

6 QUARTERLY PERFORMANCE REPORT

FILE REFERENCE INT1932719

RESPONSIBLE GENERAL MANAGER Jenny Scicluna

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RECOMMENDATION

That the Quarterly Performance Report for Quarter 3 2018-19 be received and noted.

Attachments

1 Quarter 3 Performance Report 2018-19 67 Pages

EXECUTIVE SUMMARY

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

Population growth within the Shire has slowed, at four families moving to the area, per day, for the quarter. This rate may rise in the near future, given that residential lots issued a statement of compliance is on the incline.

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. 19 Council Plan actions are completed (13%.) 3 Council Plan actions have been cancelled due to action duplication. Please refer to the Quarter 3 Performance Report 2018-19 for detailed progress.

	Cancelled	Completed	In Progress	Total
1. Our People	2	5	43	50
2. Our Community		1	19	20
3. Our Environment	1	7	34	42
4. Our Economy		2	20	22
5. Our Governance		4	9	13
Total	3	19	125	147

Council Activity Summary

Bunyip State Park bushfires

Cardinia Shire community faced a major bushfire event with fires starting in Bunyip State Park on Friday 1 March due to lightning strikes.

Our community responded with courage, resilience and generosity and this strong community spirit continues as people begin the process of cleaning up and rebuilding. Thank you to all emergency services and volunteers who worked tirelessly over an extended period in very tough conditions. Thank you to the range of agencies, not-for-profit organisations and volunteers who assisted council in the relief centres and the ongoing recovery efforts.

Council staff have provided relief services, community support, road and roadside dangerous tree clearing and importantly assisted residents who have suffered building loss and damage. Neighbouring Councils also provided support including staff, vehicles and equipment and providing safe places for animals, for which we are very grateful. Other councils from around the state have also assisted with staffing these important functions.

We will continue to work with all affected residents and business owners as well as relevant agencies to support our community through the recovery process.

Celebrating our people

Congratulations to all of Cardinia Shire's Australia Day 2019 award winners. These outstanding Australians have made important contributions to the Cardinia Shire community. Citizen of the Year Dr Harpreet Kandra, was a driving force for the new Sikh temple in Officer. Senior of the Year June Wright was recognised for her lifetime of volunteering in Koo Wee Rup. Surf Life Saving volunteer Meaghan Venables was named Young Person of the Year and Community Event of the Year was awarded to Yakkerboo Festival, a much-loved local arts and community event. Without the efforts and dedication of people like our Australia Day nominees and award winners, our Shire would not be the great place it is.

Supporting our community

We participated in the Community Satisfaction Survey at the start of the year. This survey helps us continue to improve and deliver more effective services. We look forward to receiving the results later this year.

In February, Council adopted its Social and Affordable Housing Strategy, which is a key part of Cardinia Shire's Liveability Plan 2017-29. The strategy reflects Council's commitment to building a liveable community where residents have access to safe, affordable and secure housing.

Along with 20 partner organisations, Council launched the Cardinia Shire Community Food Strategy and Action Plan 2018-26 in February. The strategy aligns to the Council Plan, Cardinia Shire's Liveability Plan and the Municipal Strategic Statement and is the first of its kind for Cardinia Shire. It aims to support and establish community food systems that enhance the health of people, communities, the environment and our local economy – ultimately to ensure future generations have access to affordable, nutritious food.

In February we enjoyed the Summer Music Series 2019, a free, family-friendly series of concerts each Sunday afternoon at Emerald Lake Park.

It has been marvellous seeing local primary school students walking, riding, skateboarding and scooting to school as part of Mobile March. 2019 was the ninth year of the campaign, which aims to increase physical activity in children through awareness, education, competition and prizes.

The 2019 Community Agency Summit was to share information about the Shire's health and social priorities and discuss new ideas and potential projects. Thank you to all agencies that attended and made the event possible.

We recently celebrated the launch of 'The Point', named by local young people and an acronym for 'The Place of Inclusion 'n' Trust'. The newly renovated spaces provide an opportunity to increase young people's access to mental health support services locally and will increase capacity for programs and recreational activities for young people.

Caring for our environment

The first local Environmental Upgrade Agreement (EUA) was signed in February, through Sustainable Melbourne Fund's Environmental Upgrade Finance Program. Phus Pty Ltd, a Pakenham business, is the first local business to sign an EUA to install a 99kW solar electricity system to reduce the business' energy-related operating costs and its carbon footprint. The \$88,000 investment in the solar system will generate 20 per cent of power consumption needed on site and reduce annual energy bills by 19 per cent. Once completed the installation is projected to save 152 tonnes of CO2 emission annually.

