Figure 6 illustrates that there were 448 residential building completions this quarter. That is a decrease of 2% from the previous quarter and 11% lower than the same time last year.

Figure 6. Residential building completions

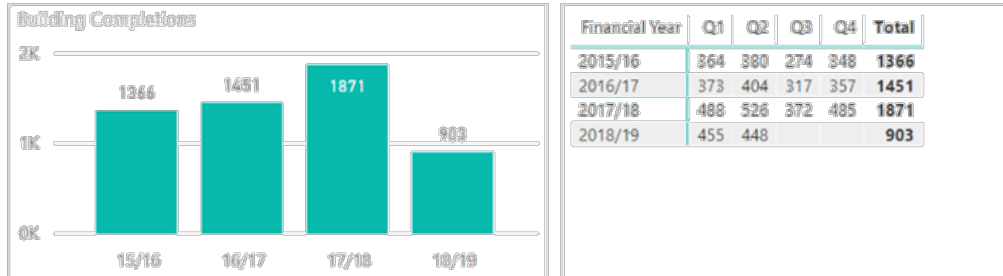
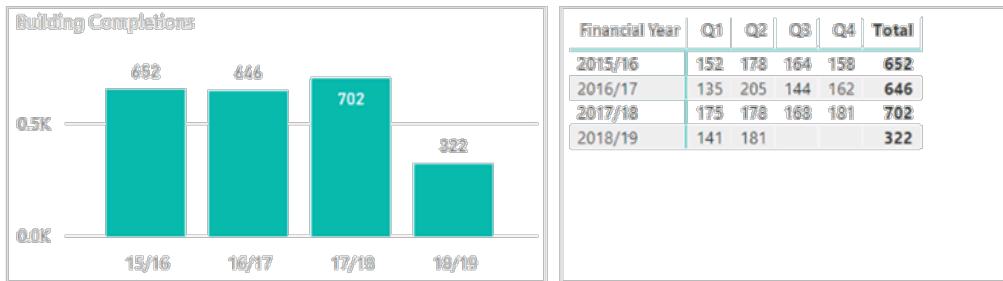


Figure 7 illustrates that there were 181 non-residential building completions this quarter. That is an increase of 28% from the previous quarter and 9% lower than the same time last year.

Figure 7. Non-residential building completions

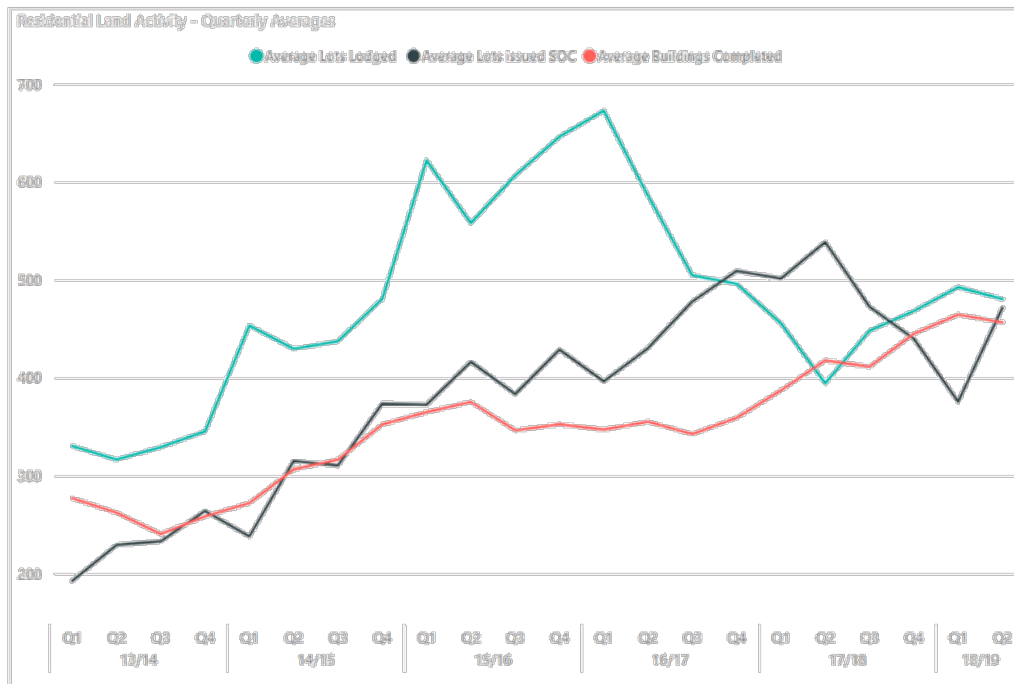


Residential land development indicators

These indicators combine the residential growth pipeline on the one trend graph. A five-quarter rolling average is used to smooth out the peaks and troughs within the quarterly data and to recognise emerging trends.

The data in Figure 8 is based on the quarter on quarter information beginning from the July quarter 2013-14.

Figure 8. Residential land development indicators



The average number of **lots lodged for subdivision** reached a record low in the 2nd quarter of 2013-14 with 317 lots. The first quarter of 2016-17 peaked at an average of 673 lots submitted for subdivision. The current average number of lots is 481 but this is expected to increase as the Officer Precinct development progresses.

The average number of **lots issued statement of compliance** and released onto the market has been steadily increasing since the first quarter of 2013-14. Numbers have increased to an average of 472 lots released this quarter after a decline last quarter.

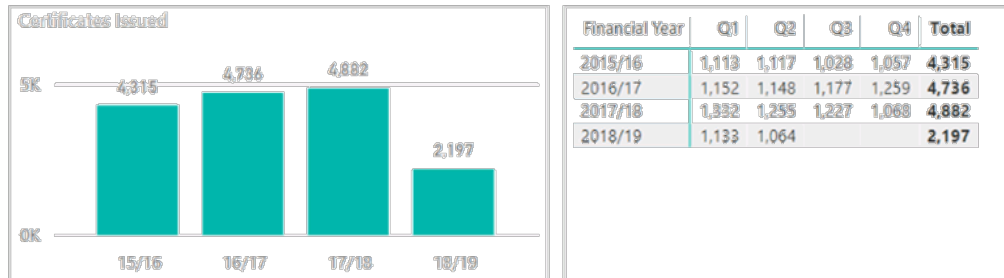
The average number of **building completions** is 457. This is a lag indicator and is expected to continue to rise within 6 to 12 months as land development progresses.

Land information certificates

Land Information Certificates are required whenever a property changes owners. This figure includes both first home buyers and subsequent owners. It shows both growth and churn in the property market.

Figure 9 illustrates that there were 1,064 certificates issued this quarter, 6% lower than the previous quarter. Year to date results are 15% lower than the same time last year.

Figure 9. Land information certificates



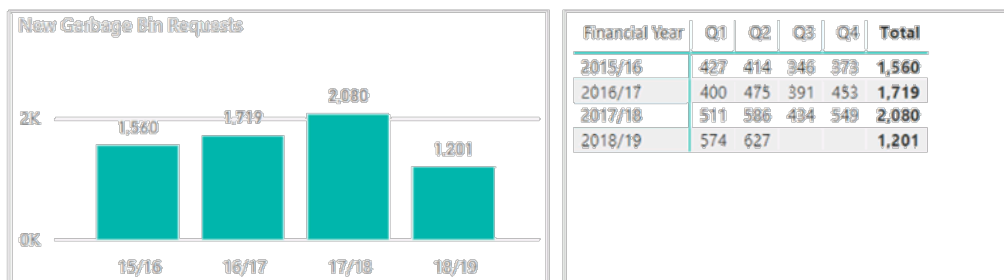
Household garbage service

A new household garbage service is requested predominantly when a new home has been completed and ready to be occupied. This indicator can therefore represent the growth of new households within the Shire.

Figure 10 illustrates that there were 627 new bins requested this quarter, 9% higher than last quarter. The year to date total is also 9% higher than last year, indicating a rise of new households.

The daily average of new households established within the Shire is seven families per calendar day for the quarter. The year to date growth indicator is seven new families per calendar day.

Figure 10. New household garbage service volumes



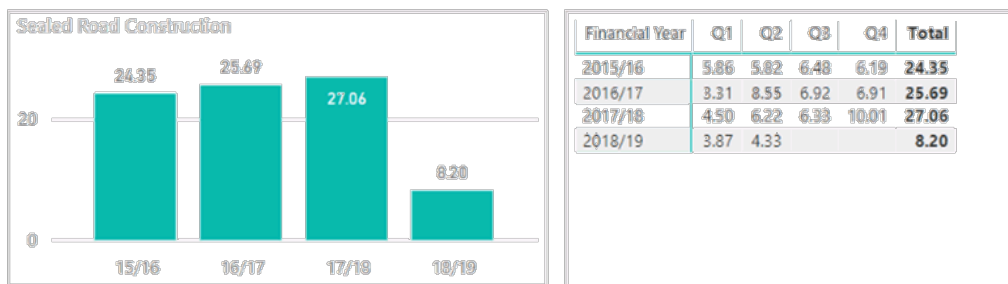
Roads and footpaths

Sealed roads

The sealed road network is approximately 702 km in length. Sealed road growth is due to a combination of subdivision development and Council's sealing of unsealed roads through special charge schemes or other external funding such as roads to recovery. The road maintenance program is conducted in accordance with Council's Road Management Plan and is supplemented by cyclic maintenance programs including annual road resealing and rehabilitation.

Figure 11 illustrates that there was an additional 4.33km of sealed roads constructed this quarter, 12% higher than the previous quarter. The year to date total is 24% lower than at the same time last year.

Figure 11. Additional kms of sealed roads constructed

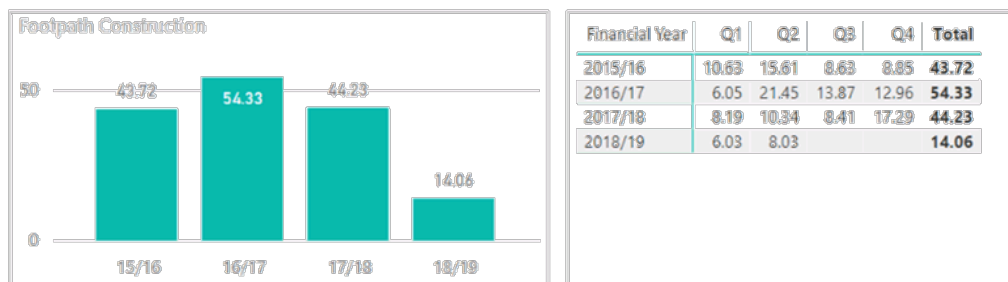


Footpaths

Footpaths are an important means of improving community cohesion by providing for pedestrian traffic around our communities. The footpath network is approximately 702 km in length, with an estimated average growth rate of 43 km per year. This growth is due to a combination of footpaths constructed from subdivision development and Council's capital works program.

Figure 12 illustrates that there was 8.03km of footpaths constructed this quarter, 33% higher than the previous quarter. The year to date total is 24% lower than at the same time last year.

Figure 12. Additional km of footpaths constructed



Customer responsiveness

This section shows performance in relation to two fundamental areas of responsiveness - actioning inwards correspondence (mail, fax, email) and actioning service requests.

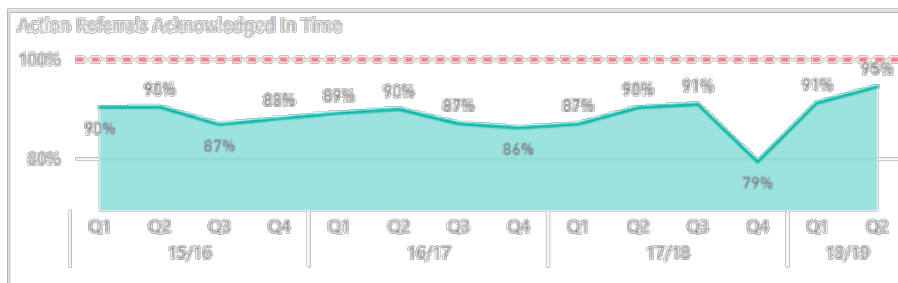
Inwards correspondence – (Mail, fax, email)

KPI target: 100 per cent of inwards correspondence requiring action, to be acknowledged within 10 days.

An Action Referral is an item of inwards correspondence received via mail, fax or email, requiring a response.