Boosting community facilities

As always, there are a number of major projects underway around the Shire. The redevelopment of the football and cricket oval at Worrell Recreation Reserve is now complete. The Hills Hub development construction works are showing good momentum and progress, and construction is due for completion later this year. Council's drainage program, road renewal and resurfacing program and new footpath program are all on track to be completed this financial year.

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 66 improvement project opportunities underway and has achieved 17% of the business improvement target for this financial year. Examples of our current improvement projects include:

- Removal of refrigerant gas (R22) and replacement with new units - Council maintains heating units that use R22 gas. This refrigerant is being phased out due to environmental concerns and it is becoming more expensive to maintain such units. Phasing out of the older units will save maintenance costs.
- Development of a Home Energy Efficiency handbook - A partnership with Federation University to develop a handbook specific to Cardinia, therefore reducing the need for a dedicated Council resource for this task.

Growth Summary

Residential land development in the Shire has had varied results this quarter. There were 514 Subdivision applications this quarter, 59% higher than the previous quarter. YTD Figures are on par with last year. There were 212 lots for which a statement of compliance was issued this quarter. Results are 77% lower than last quarter's 4 year record high of 922 lots. YTD figures are 14% higher than the same time last year.

Residential building completions are trending downwards. 282 residential building completions were processed this quarter, 39% lower than last quarter. YTD figures are 13% lower than the same time last year.

The family growth rate in the Shire has decreased to 4 families per calendar day for the quarter. The YTD figure remains stable at 6 families per calendar day. There were 455 births in the Shire this quarter, slightly lower than last quarter but 10% higher than last year. Enrolments to Maternal and Child Health have decreased by 3% this quarter but are 8% 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 3 January - March 2018-19

Contents

CEO'S REPORT.....	2
GOVERNMENT INTERACTION	4
MAJOR CAPITAL PROJECTS	5
CARDINIA SHIRE GROWTH INDICATORS	8
Property	9
Roads and footpaths	14
CUSTOMER RESPONSIVENESS	15
Inwards correspondence – (Mail, fax, email).....	15
Service requests	16
SUSTAINABLE SERVICE	17
Unsealed roads and surface drains.....	17
Community	19
BUSINESS INNOVATION.....	22
WASTE MANAGEMENT	23
Waste trends	23
Garbage to landfill.....	24
Kerbside collection	25
PROGRESS ON COUNCIL PLAN DELIVERY.....	26
Our People.....	26
Our Community	41
Our Environment.....	46
Our Economy.....	58
Our Governance	63

CEO's Report

Bunyip State Park bushfires

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Boosting community facilities

As always, there are a number of major projects underway around the Shire. The redevelopment of the football and cricket oval at Worrell Recreation Reserve is now complete. The Hills Hub development construction works are showing good momentum and progress, and construction is due for completion later this year. Council's drainage program, road renewal and resurfacing program and new footpath program are all on track to be completed this financial year.

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 State and Federal, seeking their support for local initiatives. The advocacy package of projects required locally serves as the main vehicle to lobby to all levels of government, as well as local members of parliament and endorsed candidates. It was pleasing to see the success of these efforts post the State election, however, these efforts need to continue into the Federal election and budget processes in the next quarter. Council is confident that announcements will be made of the success of many of the projects included in the advocacy pack.

Grant application

Council continues to actively seek grant funds from a variety of State and Federal Government Funding programs. For the current financial year, 23 grant applications have been lodged for a total of \$7.5 million. Of these, 14 have so far been successful equating to \$3.5 million.

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 next quarter.

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. 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. The successful contractor has carried out earthworks and in-ground services to date. The project is on target to finish in late November/December 2019.
Start	February 2017
End	December 2019
Cost	\$10m+

Name	Cardinia Cultural Centre Exhibition Space
Description	Stage 1 expansion of Cardinia Cultural Centre exhibition space.
Comment	Construction program is tracking well, with practical completion likely in mid-June 2019. New car park and temporary toilets in operation.
Start	March 2018
End	June 2019
Cost	\$8.9m

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 - complete • civil works package for the car park and associated drainage - complete • construction of new holes at Pakenham Golf Course - complete <p>The works associated with the landscaping have also been awarded and have now commenced. The Nursery building tender part of this project is going to Council at the April 2019 meeting.</p>
Start	July 2017
End	July 2019
Cost	\$10.5m

Name	Gembrook Leisure Park
Description	The Gembrook Leisure Park upgrade project oversees the redevelopment of the existing adventure playground and skate park to provide a new, unique skate park supporting scooters, BMX, and skateboarders of all skill levels. The site will also provide a new open lawn area with sheltered barbeque facilities and refurbished toilet facilities, a multi-use half court, and a play space that will offer accessible play adventure play and nature play opportunities for all ages. Passive recreation will be encouraged by improving these facilities that will also include formalised parking along Beenak East Road, and improved pedestrian connections to the neighbouring Gembrook Community Centre.
Comment	The Masterplan was endorsed by Council on Monday 18 March and is currently out to tender.
Start	January 2018
End	Feb 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. The pavilion design is progressing and further consultation will be undertaken with the respective club members, prior to finalisation of the design documents.
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. The construction of the pavilion is now well underway. The ground slab is complete and now erecting the structural steel framework. The building project is on track.
Start	February 2018
End	December 2019
Cost	\$12.2m

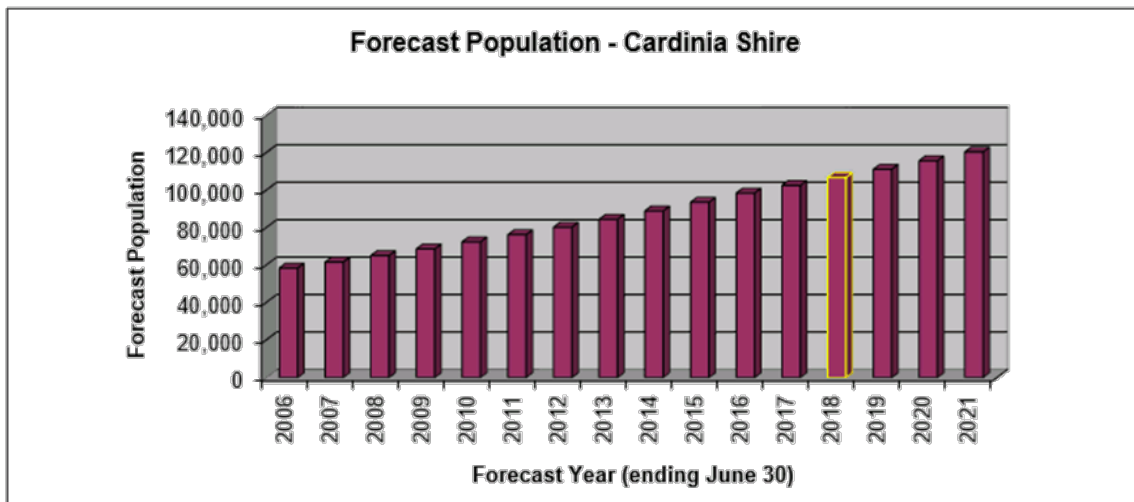
Name	Hills Hub
Description	Construction of new multi-purpose community facility in Emerald.
Comment	Construction works are progressing well and working towards a new completion date of August 2019. The ground floor slab and blockwork have been completed. Steelwork framing has commenced. The first floor slab has been poured and will cure over the festive period prior to further construction works. Note that the Hill's Hub will now incorporate public amenities.
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 514 lots in application for the certification of plans of subdivision this quarter. Results are 59% higher than the previous quarter and the same as the same time last year.

Figure 2. Residential lots – applications

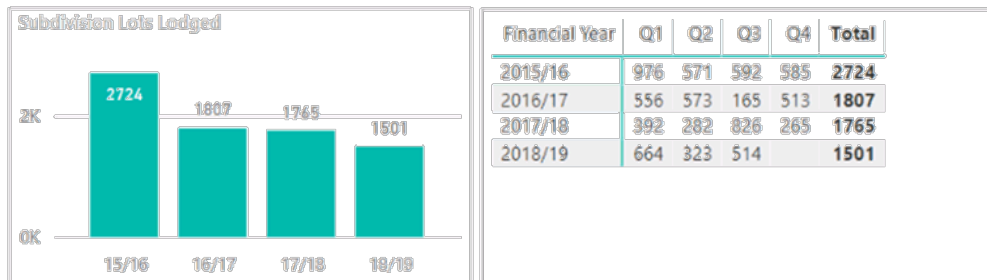
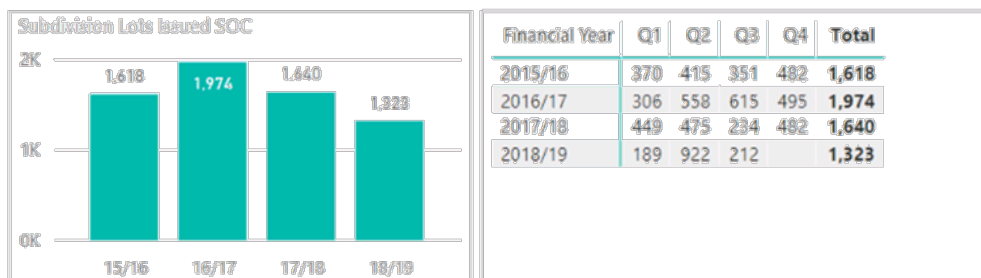


Figure 3 illustrates that there were 212 lots for which a statement of compliance was issued this quarter, allowing for the sale and development of individual lots. Results are 77% lower than the previous quarter and 14% higher than the same time last year.