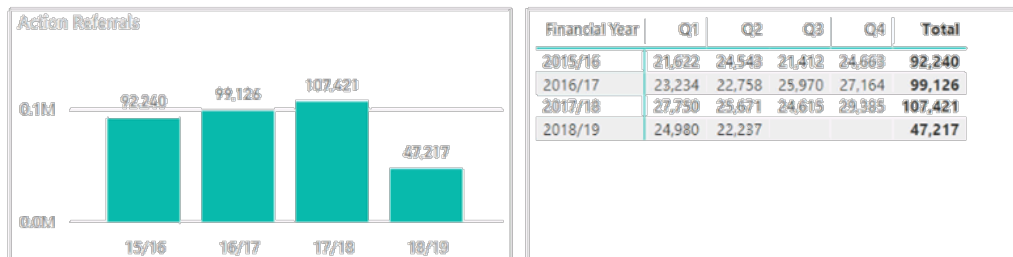
Figure 13 illustrates that an average of 95% of Action Referrals this quarter were acknowledged within 10 days, 4% higher than the previous quarter. Performance reports are distributed to all managers on a fortnightly basis and this is contributing to a higher level of consistency in relation to actioning correspondence.

Figure 13. Inwards correspondence –action referrals in time: KPI percentage by quarter



The volume of inwards correspondence is expected to increase, due to our population growth and as Council's services are expanded and enhanced to meet the growing needs of our community. However, Figure 14 illustrates that there were 22,237 action referrals this quarter, 11% lower than the previous quarter. The year to date total is 12% lower than the same time last year.

Figure 14. Inwards correspondence – action referrals volumes



Service requests

KPI target: 90 per cent service requests finalised in time.

Figure 15 indicates that 87% of service requests were finalised in time for the quarter, slightly below the 90% target.

Figure 15. Service request in time: KPI per cent by quarter

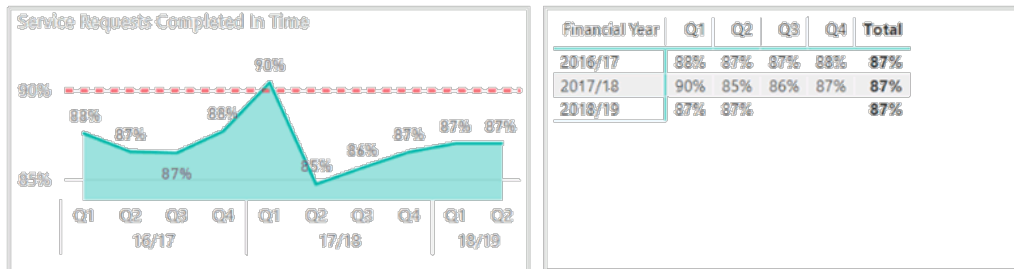
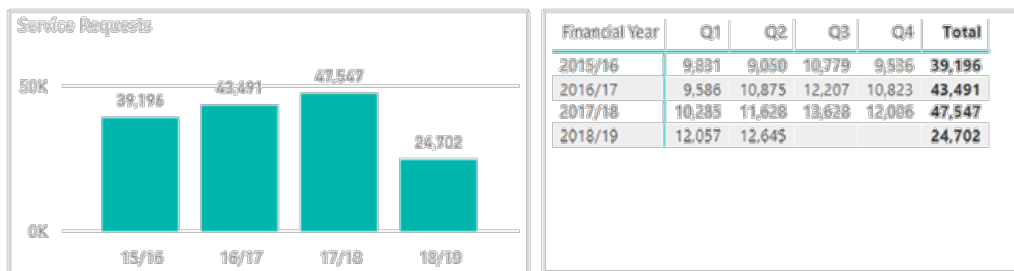


Figure 16 illustrates that there were 12,645 service requests this quarter, 5% more than the previous quarter. The year to date total is 13% higher than the same time last year, indicating an upwards trend in requests.

Figure 16. Service request volume



Sustainable service

The sustainable service indicator set provides a variety of volume type indicators relating to a core service delivery to the community. These are not an exhaustive set, but have been chosen to reflect some of the breadth of council's obligations.

Unsealed roads and surface drains

In addition to the sealed road network, council maintains a large unsealed road network, which is 873 km in length, with an annual maintenance budget of in excess of \$3.1 million. Maintenance works consist of both grading and resheeting done on a cyclic basis, along with response to defects caused by adverse weather conditions such as storms or long dry spells. All works are conducted in accordance with council's road management plan, which ensures that the network is kept in a safe, and trafficable condition.

Figure 17 illustrates that there was 770km of unsealed road grading this quarter, slightly lower than last quarter and 3% higher than the same time last year.

Figure 17. Unsealed road grading (kilometres)

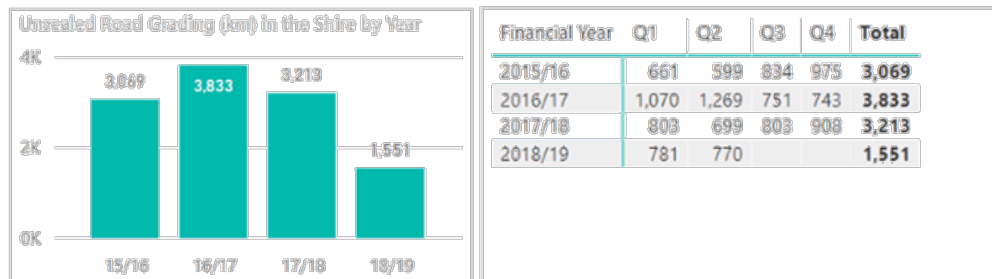
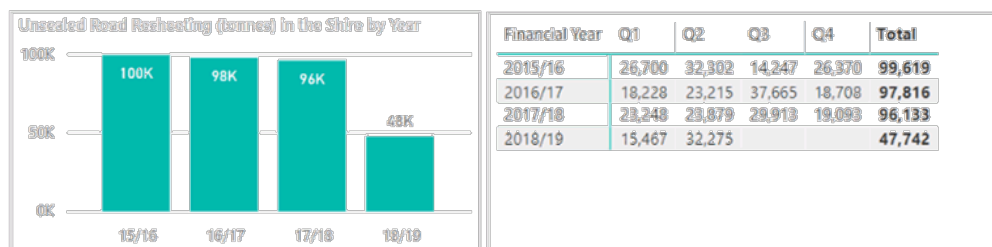


Figure 18 illustrates that there was 32,275 tonnes of unsealed road resheeting this quarter, 109% higher than last quarter and slightly higher than the same time last year.

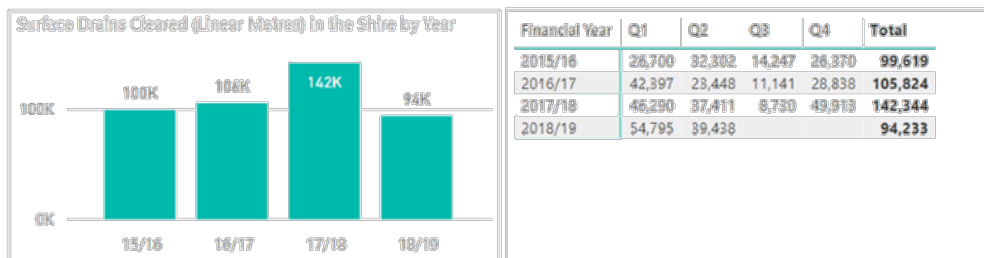
Figure 18. Unsealed road resheeting (tonnes)



Council also maintains over 3000 km of open surface drains. These drains are cleaned out using a maintenance system that is driven by proactive inspections and reactive works, and supplemented by responding to flooding issues following storms. Works are prioritised based on risk to property or person.

Figure 19 illustrates that there was 39,438 linear metres of surface drain clearing this quarter, 28% lower than last quarter and 13% higher than the same time last year.

Figure 19. Surface drains cleared (linear metres)



Community

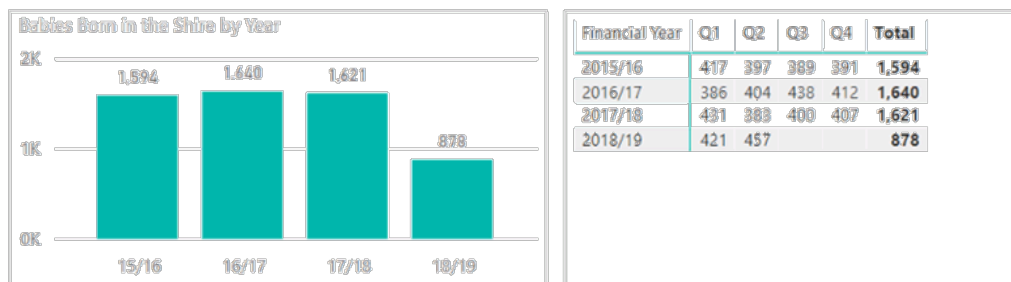
Maternal and Child Health (MCH)

The Maternal Child Health Service is a State Government and Council funded service for families who have children aged birth to school age. The service provides support to parents, offering information and advice on issues related to child health and development, parenting, maternal health and wellbeing, as well as providing groups for first time mothers.

Birth notices are the number of notifications received, from hospitals, of newborn babies in the municipality.

Figure 20 illustrates that there were 457 birth notices this quarter, 9% higher than the previous quarter. The year to date figure is 8% higher than the same time last year.

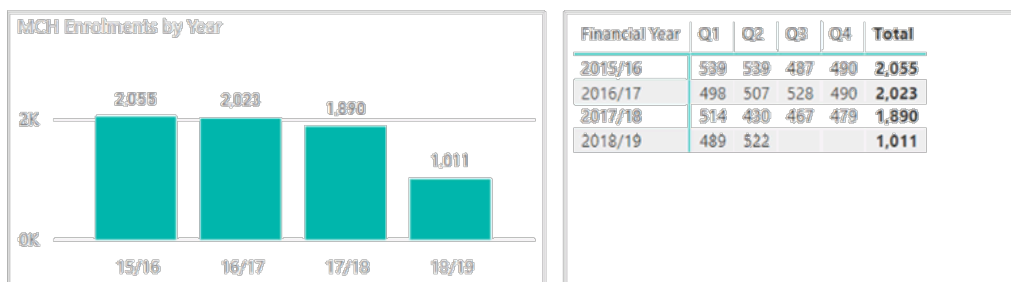
Figure 20. Maternal and Child Health birth notices



Total enrolments is the number of babies and children, from birth to school age, that visit and enrol at an MCH centre, including both new births and children of families moving to Cardinia Shire.

Figure 21 illustrates that there were 522 enrolments this quarter, 7% higher than last quarter. The year to date figure is 7% higher than last year.

Figure 21. Maternal and Child Health new enrolments



* New software introduced November 2015.

Number of youth interactions

Cardinia Shire Council Youth Service provides a range of activities, programs and services for young people aged 12 to 24 years that reside in or have a strong connection to the municipality. My Place is Council's youth facility where young people, parents/carers, and professionals can access information and support. Services and programs are provided from My Place, in schools, and at community venues across the Shire. Young people have been accessing services and programs from My Place since January 2013.

The number of services being permanently based or outreaching from My Place has remained consistent over the past 12 months. However, some services have increased the number of staff and/or days of service they provide.

Services that operate from My Place include: Windermere Youth and Family Outreach; Monash Health Youth And Family Counselling; South East Centre Against Sexual Assault; Oakwood School; Skills Plus; TaskForce Skills First Reconnect Program; Westernport Accommodation and Youth Support Service; Centrelink Community Engagement; YSAS (Ignite Program, Drug and Alcohol Counselling and Youth and Family Support); and headspace.

Consult rooms are fully booked Monday to Thursday at My Place reducing the capacity of the facility to attract more services. However, renovations will commence early 2019 to establish 'The Chapel' as a Youth Mental Health Hub. The space will be managed by EACH and will increase service provision to young people with complex mental health services from March 2019.

Youth Services commenced the delivery of new programs and activities from 'The Point' in term 4, 2018, which is the adjoining building to the Chapel. Cardinia Shire Youth Service will develop partnerships with external agencies and community groups throughout 2019 to increase the engagement of young people who are vulnerable and not currently accessing structured programs/services.

Council's Youth Support Program continues to be at capacity. At the end of December 2018, there were nine young people on the wait list for Youth Support. Youth Support Officers continue to base themselves in Emerald and Kooweerup once a week to ensure service equity across the Shire.

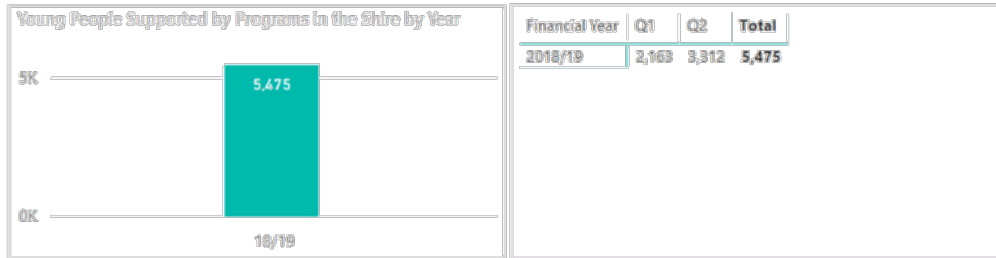
The Windermere Youth and Family Outreach Support program continues to help meet the needs of young people 10-21 years experiencing complex issues (and where required their families).