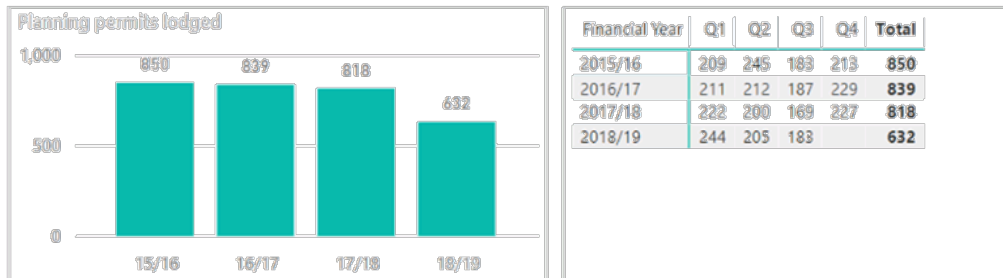
Figure 3. Residential lots – statement of compliance



Planning applications

Figure 4 highlights the level of development activity in relation to applications for planning permits. There were 183 planning applications this quarter, 1.1% lower than the previous quarter. The year to date figure is 7% 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 391 building permits issued this quarter. That is a decrease of 35% from the previous quarter and 27% lower than the same time last year.

Figure 5. Total building permits issued

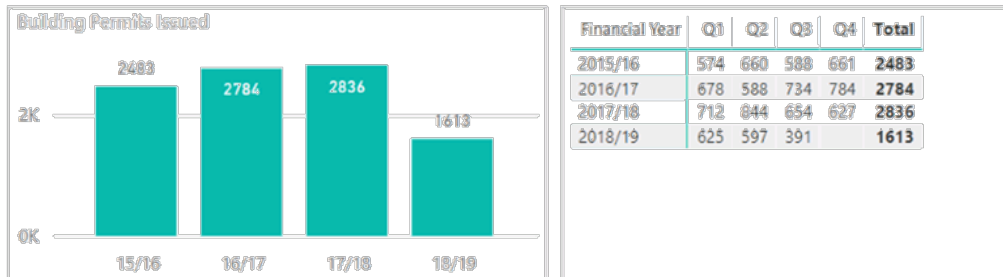


Figure 6 illustrates that there were 282 residential building completions this quarter. That is a decrease of 39% from the previous quarter and 13% lower than the same time last year.

Figure 6. Residential building completions

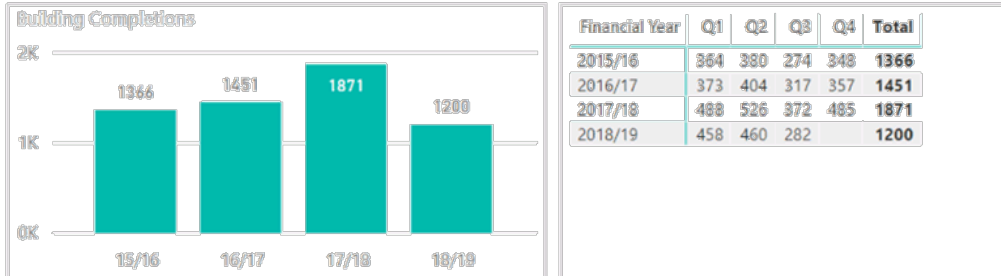
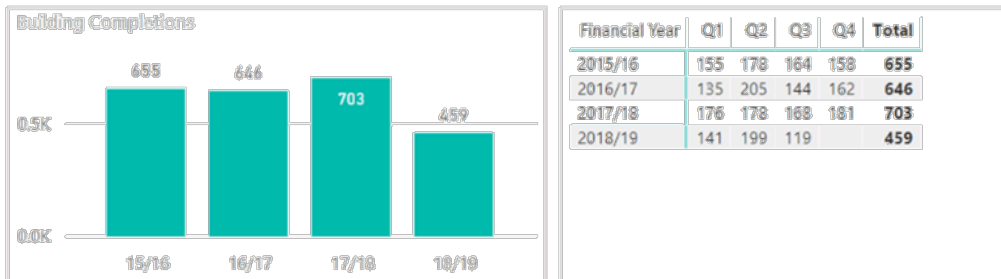


Figure 7 illustrates that there were 119 non-residential building completions this quarter. That is a decrease of 40% from the previous quarter and 12% lower than the same time last year.

Figure 7. Non-residential building completions

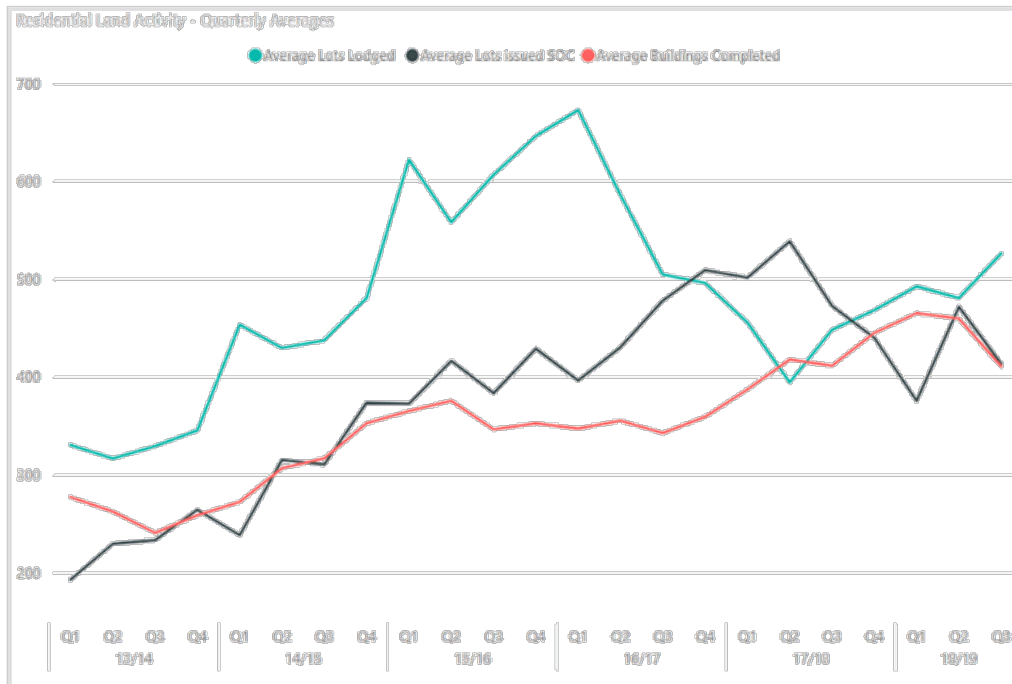


Residential land development indicators

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 527 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 414 lots released this quarter, after a decline in the first quarter of 2018-19.

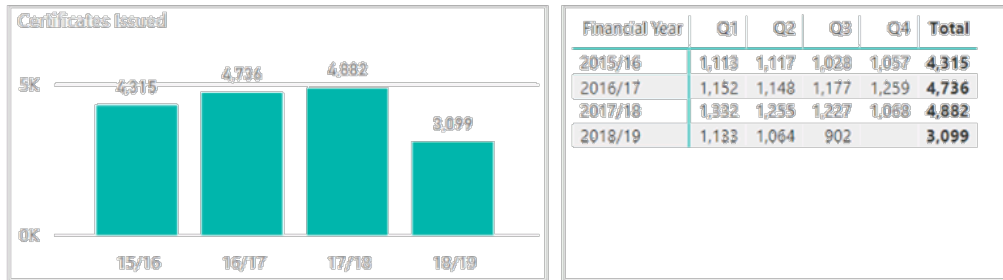
The average number of **building completions** is 411. This is a lag indicator and is expected to continue to rise within 6 to 12 months as land development progresses.

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 902 certificates issued this quarter, 15% lower than the previous quarter. Year to date results are 19% lower than the same time last year.

Figure 9. Land information certificates



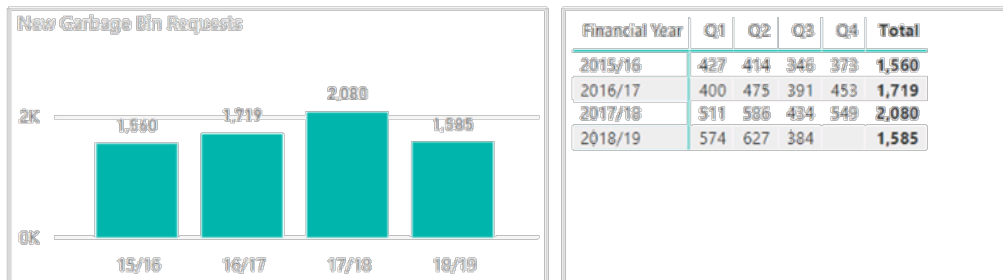
Household garbage service

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 384 new bins requested this quarter, 39% lower than last quarter. The year to date total is 4% higher than last year, indicating a rise of new households.