From July 2018, Youth Services adjusted the service KPIs to better reflect the throughputs and outputs being achieved.

Figure 22 illustrates the number young people engaged in programs and activities since July 2018 via in-school programs, after-school programs, My Place and/or Teenage School Holiday Program. The chart reflects the total number of young people (not individuals) that participated in activities, programs and services. This quarter there were 3312 contacts with young people, 53% more than last quarter.

In addition, there were 37 young people supported by Council's Youth Support Program in the period July- September 2018 and 39 individual young people during the period October – December 2018.

Figure 22. Engagement with young people

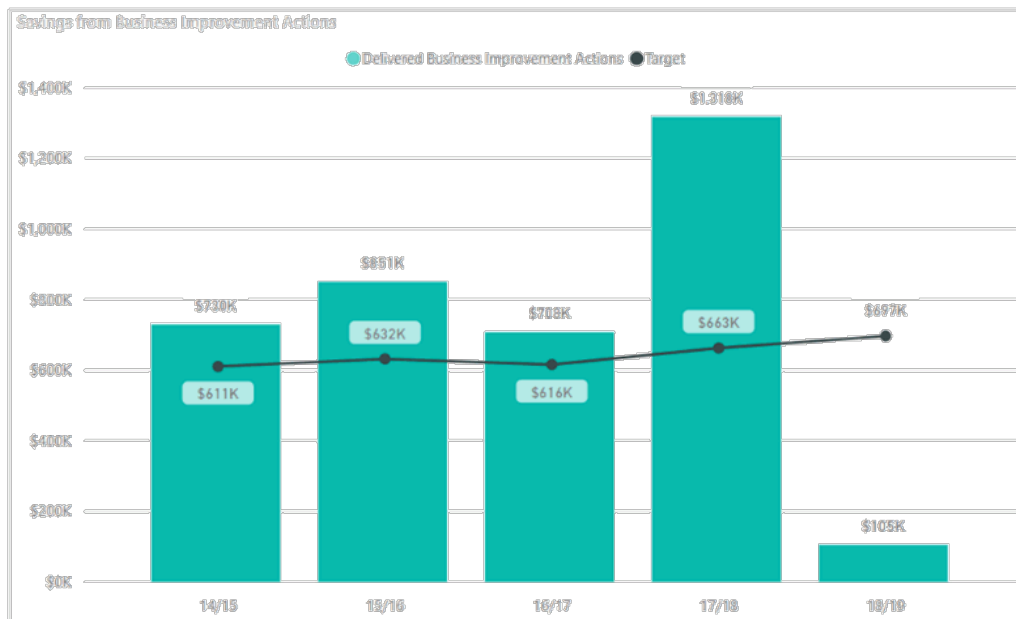


Business innovation

A key element in ensuring the sustainability of our service delivery is continuing to strive for the best utilisation of resources in delivering those services. One way we measure this is by quantifying the innovation or improvement in how we do things. We measure this in terms of the number of initiatives, and the savings (direct or opportunity) those initiatives realise.

We currently have a target of delivering 2 per cent of our salary budget in savings each year. Our target in 2018–19 for improvements is to deliver a minimum of \$697,600 in savings. There are currently 66 improvement projects that have been identified.

Figure 23. Business improvements



Waste management

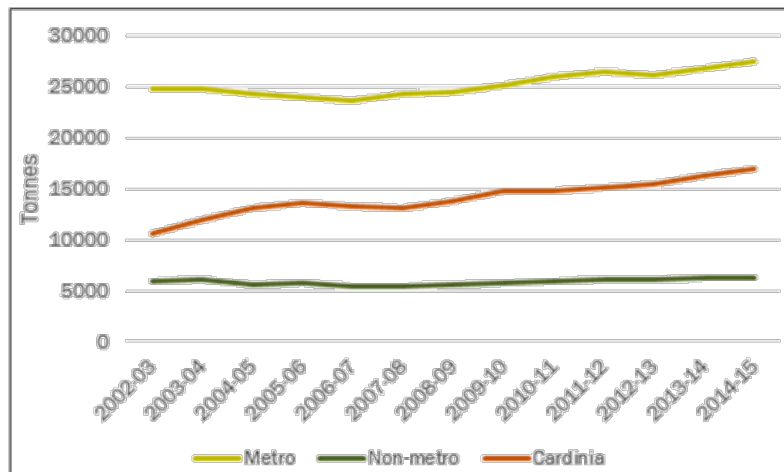
Indicators in this section relate to our behaviour with waste disposal and resource recovery. That is, how much waste we send to landfill and how much is recycled or composted. These figures are monitored on a monthly basis.

Waste trends

Waste generated in Cardinia Shire is in line with expectations from a shire of its size, population and interface location, and can inform opportunities for services, education and advocacy in the future.

Figure 24 illustrates amount of garbage generated in comparison to other councils. As the shire's population continues to grow, the amount of waste generated is also growing. As areas of the shire become more urbanised (similar to metro areas) the tonnages collected will increase to be more in line with metro councils. This means Council will be handling more garbage in the future based on current trends

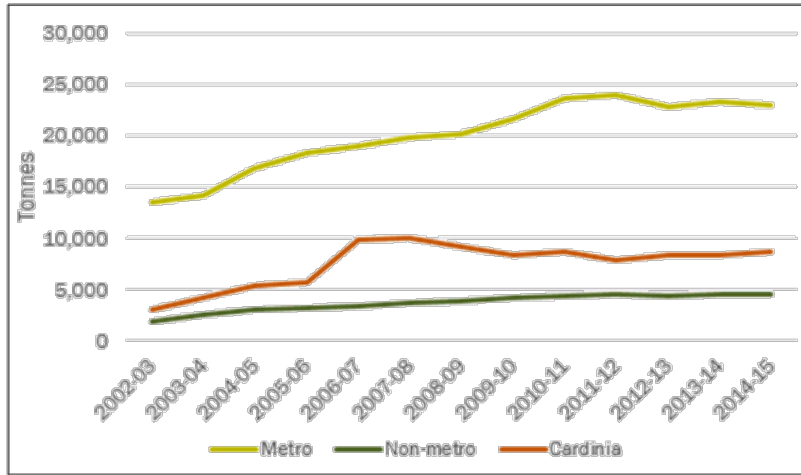
Figure 24. Cardinia Shire garbage generated compared with other metro and non-metro Victorian councils



* Annual Local Government survey - Sustainability Victoria

Figure 25 illustrates the amount of recyclable material generated (recycling and green waste streams) in comparison to other councils. Similar to the trend for amount of total waste generation is the amount of recyclable material generated, with spikes in data occurring in 2006 with the introduction of the green waste bin. Presumably, the green waste bin introduction prompted properties to clear green waste which may have been stock piled and levelled off in more recent years. Moisture content in green waste from wet or dry years can vary the tonnage of recycling, with the drought experienced in some years can also have an impact.

Figure 25. Cardinia Shire recyclables (recycling and green waste streams) generated compared with other metro and non-metro Victorian councils.



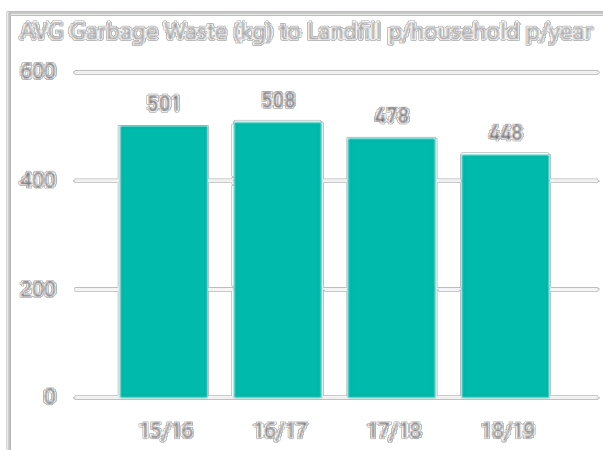
* Annual Local Government survey - Sustainability Victoria

Garbage to landfill

With urban population growth, it is expected that the amount of garbage to landfill may increase similar to that of metro Council areas. Increases are also attributed to the lack of new regional facilities and technologies to process and divert some wastes that are currently entering landfill.

Figure 26 illustrates that the average volume of garbage to landfill per household is 448kg to date this financial year. This is a decrease from last year's annual average of 478kg.

Figure 26. Average kg of garbage to landfill per household per year



Kerbside collection

Figure 27 illustrates that there were 4,519 tonnes of garbage waste to landfill collection this quarter, 5% lower than last quarter. The year to date figure is 2% lower than last year. The tonnes collected are expected to increase due to population growth within the Shire.

Figure 27. Garbage waste to landfill – tonnes collected

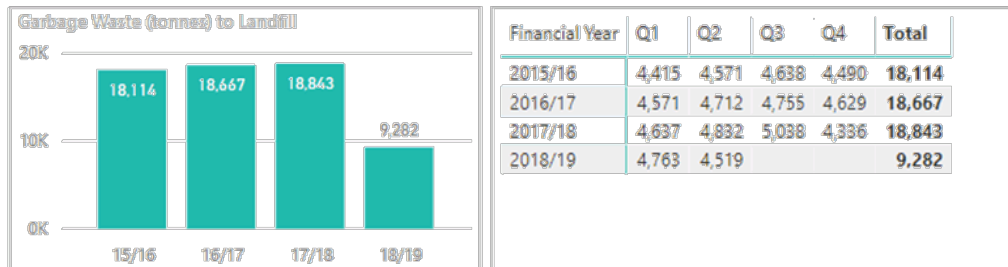


Figure 28 illustrates that there were 2,806 tonnes of recycle waste collection this quarter, 16% higher than last quarter. The year to date figure is 9% higher than last year.

Figure 28. Recycle waste – tonnes collected

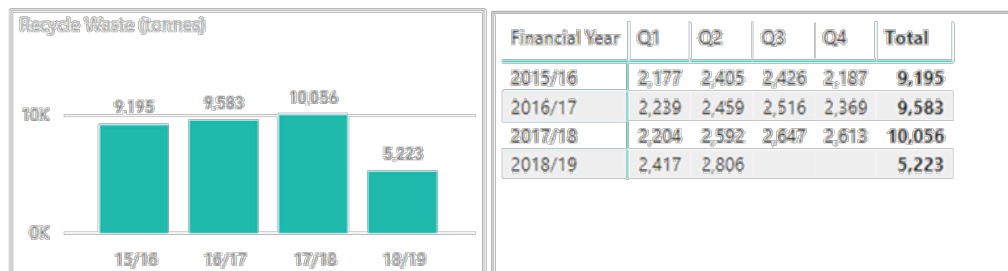
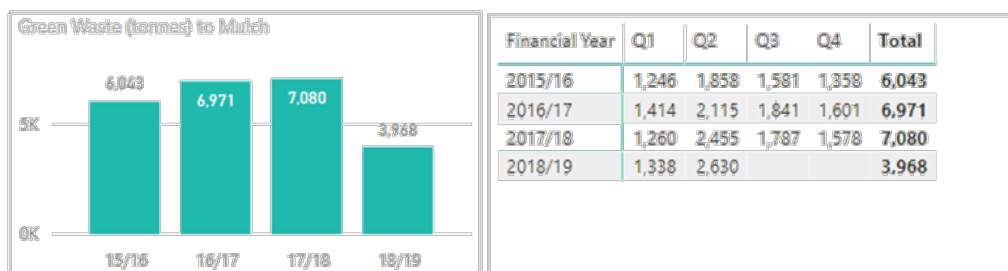



Figure 29 illustrates that there were 2,630 tonnes of green waste collection this quarter, 97% higher than last quarter. The year to date figure is 7% higher than last year. Green waste collection is seasonal and is based on weather and garden growth rates.

Figure 29. Green waste to mulching – tonnes collected




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Our People

We want to Achieve: Access to a variety of services for all

To achieve this we will: Continually review services to ensure those provided by Council meet community needs.