The daily average of new households established within the Shire is 4 families per calendar day for the quarter. The year to date growth indicator is six new families per calendar day.

Figure 10. New household garbage service volumes



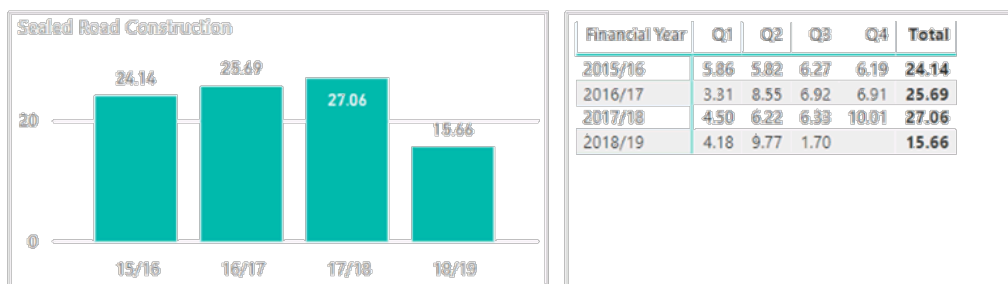
Roads and footpaths

Sealed roads

The sealed road network is approximately 709 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 1.70km of sealed roads constructed this quarter, 83% lower than the previous quarter. The year to date total is 8% lower than at the same time last year.

Figure 11. Additional kms of sealed roads constructed

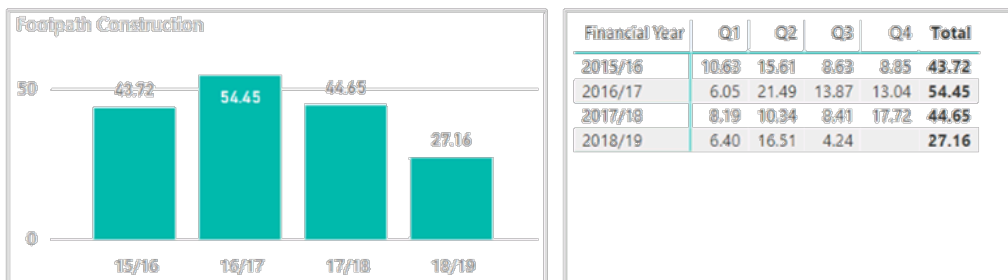


Footpaths

Footpaths are an important means of improving community cohesion by providing for pedestrian traffic around our communities. The footpath network is approximately 716 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 4.24km of footpaths constructed this quarter, 74% lower than the previous quarter. The year to date total is 1% higher 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.

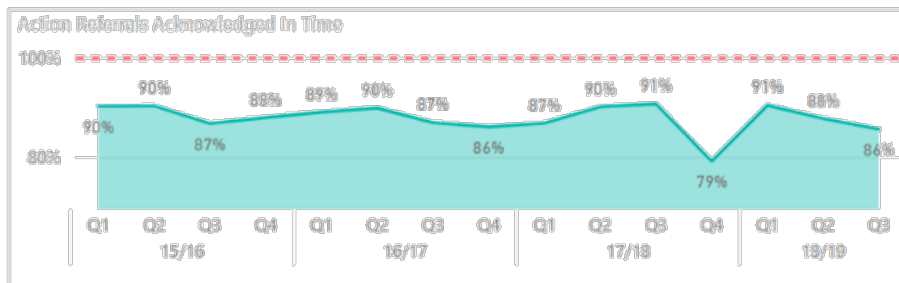
Inwards correspondence – (Mail, fax, email)

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.