Action	Progress Comments	Business Unit	Complete by
Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	The Services For Success philosophy has been updated and a new brochure has been designed and printed. A spreadsheet to collect data regarding service provision is currently being developed. The next stage includes a collaborative spreadsheet, whereby officers across the organisation can share information pertaining to partner organisations and service requests.	Community Strengthening	Jun-19
Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building. The Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.	20/12 - Quotes have been received on planned renewal projects. Works have been implemented and currently on target to finalise this year's program. 20/09 - This is an annual program of works to improve existing conditions and usability of Council's building assets. Planning has finalised and currently seeking quotes prior to implementation.	Buildings and Facilities	Jun-19
Assess and report on the utilisation of community facilities for the benefit of community	Ungerboeck system will now not be available until 2020 and work is progressing to ensure the new system can capture this information.	Community and Family	Jun-19
Start the design and in part the construction of the Integrated Children's Centre at Timbertop.	20/12 - Design documentation is progressing with the target to open the Centre in January 2021. 20/09 - This project is in partnership with the VSBA and is awaiting on Government's approval to proceed. In the meantime design documentation is progressing.	Buildings and Facilities	Jun-19
Finalise the construction, fit-out and opening of the Integrated Children's Centre at Comely Banks.	20/09 - This project is the Bridgewood ICC delivered in partnership with the VSBA and is complete.	Buildings and Facilities	Completed

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Our People


We want to Achieve: Access to a variety of services for all

To achieve this we will: Routinely review overall community needs for services and either deliver or advocate for others to provide services to meet those needs.

Action	Progress Comments	Business Unit	Complete by
Implementation of year one of Child, Youth and Family Strategy with a focus on the development of a joint learning and service support model 'Our Place' for the integrated Gum Scrub Creek Child and Family Centre	Our Place implementation agreed. Action Plan 2019 agreed. Secondary services process drafted. Operations Manual drafted. Governance model finalised. Early Years Managers are now reporting on outcomes.	Community and Family	Jun-19

To achieve this we will: Deliver Ageing Well initiatives that support older adults to live longer in their own homes and reduce social isolation.

Action	Progress Comments	Business Unit	Complete by
Report on the progress of the Aged and Disability Service Provider Partnership	An updated Activity work plan and associated KPIs has been developed in conjunction with the Commonwealth Department of Health. Participation and planning has been undertaken in conjunction with the CHSP Sector Development team. Meetings have commenced with five of Cardinia Shire Councils local home and community care service providers to ensure gaps and opportunities are identified. New providers have been identified and rapport and better understanding of their service delivery models is being undertaken. Work has commenced with Swinburne University to advocate for individualised training provision for service providers in Cardinia Shire.	Community Strengthening	Jun-19
In line with the World Health Organisation Guidelines, work in partnership with older people on an annual basis to develop and implement key actions from the Age Friendly Strategy 2015-2019 for the coming year	Progress on the Age Friendly Action plan was presented to council demonstrating 95% completion of actions. The remaining 5% will be completed by June 2019 in line with the completion of the strategic period. The community engagement plan has commenced for the new strategic plan. Seven individual community consultation opportunities have been arranged across all wards within the Shire. Council's age friendly alliance group continues to be a key voice for Seniors across the delivery of strategic planning & actions.	Community Strengthening	Jun-19

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Our People


We want to Achieve: Access to support services and programs for young people

To achieve this we will: Ensure Council either provides or advocates for others to provide employment, recreation and leisure opportunities for young people.

Action	Progress Comments	Business Unit	Complete by
Advocate for a range of education, training and development opportunities for young people	Workshop held with youth strategy reference group with a focus on education and training. Discussions are progressing around options for the future of the location of Council's Youth Services My Place to allow for service growth. Youth Services supported SELLEN Jobs Fair in September 2018 (linking young people to local employment). Skillinvest is now situated at My Place and discussions are underway for them to provide a VCAL program. Youth Service officers continue to support young people to develop resumes and apply for training/job opportunities.	Community and Family	Jun-19

To achieve this we will: Advocate for an increase in locally based health and wellbeing services to support young people.

Action	Progress Comments	Business Unit	Complete by
Implement priorities within the Playground Strategy and playground renewal program. Project nominated include: Robin Crt, Pakenham, Phillip Crt, Pakenham, Gembrook Adventure Playground, Gembrook, Maryknoll recreation reserve, Maryknoll.	The program of works is currently being scoped. Minor works are expected to commence prior to Christmas, while the Gembrook playground will commence in 2019.	Infrastructure Services	Jun-19
Identify service gaps and utilise the 'Services for Success' model to advocate for additional infrastructure.	<p>New services that have been attracted to the following facilities:</p> <ul style="list-style-type: none"> Pakenham Upper Hall - CPAC Bridgewood Child and Family Centre: <ol style="list-style-type: none"> 1. Monash Community Health Mother Goose x2 2. Living and Learning - Reading For Life/ bestchance 3. Play To Learn Community Playgroup Bridgewood / Lakeside / Pakenham Springs Child and Family Centres - National Disability Agency (La Trobe Health) Lakeside Child and Family Centre - At work Australia Arena Child and Family Centre - Oz Child 	Community and Family	Jun-19

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Our People

We want to Achieve: Access to support services and programs for young people

To achieve this we will: Investigate opportunities for allied services to be co-located with Council facilities

Action	Progress Comments	Business Unit	Complete by
Explore options for expansion or relocation of My Place to cater for increased services for young people.	Council's 'Chapel' building is to be renovated into a Youth Mental Health Hub to provide office accommodation and counselling rooms (three rooms available) and will be a base to provide mental health support to young people and provide outreach workers. The work is to commence early 2019. A youth program space has also been established from Council's adjoining 'Church' building and has been named by young people as "The Point". It will be activated in 2019 to increase engagement with disengaged young people. The space will be able to be booked by services/groups to deliver activities for young people in the Shire.	Community and Family	Jun-19


We want to Achieve: Learning opportunities for all ages and abilities

To achieve this we will: Advocate to the Victorian Government to partner with Council during the development of new primary and secondary schools.

Action	Progress Comments	Business Unit	Complete by
Identify need for new schools annually and advocate to the Victorian government and local MPs for the allocation of funding in the state budget		Office of the General	Jun-19

To achieve this we will: Advocate to Australian and Victorian governments for post-compulsory and vocational training that meets the needs of local employers and residents

Action	Progress Comments	Business Unit	Complete by
Work with education providers to enhance opportunities for further education for residents of all ages.	Annual funding allocations provided to the Cardinia shire Neighbourhood House cluster, Cardinia U3A and Emerald U3A. Range of funding provided to Senior Citizens groups. Council will continue to support the important work these organisations undertake in creating learning opportunities for all.	Office of the General	Jun-19
Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses, senior citizens centres.	Annual funding allocations provided to the Cardinia shire Neighbourhood House cluster, Cardinia U3A and Emerald U3A. Range of funding provided to Senior Citizens groups. Council will continue to support the important work these organisations undertake in creating learning opportunities for all.	Community Strengthening	Jun-19

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Our People

We want to Achieve: Improved health and wellbeing for all

To achieve this we will: Source funding and deliver a range of initiatives that promote health and wellbeing.


Action	Progress Comments	Business Unit	Complete by
Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in Liveability Plan	Council has been supporting a joint Mental Health and Wellbeing funding grant led by Monash Health for staff working in Neighbourhood Houses across the Shire. Further information regarding this initiative will be available in the 2019. The annual report for the Liveability Plan has been completed and submitted to DHHS. It has received praise for being comprehensive, innovative and best practice.	Community Strengthening	Jun-19

To achieve this we will: Develop the new Municipal Public Health and Wellbeing Plan and review annually.

Action	Progress Comments	Business Unit	Complete by
Implement the ' Action Agenda ' by November 2018 of the Liveability Plan and complete an annual progress report.	The 2018 Annual Review of Cardinia Shire's Liveability Plan Action Agenda is now complete. The report has been endorsed by the Liveability Partnership Steering Group. Development of the 2019 Action Agenda is now underway.	Community Strengthening	Completed

To achieve this we will: Routinely investigate community health and wellbeing issues to inform Council's planning and activities.

Action	Progress Comments	Business Unit	Complete by
Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning	Council officers are currently preparing a Health and Wellbeing survey to ascertain baseline data for the Liveability Plan. The project and methodology brief for this Liveability survey is currently being prepared with the survey to be undertaken across the Shire early 2019.	Community Strengthening	Jun-19

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Our People

We want to Achieve: Improved health and wellbeing for all


To achieve this we will: Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities.

Action	Progress Comments	Business Unit	Complete by
Assess the outcomes for children being achieved through the Best Start program's two outcome indicators: a) increased numbers of vulnerable children into Maternal and Child Health service and b) increased numbers of vulnerable children into kindergarten and ensure that council services respond to the learnings in order to strengthen the universal systems	2019 Best Start Action Plan finalised.	Community and Family	Jun-19

We want to Achieve: Variety of recreation and leisure opportunities

To achieve this we will: Provide active and passive recreation facilities to meet the needs of residents.

Action	Progress Comments	Business Unit	Complete by
Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	Have liaised with the Friends of Mt Cannibal on track improvement works and toilet upgrade. The toilets were fully functioning by Christmas and additional solar powered pump with increased water capacity to be installed early in the new year. The walking track surface will be improved with erosion mitigation measures installed.	Environment	Jun-19
Start the design stage of the Worrell Reserve Sports Pavilion.	20/12 - Design development documentation is complete. Tenders are expected to be returned in February 2019, with site start April 2019. The budget for the Worrell Reserve pavilion was re-evaluated in preparation for the design stage. The project scope was formalised and quotations were sought from design consultancies. The principal consultant was engaged and they are developing the schematic stage, after consultation with the club representatives has been undertaken. The consultant is working to prepare relevant documentation up to tender stage.	Buildings and Facilities	Completed
Prepare a master plan for Gin Gin Bin Reserve Office Cardinia Shire Council	Discussions have commenced with the Victorian Department of Education and Training regarding combined master planning for an education precinct and Gin Gin Bin Reserve. The master plan can't be finalised until consultation with the Victorian Department of Education and Training has taken place.	Active Communities	Jun-19 ³²


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Our People

We want to Achieve: Variety of recreation and leisure opportunities

To achieve this we will: Provide active and passive recreation facilities to meet the needs of residents.

Action	Progress Comments	Business Unit	Complete by
PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park.	<p>The demolition of the old depot building to make way for the new car park has been completed. The car park design is being reviewed prior to going to tender.</p> <p>Demolition works were also undertaken on the Lions Den building with the intention to retain the former Lion's Den Bistro building for the Gippsland Community College. However, during the planned demolition of the adjoining Grandstand, the roof of the Lion's Den building began to collapse and structural engineers determined the building was structurally unsound and unsafe. Unfortunately, the Lion's Den building needed to be demolished because safety within and around the structure could no longer be ensured.</p> <p>Council has extended the lease for Gippsland Community College existing premises so they can continue to operate into 2019, and we are also working with them to explore alternative long-term options.</p>	Infrastructure Services	Jun-19
Prepare a master plan for McMullen Recreation Reserve Officer	Preparation of the Mc Mullen Recreation Reserve master plan is on hold pending negotiations regarding the purchase of land.	Active Communities	Jun-19
Commence the design of the Worrell Reserve Sports Pavilion.	Duplicate of 1.5.1.1 - 20/09 - The design documentation stage is underway with a number of expected consultations with relevant Clubs' representatives needing to take place, prior to finalisation of this stage.	Buildings and Facilities	Jun-19
Pepi's Land (Emerald) Master Plan – construction of path to Hamilton and revegetation planting	Works planned to be completed this financial year. Route alignment has finalised for a gravel path to be constructed to go around the base of the dam to the bottom of the hill.	Infrastructure Services	Jun-19
Work with user groups for the design and construct of the Officer Recreation Reserve Social Space	The detailed design of the western oval reconstruction has been completed. The draft design of the new social space and funding sources are currently being finalised by the reserve Section 86 Committee and user groups.	Active Communities	Jun-19
Design Bunyip Soccer Stadium	<p>20/12 - Design documentation complete early November 2018. Tenders returned and evaluation will be carried out in January 2019. Report to Council February 2019, with expectation to start on site in March 2019.</p> <p>The location of the soccer stadium has been moved to the western side of the soccer pitches. The draft design is currently being finalised in consultation with the club and reserve committee of management.</p>	Buildings and Facilities	Completed
Cardinia Shire Council			33

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Our People


We want to Achieve: Variety of recreation and leisure opportunities

To achieve this we will: Provide active and passive recreation facilities to meet the needs of residents.

Action	Progress Comments	Business Unit	Complete by
Complete construction of netball courts, car parking and pavilion at Pepi's Land Emerald	Car park and netball courts have achieved practical completion. Currently finalising designs of the external intersection works. The building is currently being redesigned.	Infrastructure Services	Jun-19
Design redevelopment of Cora Lyn reserve Pavilion	20/12 - Council has agreed to provide change rooms, universal design amenities and external accessible amenities together with canteen. Schematic stage is progressing. The application for funding under Building Better Regions Fund was unsuccessful. Council has applied for a loan through the State Government to construct the pavilion including change rooms, canteen and social space. A concept design for the development of the pavilion has been prepared and initial comment from the user groups and Committee of Management sought. Further consultation with the users groups and COM is required on the revised concept design.	Buildings and Facilities	Completed
Work with user groups to design and construct Gembrook Reserve Pavilion	The concept design and cost plan has been finalised with the club and consultant architect. Council is currently completing procurement process to appoint an architect to prepare detailed plans.	Active Communities	Jun-19
Deep Creek Reserve (Pakenham) - Complete Eco Centre/Golf Club House construction along with all abilities play space	The all abilities playspace and the golf course works are substantially complete. The Building has commenced construction, as too has the car park.	Infrastructure Services	Jun-19
Lang Lang Community and Recreation Precinct - Finalise Stage 1 civil works including the ovals, car parks and roads.	Works are near completion, just awaiting power to be connected, all other works have achieved P.C.	Infrastructure Services	Jun-19
Present options to Council for the potential redevelopment and expansion of Cardinia Life. If approved, proceed with detailed design.	Initial studies for redevelopment options have been placed on hold, with intentions to recommence in 2020.	Active Communities	Jun-19

Cardinia Shire Council

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Our People


We want to Achieve: Variety of recreation and leisure opportunities

To achieve this we will: Provide active and passive recreation facilities to meet the needs of residents.

Action	Progress Comments	Business Unit	Complete by
Construction Bunyip Soccer Stadium	20/12 - Tenders have been received. Evaluation will be undertaken in January 2019 with site start in March 2019. The tender documentation is being prepared in readiness to go out to market for pricing in December.	Buildings and Facilities	Jun-19
Construct redevelopment of Cora Lyn Reserve Pavilion	20/12 - Please refer to 1.5.1.4 CP above. This project is awaiting finalisation of design documentation before being able to proceed to construction start. Concept plans have been prepared as part of a government low interest funding application and are awaiting approval with 2 other projects before year end.	Buildings and Facilities	Dec-20
Resurface and upgrade current Recreation Sports Ovals - Officer (ROC) Oval	Works have commenced on site	Infrastructure Services	Jun-19
James Bathe Recreation Reserve - Finalise civil works of ovals and car parks	The civil works associated with the project are progressing well on site	Infrastructure Services	Jun-19
PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park	<p>The demolition of the old depot building to make way for the new car park has been completed. The car park design is being reviewed prior to going to tender.</p> <p>Demolition works were also undertaken on the Lions Den building with the intention to retain the former Lion's Den Bistro building for the Gippsland Community College. However, during the planned demolition of the adjoining Grandstand, the roof of the Lion's Den building began to collapse and structural engineers determined the building was structurally unsound and unsafe. Unfortunately, the Lion's Den building needed to be demolished because safety within and around the structure could no longer be ensured.</p> <p>Council has extended the lease for Gippsland Community College existing premises so they can continue to operate into 2019, and we are also working with them to explore alternative long-term options.</p>	Infrastructure Services	Jun-19
Complete construction of the civil works and pavilion for the Pepi's Land (Emerald) netball facility.	Car park and netball courts have achieved practical completion. Currently finalising designs of the external intersection works. The building is currently being redesigned.	Infrastructure Services	Nov-18

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Our People

We want to Achieve: Variety of recreation and leisure opportunities


To achieve this we will: Increase opportunities for residents to participate in a range of sport, recreation and leisure activities.

Action	Progress Comments	Business Unit	Complete by
Advocate to State Government for funds for development of Comely Banks Reserve.	Council was successful in receiving funding from the State Government via the Growing Suburbs Fund for the pavilion at Comely Banks. Council will continue to advocate for more funding to complete the remaining items on the masterplan.	Active Communities	Jun-19
Comely Banks Reserve - undertake detailed civil design.	The consultant has been progressing the detailed design of the civil works.	Infrastructure Services	Dec-18
Continue to investigate an appropriate location, for a permanent home for the Koo Wee Rup and District Motorcycle Club and the Pakenham Auto Club.	2/1/19: Details from Auto Club and Motorcycle club regarding their requirements for the two sites have been received. Leases are currently being drafted. Council has resolved to make land at 335 McGregor Road available for Koo Wee Rup and District Motor Cycle Club and Pakenham Auto Club. Motorsport Clubs Steering Committee formed to progress this matter.	Governance	Jun-19

We want to Achieve: Increased awareness of safety

To achieve this we will: Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.

Action	Progress Comments	Business Unit	Complete by
Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.	CPTED is considered as part of all planning permit applications and development of PSP's	Policy, Design and Growth	Jun-19

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Our People


We want to Achieve: Increased awareness of safety

To achieve this we will: Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.

Action	Progress Comments	Business Unit	Complete by
Support continued implementation of family violence projects in the shire at a local, regional and state level including , Together We Can initiative and White Ribbon Accreditation	<p>Together We Can</p> <p>As backbone organisation, in October, Together We Can facilitated its first Community Round Table with representatives from across the different community and government settings. The Round Table will now meet bi-monthly.</p> <p>Other key activities for Together We Can included:</p> <ul style="list-style-type: none"> • Together We Can Leadership Summit was held on the 11 October where around 100 leaders attended and developed 9 community solutions to prevent family violence for the third year of action. • A partnership between Cleanaway and Council's Waste Management Services delivered two waste trucks which are display the slogan "Together We Can – Stop Family Violence in Cardinia Shire" with the 1800 RESPECT phone number. • Together We Can won the Gold medal for the Australian Crime and Violence Prevention Awards – Community category in November. • Together We Can won a Commendation for the Biennial National Growth Areas Alliance Awards. • Together We Can was invited to Canberra on 7 December to speak with 70+ delegates representing a variety of national associations and government departments and delivered a minute presentation. <p>The latest statistics for the rate per 100,000 population of serious family incidents reported to police shows a reduction of 18.8% between 2017-18. Cardinia Shire now has the fifth highest rate in the Southern Metropolitan Region, compared to the second highest when Together We Can was first introduced.</p> <p>White Ribbon</p> <ul style="list-style-type: none"> • Together We Can collaborated with the Casey Cardinia Family Violence Network to deliver the 2018 Walk Against Violence. • Cardinia Shire Council hosted two internal White Ribbon events <p>Family Violence Regional Strategy</p> <ul style="list-style-type: none"> • Together We Can and Council participated in the Social Media campaign for the 16 Days of Activism. It reached over 5400 people over the 16 days. • Council is a representative of the Leadership Communities of Practice stream who are working together to deliver a Leadership Forum and a Community Forum (for prevention practitioners). 	Community Strengthening	Jun-19

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Our People

We want to Achieve: Increased awareness of safety

To achieve this we will: Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.

Action	Progress Comments	Business Unit	Complete by
To continue to work with the Cardinia Safer Communities Strategic Committee and action groups to address safety issues within the shire. Conduct real-time evaluation of implementation/effectiveness of key actions contained within Safer Communities Framework	Work on the Cardinia Safer Communities Strategy continues. The associated action groups meet regularly with each implementing an action plan. Action Groups report into the overarching Strategic Committee. Of mention this past quarter is the Reclink Football Team through the Alcohol and Other Drugs Action Group and Community Crime Prevention Workshops in Bunyip and Emerald as part of the Crime Action Group. During the September to December Quarter the overarching Safer Communities Committee came together with the Chairs of each Action Group to identify efficiencies and opportunities to work together on delivering key outcomes under the Strategy.	Community Strengthening	Jun-19

To achieve this we will: Improve awareness of township safety in local communities.


Action	Progress Comments	Business Unit	Complete by
Promote resilience and community preparations for emergencies by engaging with communities to assist the development of localised plans and actions. Initial focus will be on Upper Beaconsfield community.	Council is continuing to engage with the Upper Beaconsfield Community to increase their resilience. Council will be presenting the findings from the engagement back to the community in February. Preparations are underway for the 2019 Community Emergency resilience Forum at the CCC. Council recently attended and presented to the Local Victorian Farmers Federation meeting on preparedness and Councils responsibilities.	Community Strengthening	Jun-19

We want to Achieve: Minimised impact of emergencies

To achieve this we will: Implement plans that support people in times of emergency.

Action	Progress Comments	Business Unit	Complete by
Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their relevance to its risk profile. Review – Municipal Relief and Recovery Plan and Municipal Heat Cardinia Shire Council	Council's Emergency Management arrangements are reviewed quarterly through the Municipal Emergency Management Planning Committee. Recently an Emergency Management Plan was developed for the Emerald Lake Park Precinct. A number of small events have required Council to enact the emergency management planning arrangements to provide resources to emergency service organisations. Recently, Council's Emergency Management Plan and planning arrangements were subject to an external audit. The audit was successfully passed and highlights the work undertaken to support community in times of emergency.	Community Strengthening	Jun-19

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Our People


We want to Achieve: Minimised impact of emergencies

To achieve this we will: Implement effective plans and procedures that minimise the impact of all emergencies in the Shire.

Action	Progress Comments	Business Unit	Complete by
Implement the long term plan for burning in Council reserves. Review the Municipal Emergency Management Plan (including CERA -Community Emergency Risk Assessment), Annual review VFRR Undertake Municipal Emergency Management Plan audit. Conduct annual fire inspection program.	The VFRR review is currently being undertaken by the Municipal Fire Management Planning Committee. The 2018/19 Fire Hazard Inspection Program, was implemented in November 2018. Council passed the Municipal Emergency Management Plan audit in November. Preparations are underway to conduct two planned burn on Council land in Autumn 2019 at RJ Chambers and Brennans Reserves.	Community Strengthening	Jun-19

To achieve this we will: Protect against the impacts of emergencies through effective preparation and community planning and education.

Action	Progress Comments	Business Unit	Complete by
Support community initiatives (i.e.. Ready to Go) and assist communities to develop community emergency management plans. Utilise social media and publications to promote awareness of safety measures to support residents in the areas of heat health, thunderstorm asthma, fire preparation activities etc.	Council has worked with community groups to support preparedness in the community for the 2018/19 summer season. Council worked with community groups regarding the recent NSP changes in Emerald to support their activities in the community. The summer Communications plan has been implemented.	Community Strengthening	Jun-19

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Our Community

We want to Achieve: Our diverse community requirements met

To achieve this we will: Monitor and research emerging community trends to help plan for the needs of residents.

Action	Progress Comments	Business Unit	Complete by
Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database(i.e. Factsheets, Population projection updates and Social health Profile)	Council continues to gather and provide statistical data on social and health issues such as gaming, housing, food security etc. A major piece of work around the Liveability Evaluation Framework has recently been completed. The Cardinia Social and Health Profile has also been updated and currently available on Council's Website.	Community Strengthening	Jun-19

To achieve this we will: Promote access to and encourage, a mix of housing types to cater for the varying needs of people in the Cardinia community.


Action	Progress Comments	Business Unit	Complete by
Advocate and work with local housing provider to monitor the impact of social housing	Council is currently working with a number of Housing partners to deliver social and affordable housing options across the Shire. The draft Social and Affordable Housing Strategy has recently been on public exhibition for a month and is due to be presented at the Council meeting in February 2019.	Community Strengthening	Jun-19

To achieve this we will: Support opportunities for participation in a diverse range of arts, cultural and tourism activities.

Action	Progress Comments	Business Unit	Complete by
Complete construction of the Cardinia Arts Space at CCC.	20/12 - Project is on target to be completed by FY end. Construction has been commenced and is on track.	Buildings and Facilities	Jun-19
In conjunction with the Public Art Coordination team, deliver public art works in Ranges Ward	An Artist has completed several engagement programs and activities with the local community in late 2018. The findings of this consultation lead to the development of several concept designs. The current proposal is to deliver two pieces of art; one in Cockatoo and another at Emerald Lake Park. As part of the project, the artist is also delivering a workshop at the Emerald Secondary College in March 2019 for students with a particular interested in public art delivery as a potential career path.	Active Communities	Jun-19

To achieve this we will: Plan for the provision of facilities to service and support the changing community.

Action	Progress Comments	Business Unit	Complete by
Update the Child and Family Centre Build Plan and report on build capacity to meet needs.	This is completed twice a year in January and July.	Community and Family	Jun-19 40

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Our Community

We want to Achieve: Our diverse community requirements met

Action	Progress Comments	Business Unit	Complete by
Complete the economic review of the railway townships and develop a program for land use strategies in priority locations	The review of how the four railway towns work as a set and their potential for growth within the green wedge has been completed and will be presented to SLT and a Council briefing early in 2019	Economic Development,	Jun-19


We want to Achieve: Engaged communities

To achieve this we will: Provide a range of opportunities that encourage community participation in Council policy and strategy development.