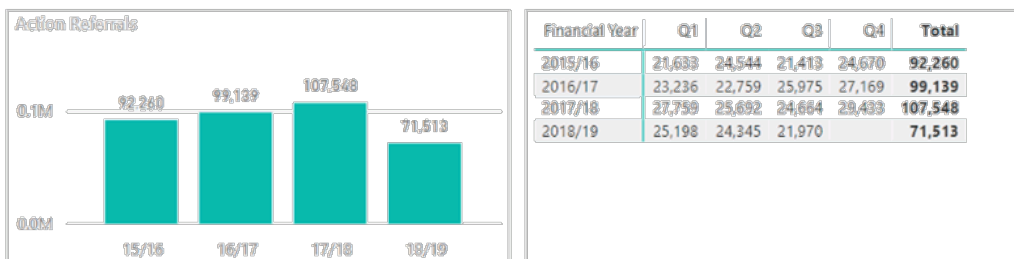
Figure 13 illustrates that an average of 86% of Action Referrals this quarter were acknowledged within 10 days, 2% lower than the previous quarter. Performance reports are distributed to all managers on a fortnightly basis and this is contributing to a higher level of consistency in relation to actioning 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. Despite this, Figure 14 illustrates that there were 21,970 action referrals this quarter, 10% lower than the previous quarter. The year to date total is 8% 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 86% 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

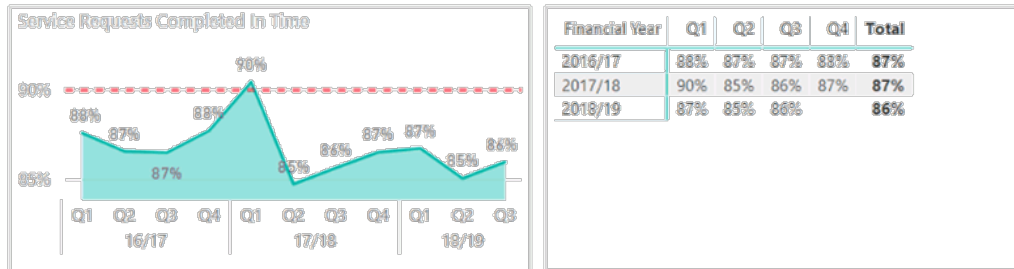
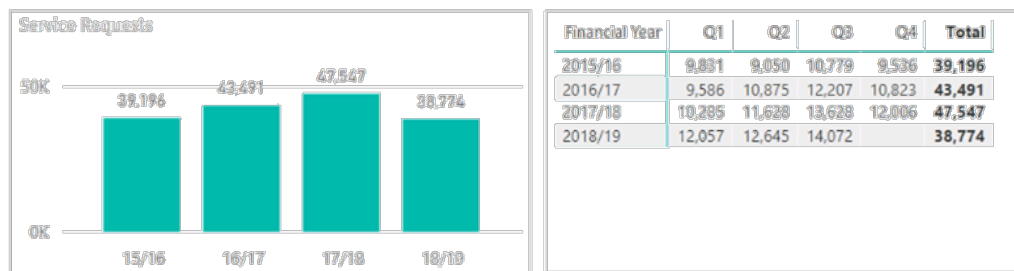


Figure 16 illustrates that there were 14,072 service requests this quarter, 11% more than the previous quarter. The year to date total is 9% higher than the same time last year, indicating an upwards trend in requests.

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 863km of unsealed road grading this quarter, 12% higher than last quarter and 5% higher than the same time last year.

Figure 17. Unsealed road grading (kilometres)

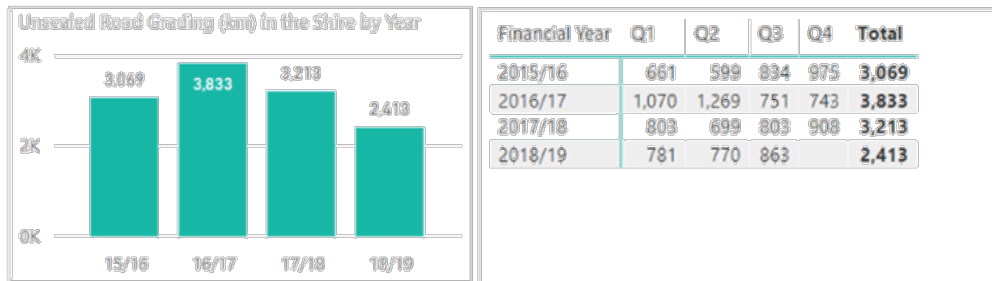
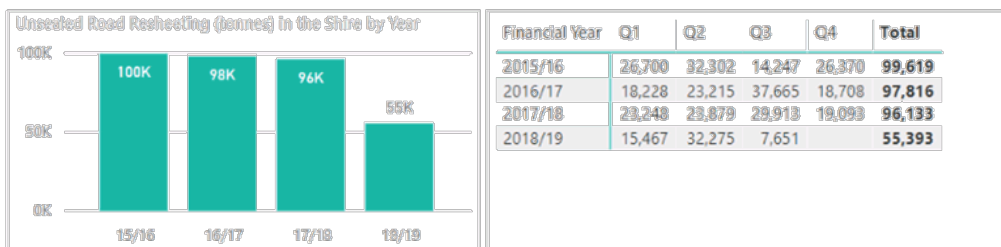


Figure 18 illustrates that there was 7,651 tonnes of unsealed road resheeting this quarter, 76% lower than last quarter and 28% lower than the same time last year. The reduction in unsealed road resheeting is due to the maintenance workload affecting the ability to deliver the capital resheeting program.