Action	Progress Comments	Business Unit	Complete by
Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies. Begin planning and preparation of the new Community Plan.	Community Development have provided strategic advice on a range of projects, policies and initiatives and developed over 20 engagement plans including the Cockatoo Neighbourhood House Revitalisation project, Emerald Lake Park Strategic Plan and the Pakenham Heritage overlay. We have participated in the facilitation of a range of engagement sessions with the community including the Gembrook skate park, Emerald NSP and Festival & Events grants workshops. Preparations have commenced for the development of a Community Plan including identifying resources required and potential methodologies.	Community Strengthening	Jun-19

To achieve this we will: Communicate the activities and decisions of Council to the residents in a variety of ways.

Action	Progress Comments	Business Unit	Complete by
Undertake a review of Connect magazine and consider the introduction of ward or township-based newsletters. Continue to utilise website and social media channels.	17/12/18: A report and workshop for councillors with options for consideration will be arranged for the first quarter of 2019 Communications has commenced the process to identify opportunities to refine and improve Connect magazine.	Customer Communications	Mar-19
Development of new Digital Communications Strategy	17/12/18: Communications will conduct a workshop with Councillors in early 2019 as part of the development of a new five-year Communications Strategy.	Customer Communications	Jun-19

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Our Community

We want to Achieve: Engaged communities

To achieve this we will: Embrace and support community leadership.

Action	Progress Comments	Business Unit	Complete by
Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders. Evaluate and assess the current Community Leadership Program.	Council in partnership with Leadership Victoria is delivering a structured program to 20 Cardinia Shire emerging community leaders equipping them with a range of skills and building their capacity to share their learnings in their local organisations. A review of the program will be completed at the end of the financial year. Graduation for the 2018 participants will be held in February 2019.	Community Strengthening	Jun-19


We want to Achieve: Increased levels of community participation

To achieve this we will: Promote initiatives by the community and Council that connect and strengthen our communities.

Action	Progress Comments	Business Unit	Complete by
Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy	Footpath maintenance works are well under way. Including a recent inspection of all the high priority footpaths. The annual footpath program is well progressed and will be completed early in 2019.	Infrastructure Services	Jun-19
Development of new Cultural Diversity Action Plan	Initial planning has recently commenced to identify timeframes and resourcing to commence the development of the new plan. A multi cultural forum held in November 2018 has provided community feedback to commence community consultation for input into the new plan.	Community Strengthening	Jun-19
Implement the Disability - Access and Inclusion action plan	Council continues to implement the Disability Access and Inclusion Action Plan. At the recent AGM of the Access and Inclusion Committee the progress of action plan was reported on. During the September to December quarter the Access and Inclusion Facilitator has worked across Council to review and update the Action Plan items.	Community Strengthening	Jun-19
Development of a new Reconciliation Action Plan	An advisory group is being established to inform the development of the new Reconciliation Action Plan. In its early stages Council will call for expressions of interest to form the Advisory Group. Meetings with key stakeholders are being set up.	Community Strengthening	Jun-19
Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	Council has organised Resilience Fundamentals Training for Council staff. This will provide Council staff with the knowledge and resources required to practice resilience in the community. Further training of Council Staff will be undertaken in 2019 in conjunction with resilient Melbourne. Staff across multiple business units will undertake the training.	Community Strengthening	Jun-19

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Our Community

We want to Achieve: Increased levels of community participation

To achieve this we will: Recognise, support and promote the value of volunteerism in our communities.

Action	Progress Comments	Business Unit	Complete by
Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire	Reception will be held on 23 May 2019	Governance	Jun-19

To achieve this we will: Strengthen Council's community engagement through the development, implementation and promotion of effective practices.

Action	Progress Comments	Business Unit	Complete by
Provide training and support to staff across the organisation regarding the Community Engagement Framework and toolkit to enhance the community's participation	Council's Community Engagement Facilitator works collaboratively across the organisation and has developed approximately 25 engagement strategies to date, this financial year. Community Engagement training is scheduled in the 2019 Corporate Training Calendar. An adopted policy and comprehensive toolkit is available as a resource to Council staff to support engagement planning and facilitation.	Community Strengthening	Jun-19


We want to Achieve: Improved health and wellbeing of our residents

To achieve this we will: Increase the communities understanding of health issues and options to help them make appropriate decisions.

Action	Progress Comments	Business Unit	Complete by
Plan and deliver a Community Summit in line with the Community Wellbeing Grants	Planning is underway for the Community Summit which will be held in February 2019. It will run over two days, the first being dedicated to volunteer organisations and members, the second day dedicated to Service Providers in line with the new Services for Success philosophy which details specific service gaps.	Community Strengthening	Jun-19

To achieve this we will: Enhance food literacy and security within the community Support the provision of services by Council or others for people of all abilities.

Action	Progress Comments	Business Unit	Complete by
Coordinate and implement the Food Circles Collective Impact project (e.g., Develop a Local Food Strategy)	The Cardinia Community Food Strategy was adopted by Council on 10 December. Scoping is underway for Food Hub, with a working group formed. Approximately 70 people attended 'Next-Gen' Farmer Film Screening event in Bunyip on 16th December. Planning underway for the 2019 Food Forum.	Community Strengthening	Jun-19


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Our Community

We want to Achieve: Improved health and wellbeing of our residents

To achieve this we will: Help establish partnerships and social infrastructure opportunities that improve health and wellbeing outcomes for residents.

Action	Progress Comments	Business Unit	Complete by
Work with partners to ensure local health and wellbeing priorities are delivered through the Pakenham Health Centre	Council has been involved in a number of health service reviews which have identified service needs. Advocacy to the State Government by Council and Monash Health has been undertaken for additional Mental Health services and an Early Parenting Centre. The Cardinia Mental Health and Wellbeing Strategic Leadership Group has also been formed and a key role for this group will be to identify and implement key health and wellbeing priorities in this area.	Community Strengthening	Jun-19

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Our Environment

We want to Achieve: Provision and maintenance of assets on a life-cycle basis

To achieve this we will: Maintain all Council roads and supporting infrastructure in accordance with the Roads Management Act 2004.


Action	Progress Comments	Business Unit	Complete by
Inspections and maintenance of the road network in accordance with the Road Management Plan	Inspections have been completed in accordance with the RMP Timelines and reported to SLT. Works have also complied with the RMP standards	Operations	Jun-19
Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans	Road renewal and rehabilitation works have been tendered and contracts awarded, with some works having already commenced. Footpath renewal works are well underway.	Infrastructure Services	Jun-19

To achieve this we will: Develop new and maintain existing parks, gardens and reserves in a sustainable way.

Action	Progress Comments	Business Unit	Complete by
Finalise the upgrading program at Emerald Lake Park Arboretum - Complete path and road renewal works within Emerald Lake Park including desilting of lake. Complete review of service standards for the open space contract.	Majority of works complete on arboretum and desilting lake	Operations	Completed

To achieve this we will: Provide accessible facilities to meet identified community needs.

Action	Progress Comments	Business Unit	Complete by
Upgrade of the Gembrook Reserve Sports Pavilion.	20/12 - Design documentation is about to commence. Form B is approved for architect engagement. 20/09 - The design stage is underway, but tendering and construction is unknown at this stage due to budget not being finalised and formalised. Note this action relates only to the design stage for this project.	Buildings and Facilities	Jun-19
Continue construction of Hills Hub with a view to completing in 2019. Provide regular communication updates to the community, SLT and Cardinia Shire Council Work with user group to develop new management structure.	Hills Hub construction in progress. Demolition of the previous Emerald Mechanic's Institute completed and construction of the new Hills Hub is underway. Regular updates are being provided to Council and the broader community. Council is continuing to work with key stakeholders through the Hills Hub Advisory Group.	Community Strengthening	Jun-19 45


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Our Environment

We want to Achieve: Provision and maintenance of assets on a life-cycle basis

To achieve this we will: Provide accessible facilities to meet identified community needs.

Action	Progress Comments	Business Unit	Complete by
Conduct a program of resurfacing of playing surfaces at recreation reserves – Worrell Reserve (Emerald) – reshaping drainage and irrigation	These works are well progressed and are nearing completion. These works are being coordinated with the Hill's Hub construction works.	Infrastructure Services	Dec-18
Conduct a program of resurfacing of playing surfaces at recreation reserves – Officer Reserve oval 2 (complete redevelopment)	Western oval redevelopment designed in consultation with the clubs and reserve committee. Works have commenced and earthworks are well underway.	Infrastructure Services	Jun-19
Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse Community. Our works will meet enhanced and over and above Disability Discrimination Act requirements. Typically each year anywhere between 4 to 6 or so buildings and associated grounds are prioritised for such improvements, which include ramps to entry areas of buildings, car parking for the disable, hand railing, tactile markers, toilet for the disable, etc.	20/12 - Approved works are being implemented in the last half of the 18/19FY and on target. 20/09 - Planning of the approved works has been completed and currently obtaining quotes prior to implementation of this year's annual program.	Buildings and Facilities	Jun-19
Depot Master Plan (Pakenham) – Stage 4 – development of amenities, lunchroom and training/toolbox facilities in former laundry facility.	20/09 - This project was completed in last FY.	Buildings and Facilities	Completed

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Our Environment

We want to Achieve: Provision and maintenance of assets on a life–cycle basis

To achieve this we will: Manage Council’s assets like roads, drainage, footpaths and buildings, etc. in a way that ensures they are adequately maintained over their life.

Action	Progress Comments	Business Unit	Complete by
Review of Open Space Asset Management Plan	Initial meeting has been held with internal stakeholders to outline the expected process and outcomes	Infrastructure Services	Jun-19


We want to Achieve: Transport Linkages connecting towns

To achieve this we will: Upgrade Council roads to improve safety while considering the traffic demand of the community.

Action	Progress Comments	Business Unit	Complete by
Commence construction of the Lang Lang Bypass from Westernport Road to McDonalds Track, including Milner's Road.	Deferred to July 2019 - Jun 2020 as per email from ME (INT1869921) This project is awaiting legal proceedings and funding to proceed. Deferral of the completion date for this action has been proposed until June 2019. Tender documents and drawings for the bypass have been completed; however, developments with the adjacent quarry have resulted in some design modifications that need to be incorporated. Construction will commence after funding is secured from sand extraction operators, or alternatively, until substantial government grants are available.	Infrastructure Services	Jun-20
Implement recommendations from revised Road Safety Strategy, including cyclist awareness program	Delivery of Road Safety Strategy actions are ongoing through programs provided by Road Safe South East as well as internal programs	Infrastructure Services	Jun-19
Implementation of the Lang Lang Bypass from Westernport Road to McDonalds Track	Duplicate action - 3.2.1.1. Please see previous Lang Lang Bypass update Deferred to July 2019 - Jun 2020 as per email from ME (INT1869921)	Infrastructure Services	Jun-20

To achieve this we will: Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.

Action	Progress Comments	Business Unit	Complete by
Finalise statutory process for the construction of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham) and commence construction Cardinia Shire Council	The Special Charge Scheme for O'Sullivan's Road, Hill Street and Peet Street has been declared. Pre-construction activities have been undertaken. The construction works have commenced.	Infrastructure Services	Completed 47

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Our Environment

We want to Achieve: Transport Linkages connecting towns

To achieve this we will: Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.

Action	Progress Comments	Business Unit	Complete by
Boronia Cr, Caroline Ave, Rouen Rd, and Bell St (Cockatoo) – Road and Drainage Scheme planning phase and preliminary design Review SCS Program in conjunction with Policy update.	Initial investigations with regards to a special charge scheme will commence shortly for Cockatoo in conjunction with CRAIG21.	Infrastructure Services	Jun-19
Commence construction of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham) and finalise statutory process	Construction has commenced as of October 2018, with the first lot of invoices being sent out in late 2018. Project completion is expected in mid 2019, however scheme finalisation likely to occur during 19/20	Infrastructure Services	Jun-19
Review SCS Program in conjunction with Policy update.	Special Charge Scheme policy has recently been reviewed. Peet Street SCS is currently being delivered and Fairbridge lane out to tender. Future schemes are to be reviewed.	Infrastructure Services	Jun-19

To achieve this we will: Develop transport networks that incorporate effective public transport.


Action	Progress Comments	Business Unit	Complete by
Proposed Implementation of Road Development Program to seal rural collector roads	Works to date have included the preparation of concept plans and review of tender documentation.	Infrastructure Services	Jun-19

To achieve this we will: Prioritise multi-use pathways, where practicable, to create networks that connect destinations.

Action	Progress Comments	Business Unit	Complete by
Implementation of the footpaths identified in the Pedestrian Bicycle Strategy	Footpath outside Panorama estate, which was this years PBS path has been completed.	Infrastructure Services	Completed

To achieve this we will: Advocate for and facilitate improved public transport options and major arterial roads to help link employment, educational, recreational and retail activities between the shire's rural and growth areas.

Action	Progress Comments	Business Unit	Complete by
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Our Environment

We want to Achieve: Transport Linkages connecting towns


To achieve this we will: Advocate for and facilitate improved public transport options and major arterial roads to help link employment, educational, recreational and retail activities between the shire's rural and growth areas.

Action	Progress Comments	Business Unit	Complete by
Provide information when required to the Interface Councils' Group and South Eastern Metro Integrated Transport Group as part of aim to enhance the frequency and coverage of public transport within Cardinia Shire and the south-east region	Council officers have been attending SEMITG meetings as well as providing information for the regional transport document.	Infrastructure Services	Jun-19

We want to Achieve: Enhanced natural environment

To achieve this we will: Adapt to the impacts of climate change by working in partnership with the South East Councils Climate Change Alliance and both Australian and Victorian governments.

Action	Progress Comments	Business Unit	Complete by
Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce community energy use)	Continually working with SECCCA as part of the SEMREP working group investigation into large scale renewable energy projects in the south east. Cardinia hosted the end of year SECCCA Management Committee meeting, including a tour of Zero Emissions home in Timbertop.	Environment	Jun-19


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Our Environment

We want to Achieve: Enhanced natural environment

To achieve this we will: Reduce Council's energy consumption and help the community to do likewise.

Action	Progress Comments	Business Unit	Complete by
Continue to implement the Sustainable Design improvements in new and existing Council buildings and review this tool in context of the future direction with Sustainable Design in the Buildings & Facilities Department. Prepare the Environmentally Sustainable Development (ESD) strategy (including policy) for all Council buildings, which will help to improve amenity and use of buildings, reduce energy use and associated costs, reduce waste to landfill, and work towards a carbon neutral Shire	<p>20/12 - The updated ESD matrix has been finalised and is now available for use. Works have commenced on the Environmentally Sustainable Design and Operations Policy that will compliment the matrix. It is intended that this policy will be fully developed in the 2019 calendar year.</p> <p>20/09 - The ESD improvements list has been drafted and project briefs and specs will be shortly developed.</p> <p>A project meeting was held to commence upgrade of the Environmentally Sustainable Development matrix. This upgrade is in partnership with seven other councils through the South East Councils Climate Change Alliance.</p> <p>A revised draft matrix was issued for consideration after a process of review and feedback was undertaken. Feedback was incorporated into the revised matrix to improve the usability and application of the tool, and its ability to deliver expected outcomes. An updated and improved draft Environmentally Sustainable Development matrix was provided by the project consultant. The consultant is now finalising the matrix and developing a user guide after receiving further feedback. Discussions with other councils to inform the Environmentally Sustainable Development Strategy have taken place. The development of this strategy will carry over into 2018–19 after the matrix is completed.</p>	Buildings and Facilities	Dec-19
Implement the Aspirational Energy Transition plan including phase two of the decorative street lighting retrofit with energy efficient lighting	<p>Tender process completed and an installer has been engaged for the Decorative Street lighting upgrade.</p> <p>Installer has been selected to complete the 5kW solar system at Cockatoo Kinder.</p> <p>Household Energy Efficiency Handbook is under final review by Federation University following Council feedback and suggestions.</p>	Environment	Jun-19

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Our Environment


We want to Achieve: Enhanced natural environment

To achieve this we will: Reduce Council's energy consumption and help the community to do likewise.

Action	Progress Comments	Business Unit	Complete by
1) Finalise the development of a formal ESD strategy for all new and existing Council buildings and commence implementation. 2) Continue to work in conjunction with Planning & Development Division and Environment unit on Sustainable Design Assessment in the Planning Process (SDAPP), to assist them to review planning applications against required sustainability standards to be achieved, including reductions of carbon emissions.	20/12 - The ESD Matrix is now complete and implemented for use. Currently developing the strategy together with the policy documentation. 20/09 - The Matrix is the first document to be finalised in order to inform on the Strategy document. The Matrix has been developed in conjunction with other Councils and is being tested across various areas before the development of the Strategy is able to commence.	Buildings and Facilities	Jun-19

To achieve this we will: Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.

Action	Progress Comments	Business Unit	Complete by
Provide education material and support to schools and ELC to improve engagement and resource recovery	Councils Schools program continues to deliver recycling education programs to schools who elect to take part. These are in the form of incursions. Council also provides supports via provision of some free recycling bins, and compost bin rebates.	Infrastructure Services	Jun-19


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Our Environment

We want to Achieve: Enhanced natural environment

To achieve this we will: Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.

Action	Progress Comments	Business Unit	Complete by
Begin review and development of system for diverting food waste from landfill. To include <ul style="list-style-type: none"> • review best practice of food waste collection system at the kerbside and learn from other examples • identify collection service change requirements and review service specifications • develop behaviour change program and identify support required • identify resources required for 2 year implementation. 	Councils officers have been attending working groups with the MWRRG on the development of a food waste service guide. A workshop was attended. Food waste will be diverted into green waste collections in future. Food waste services are also on trial at Councils offices to understand more about the service potential for businesses.	Infrastructure Services	Jun-19
Build on success of new resource recovery facilities by advocating for improved resource recovery and reuse options (such as e-waste/detox your home/SV programs/new streams/reuse opportunities/education)	Advocacy in this area has been ongoing through Councils representative on the Technical advisory group for the waste forum, as well as preparation for the upcoming ewaste ban. A Detox your Home day is planned for April 2019. Regular interactions occur with Representatives of resource recovery centres within the shire. Opportunities are also being explored with the Libraries. A green waste drop off service was held at local resource recovery centres.	Infrastructure Services	Jun-19
Collaborate on regional project with south east councils and MWRRG to procure landfill and alternative to landfill services, including pre sort options for commencement post 2021.	This project is underway with regular meetings and workshops being attended by Council officers with the South east cluster of Councils and MWRRG. The aim is to progress this to provide alternatives to Landfill that provide social and environmental benefits and long term security of service.	Infrastructure Services	Jun-19

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Our Environment

We want to Achieve: Enhanced natural environment

To achieve this we will: Manage water in an integrated way, including the reduction of potable water consumption by Council and households.

Action	Progress Comments	Business Unit	Complete by
Implement the Integrated Water Management Plan including the continued implementation of water-efficiency measures recommended in the water audits at Cardinia Life and Holm Park Reserve	Campeyn have provided an update on the options for pool blankets to be installed at Cardinia Life. Investigations are ongoing into assessing the feasibility of storage options for the installation of a pool blanket on main pool first.	Environment	Jun-19

To achieve this we will: Promote water catchment management practices that improve the quality of our waterways.

Action	Progress Comments	Business Unit	Complete by
Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program. Advocate to South East Water for the timely delivery of the Officer Township backlog program.	Continue to advocate with Yarra Water and South East Water for sewer projects and assess Planning Permits/Septic Permits in accordance with the Acts	Development and	Jun-19

To achieve this we will: Protect and improve biodiversity by increasing the area of natural ecosystems across the Shire.


Action	Progress Comments	Business Unit	Complete by
Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives	A draft Biodiversity Conservation Strategy and draft Weed Management Strategy have been prepared and will be presented to councillors in early 2019, prior to community consultation.	Environment	Jun-19

To achieve this we will: Preserve and improve our bushland and natural environment by implementing weed management strategies and programs and continuing activities on high conservation bushland reserves and roadsides.

Action	Progress Comments	Business Unit	Complete by
Preserve and improve natural environment by undertaking weed management and indigenous	On track as ongoing program	Operations	Jun-19

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Our Environment

We want to Achieve: Enhanced natural environment

To achieve this we will: Manage agricultural land use by supporting farmers to utilise sustainable farming practises.

Action	Progress Comments	Business Unit	Complete by
Facilitate investment in farm practises and work with State Government to review the regulatory system whilst implementing the Westernport green wedge management plan	We have implemented the actions and Eco Dev will continue move forward with this.	Policy, Design and Growth	Completed

We want to Achieve: Natural and built environments supporting the improved health and wellbeing of our communities

To achieve this we will: Plan and develop built environments that support improved health and wellbeing of our communities through implementation of the Healthy by Design guidelines.


Action	Progress Comments	Business Unit	Complete by
Promote the development and implementation of water sensitive urban design elements into infrastructure works	We are continuing to promote and review the type and way in which we deliver WSUD assets. We encourage the use of regional based assets in preference to localised assets, unless they are of a temporary nature	Infrastructure Services	Jun-19

To achieve this we will: Raise awareness of our environment's impact on people's health and wellbeing by integrating the concept of liveability across all Council business units and including liveability indicators within the municipal public health and wellbeing plan.

Action	Progress Comments	Business Unit	Complete by
Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	Down to Earth eNewsletter continues to increase subscription numbers and has provided a wide variety of information on biodiversity, energy, waste and water, as well as highlighting Council's programs and initiatives in these areas.	Environment	Jun-19

To achieve this we will: Advocate for changes in the state planning scheme which support development of local policies which reduce health-detracting environments (gaming, liquor, fast food).

Action	Progress Comments	Business Unit	Complete by
Complete review of Councils Municipal Strategic Statement into the Planning scheme.	Review of Municipal Strategic Statement has been completed. Went to Council 10th December 2018.	Policy, Design and Growth	Jun-19

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Our Environment

We want to Achieve: Balanced needs of development, the community and the environment

To achieve this we will: Review the Municipal Strategic Statement and the Cardinia Planning Scheme regularly to ensure it continues to meet Council objectives.


Action	Progress Comments	Business Unit	Complete by
Undertake consultation as part of the review of Councils Municipal Strategic Statement and the Cardinia Planning scheme.	Consultation complete. As part of the Planning Scheme Review. Consultation was undertaken with internal business Units, external agencies and was also placed on public exhibition for a period of 4 weeks.	Policy, Design and Growth	Completed

To achieve this we will: Plan for the development of the urban growth area with a mix of residential, commercial, employment, recreational and community activities to meet the needs of our growing community in a sustainable way.

Action	Progress Comments	Business Unit	Complete by
Ongoing review of PSP's and DCP's and complete the Pakenham East & Pakenham South PSPs. Commence Officer South PSP with the VPA.	Pakenham East PSP has been finalised and reviewed by Planning Panels Victoria. Panel decision released. Awaiting decision by the Minister for Planning. Awaiting advice from the VPA regarding the commencement of the Officer South PSP.	Policy, Design and Growth	Jun-19
Implement approved structure plans for the growth area including implementing developer contributions in an orderly manner.	Implementation of the relevant PSP's is ongoing.	Policy, Design and Growth	Jun-19

To achieve this we will: Provide for the sustainable development of rural townships while taking into account their existing character and community needs

Action	Progress Comments	Business Unit	Complete by
Review of township strategies in line with the adopted program	Further discussion required on the role of Township Strategies.	Policy, Design and Growth	Jun-19
Implement the Westernport Green wedge Management plan and Continue advocacy for Green Wedge Management Plan for the remainder of Cardinia Shire.	WPGWMP has been included into the Cardinia Planning Scheme. Advocacy continues for the area.	Policy, Design and Growth	Completed


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Our Environment

We want to Achieve: Balanced needs of development, the community and the environment

To achieve this we will: Ensure the planning of rural (green wedge) areas protects and enhances important agricultural, environmental, natural resource, infrastructure and recreational values.

Action	Progress Comments	Business Unit	Complete by
Implement the Westernport Green wedge Management plan and Continue advocacy for Green Wedge Management Plan for the remainder of Cardinia Shire. Implement the ESO for bandicoot corridors.	The Bandicoot amendment has been prepared and authorised by the Minister for Planning. The amendment will be exhibited in October 2018. Exhibition has closed and going to Council meeting in Mar 2019	Policy, Design and Growth	Jun-19

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Our Economy

We want to Achieve: Increased business diversity in Cardinia Shire

To achieve this we will: Plan for and support local employment opportunities.


Action	Progress Comments	Business Unit	Complete by
Undertake review of Cardinia Road Employment precinct to encourage investment & employment opportunities and commence the Officer South PSP. Finalise the Pakenham South PSP.	Working with the VPA to understand the context of the review	Policy, Design and Growth	Jun-19

To achieve this we will: Support the development of existing and new businesses within the shire.

Action	Progress Comments	Business Unit	Complete by
Facilitate business networking opportunities through Casey Cardinia and individuals	Business Breakfast series 2018 is completed. Currently planning 2019	Economic Development,	Jun-19

To achieve this we will: Plan for a staged development of the Officer–Pakenham employment precinct.

Action	Progress Comments	Business Unit	Complete by
Finalise planning scheme amendment to incorporate Pakenham South Precinct Structure Plan into the Cardinia Planning Scheme.	The timing of this PSP has been delayed whilst working through traffic issues. The PSP will be progressed to exhibition in the second half of 2019.	Policy, Design and Growth	Dec-18
Work with the VPA in the preparation of Officer South Precinct Structure Plan and Infrastructure Contribution Plan	Awaiting advice from the VPA that works have commenced on this project.	Policy, Design and Growth	Jun-19
Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Infrastructure Contribution Plan	The timing of this PSP has been delayed whilst working through traffic issues. The PSP will be progressed to exhibition in the second half of 2019.	Policy, Design and Growth	Jun-19

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Our Economy

We want to Achieve: Increased business diversity in Cardinia Shire

To achieve this we will: Plan the development of Officer and Pakenham town centres.


Action	Progress Comments	Business Unit	Complete by
Facilitate development of key sites in the core commercial areas in Officer and Pakenham.	Council officers continue to work with land owners in the town centre to support development opportunities.	Policy, Design and Growth	Jun-19
Work with the VPA in the preparation of Pakenham East Precinct Structure Plan and Infrastructure Contribution Plan	Pakenham East PSP has been finalised and considered by Planning Panels Victoria. Currently awaiting a decision from the Minister for Planning.	Policy, Design and Growth	Jun-19
Work with VPA to complete the review of Officer Town Centre as part of the Officer PSP	Council continues to work with the VPA to undertake a review of the Officer Town Centre. Awaiting Planning Panel. Planning panel is completed awaiting panel report.	Policy, Design and Growth	Jun-19

To achieve this we will: Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.

Action	Progress Comments	Business Unit	Complete by
Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy, whilst working with the South Eastern Metropolitan Partnership to attract jobs and investment to the region.	Continuing to work with Economic Development Victoria and through the partnership with City of Casey to attract employment to the region.	Economic Development,	Jun-19
Advocate to state government regarding the development, of a suitable site within Cardinia Shire, for an airport.	Continuing advocacy with varies parties in the lead up to the Federal election and continuing advocating with the State Gov to identify and undertake the preplanning work.	Economic Development,	Jun-19

To achieve this we will: Encourage procurement of local products and services.

Action	Progress Comments	Business Unit	Complete by
Tender documentation and consideration includes weighting for local products and services	Cardinia applies a 5% weighting for local products and services on all Tenders.	Finance	Completed

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Our Economy

We want to Achieve: Maintained strong agricultural activities

To achieve this we will: Support our farmers and growing agricultural industry in adapting to the changing economy and climate.

Action	Progress Comments	Business Unit	Complete by
Implement the actions of the Green Wedge Management Plan	Actions of the WPGWMP continue to be implemented. The policy is considered as part of all planning applications within this area.	Policy, Design and Growth	Jun-19

To achieve this we will: Identify innovative ways to value-add to the region's primary production and transportation.

Action	Progress Comments	Business Unit	Complete by
Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension	Obtained \$400K in partnership with SEW to undertake design study and further works towards recycled water to farmers. Thompson Road extension has been recently advocated for the lead up to Federal election.	Economic Development,	Jun-19


To achieve this we will: Advocate for the development of roads and infrastructure required for primary production.

Action	Progress Comments	Business Unit	Complete by
Identify a hierarchy of roads directly related to primary production that require advocacy	A full review of the road hierarchy has recently been completed. Roads relating to primary production for advocacy will now be developed.	Infrastructure Services	Jun-19
Advocate to the relevant authority for the development of the priority roads identified to support primary production	Island Road Koo Wee Rup has recently received funding through this advocacy. A program to identify other specific roads is to be generated.	Infrastructure Services	Jun-19

We want to Achieve: Develop a local food brand for Cardinia Shire in partnership with the community Diverse and resilient business community

To achieve this we will: Support small businesses to remain viable in rural townships.

Action	Progress Comments	Business Unit	Complete by
Continue to work with local businesses within the shire to improve viability.	Business development officers continuing to work with local businesses.	Economic Development,	Jun-19

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Our Economy

We want to Achieve: Develop a local food brand for Cardinia Shire in partnership with the community Diverse and resilient business community

To achieve this we will: Encourage the establishment of tourism and hospitality in appropriate areas of the Shire.

Action	Progress Comments	Business Unit	Complete by
Implement the Casey Cardinia Tourism Strategy and establish a tourism board to guide future development of the sector	New tourism board established and now focussing on future development of their strategy and branding.	Economic Development,	Jun-19

To achieve this we will: Advocate for the delivery of small and large scale projects that enhance and drive economic activity.

Action	Progress Comments	Business Unit	Complete by
Assist businesses to develop in the Casey-Cardinia region	Attend trade show along with local businesses to highlight what is grown in the region. Several large investments are ready to submit planning applications.	Economic Development,	Jun-19

To achieve this we will: Work with others to grow economic activity and attract new enterprises.

Action	Progress Comments	Business Unit	Complete by
Work with the Casey Cardinia Business Group and the Department of Economic Development, Jobs, Transport and Resources to attract new enterprises and enhance the economic activity in the region	Reviewing Casey Cardinia Business Group in line with the adopted regional strategy.	Economic Development,	Jun-19


To achieve this we will: Support business and organisations to enhance their skills.

Action	Progress Comments	Business Unit	Complete by
Council will help facilitate training opportunities for local businesses	Continuing to work with other providers but will also continue to fund Lynda.com an online training platform via Casey Cardinia libraries.	Economic Development,	Jun-19

We want to Achieve: A local economy supporting the improved health and wellbeing of our communities

To achieve this we will: Support tourism and local businesses that deliver health and wellbeing initiatives.

Action	Progress Comments	Business Unit	Complete by
Implement the Casey Cardinia Tourism Strategy and establish a tourism board to guide future development of the sector	New tourism board established and now focussing on future development of their strategy and branding.	Economic Development,	Jun-19 ⁶⁰

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Our Economy


We want to Achieve: A local economy supporting the improved health and wellbeing of our communities

To achieve this we will: Support tourism and local businesses that deliver health and wellbeing initiatives.

Action	Progress Comments	Business Unit	Complete by
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To achieve this we will: Encourage the procurement and consumption of local food.

Action	Progress Comments	Business Unit	Complete by
Tender documentation and consideration includes weighting for local products and services	Cardinia applies a 5% weighting for local products and services on all Tenders.	Finance	Completed

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Our Governance

We want to Achieve: An engaged community

To achieve this we will: Develop a policy which details how Council will inform and engage consistently with the community on important matters.

Action	Progress Comments	Business Unit	Complete by
Commence a review of the Communications Strategy and work with Community Strengthening to develop an Engagement Policy	17/12/18: Communications will conduct a workshop with Councillors in early 2019 as part of the development of a new five-year Communications Strategy. Discussions have commenced with Community Strengthening to develop an Engagement Strategy.	Customer Communications	Mar-19
Implementation of new 5-year communications strategy	17/12/18: Communications will conduct a workshop with Councillors in early 2019 as part of the development of a new five-year Communications Strategy. 17/12/18: Work is nearing completion on the development of a draft 5 year Communications strategy. Completion of the draft will be informed by discussions at a councillors workshop in early 2019.	Customer Communications	Jun-19


To achieve this we will: Enhance the community's confidence in Council's community engagement.

Action	Progress Comments	Business Unit	Complete by
Council will continue to increase its use of online platforms to educate, inform and engage the community. This includes the use of the Shire's website and social media channels to promote community engagement activities, initiatives and outcomes.	Council currently utilising the 'Our Say' community engagement platform, the shire's website and a range of social media platforms including Facebook, community newsletters and surveys. Options are being explored for a permanent on-line engagement platform to further opportunities to engage with the wider Cardinia Shire community.	Community Strengthening	Jun-19

We want to Achieve: Open governance

To achieve this we will: Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential.

Action	Progress Comments	Business Unit	Complete by
Monitor compliance with statutory reporting requirements	Legislative compliance timetable is maintained and monitored by Governance Unit	Governance	Jun-19

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Our Governance

We want to Achieve: Open governance

To achieve this we will: Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential.

Action	Progress Comments	Business Unit	Complete by
Maintain and update the register of information to be available to the public	The following registers are maintained and updated as required and are available to the public upon request. <ul style="list-style-type: none"> • Interstate and overseas travel register • Agendas and minutes of meetings • Minutes of Section 86 Committees • Register of delegations • Lease of land register • Authorised officers register • List of donations and grants for previous 12 months • Register of interest returns 	Governance	Jun-19

To achieve this we will: Govern and make decisions in the best interests of the Cardinia Shire community.

Action	Progress Comments	Business Unit	Complete by
Monitor adherence to commitments contained in Councillor Code of Conduct	No breaches of the Code have been reported, adherence is being monitored.	Governance	Jun-19


We want to Achieve: Long-term financial sustainability

To achieve this we will: Make financial decisions that achieve the objectives of Council and long-term financial sustainability.

Action	Progress Comments	Business Unit	Complete by
Develop annual budget and Five-year Financial Plan which will deliver on the actions presented in the Council plan and maintain long-term financial goals	02/01/19 - The annual budget and capital works program is currently under development with contributions and consultation with Councillors, Leadership Team and key staff. Workshops were held in November and December 2018 to refine the budget. Further workshops are planned for late January 2019. Budget will be on track to be advertised to public in March-May.	Finance	Completed

To achieve this we will: Make financial decisions that are fair and ethical and balance costs and benefits between present and future generations.

Action	Progress Comments	Business Unit	Complete by
Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor	Cardinia deployed multiple supplier selection criteria for all tenders and processes several years ago. This is also reflected in our updated Procurement Policy	Finance	Completed 63

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Our Governance

We want to Achieve: Long-term financial sustainability

To achieve this we will: Manage the municipality's finances and assets in a responsible way.


Action	Progress Comments	Business Unit	Complete by
Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	Our Asset Management Coordinator reviews all renewal of existing Assets, while all new Assets are reviewed by SLT. The budget and planning process adopted at Cardinia ensures that assets and financial management are complete and accurate as per a documented monthly timetable. Each of the Business Unit Managers meets with the Finance Accountants and document a commentary against each item, prior to independent review by the CFO and GM of Corporate Services. Quarterly financial reports are presented to SLT and Council	Finance	Completed

To achieve this we will: Identify and implement programs to achieve Council's debt reduction policy.

Action	Progress Comments	Business Unit	Complete by
Adopt Debt Management Policy	This process forms part of our standard budgetary program, which is prepared, independently reviewed and presented to Council on an annual basis. The new CEO and CFO are considering debt management as part of the overall Long Term Financial Strategy review.	Finance	Completed

To achieve this we will: Identify ways to contain Council's cost base by a focus on innovation and efficiency.

Action	Progress Comments	Business Unit	Complete by
Develop and maintain 'internal consulting' ability within Service Planning and Improvement Team, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions	<p>September 2018: Team beginning to lead facilitation of Quality Circles activities and have recently produced the first Quality Circle Presentation event. Team are also now starting to lead ad-hoc consulting and facilitation mini-projects on process improvement. Good progress being made by all team members.</p> <p>December 2018: Team continuing to lead facilitation of Quality Circles activities, and leading ad-hoc consulting activities. Now able to run sessions/workshops independently of manager.</p>	Service Planning and	Jun-19

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Our Governance

We want to Achieve: Appropriate funding and support from all levels of government

To achieve this we will: Advocate on behalf of the community to ensure it receives a fair share of funding and support from the Australian and Victorian governments for infrastructure, facilities and services.

Action	Progress Comments	Business Unit	Complete by
Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community	Mayor and CEO attended a delegation to Canberra as part of the South East Melbourne Federal Government campaign. Meetings with State MPs have been planned to follow up on election promises resulting from successful lobbying leading up to state election. A Federal Election Advocacy Action Plan is underway to be presented to Councillors in early February and several meetings have been arranged for the Mayor and CEO with Federal Election Candidates based on the packs that have been prepared.	Office of the CEO	Jun-19

To achieve this we will: Work with both interface and regional Councils to strengthen advocacy campaigns to Australian and Victorian governments aimed at increasing awareness and support for joint issues.

Action	Progress Comments	Business Unit	Complete by
Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.	Participation and advocacy undertaken in the lead up to the October 2018 State Election and 2019 Federal Election.	Office of the General	Jun-19