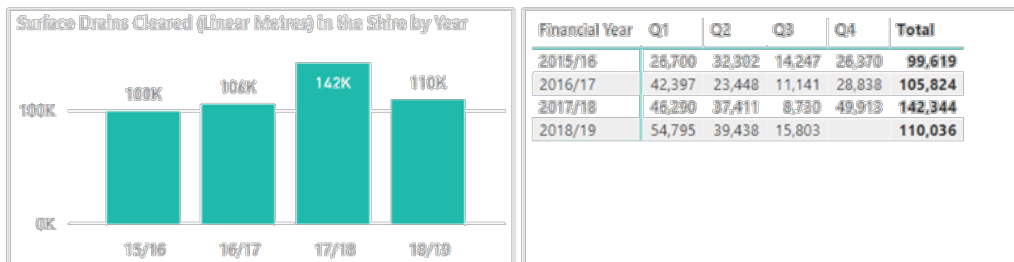
Figure 18. Unsealed road resheeting (tonnes)



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 15,803 linear metres of surface drain clearing this quarter, 60% lower than last quarter and 19% higher than the same time last year.

Figure 19. Surface drains cleared (linear metres)



Community

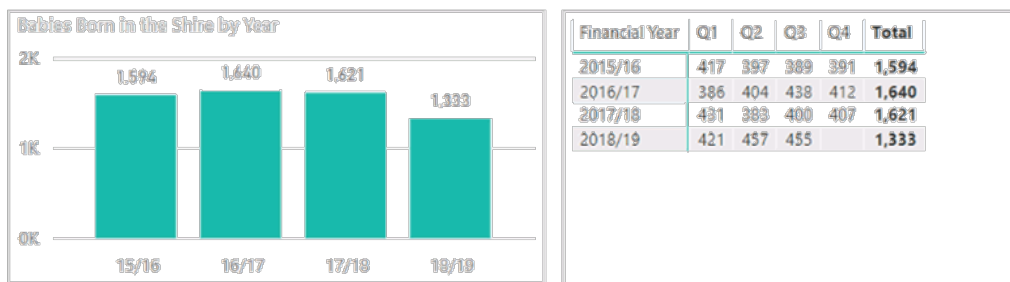
Maternal and Child Health (MCH)

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 455 birth notices this quarter, slightly lower than the previous quarter. The year to date figure is 10% higher than the same time last year.

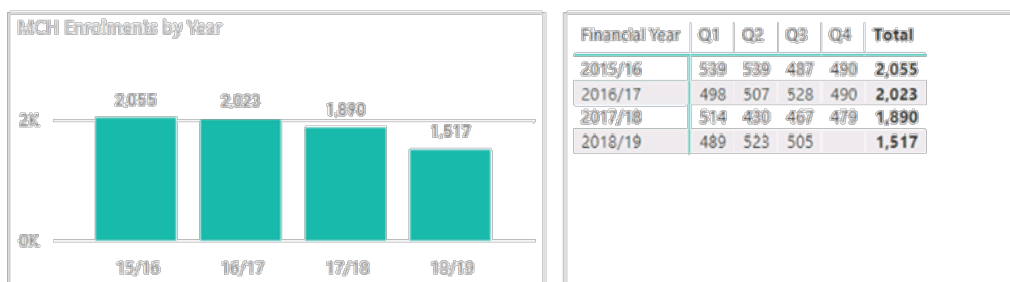
Figure 20. Maternal and Child Health birth notices



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 505 enrolments this quarter, 3% lower than last quarter. The year to date figure is 8% 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. 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 at My Place are fully booked from Monday to Thursday, reducing the capacity of the facility to attract more services. Council have recently renovated 'The Chapel' and 'The Church' which are now known as 'The Point' (The Place of Inclusion 'n Trust) in order to provide additional office space, counselling rooms and activity space in the Shire. The youth and mental health service hub at 'The Point' will be managed by EACH and will increase mental health support services to young people locally.

Council's Youth Support Program continues to be at capacity, however Youth Support Officers have been able to clear the wait list that existed at the end of December 2018. Youth Support Officers continue to base themselves in Emerald and Kooweerup once per week, to ensure service equity across the Shire.

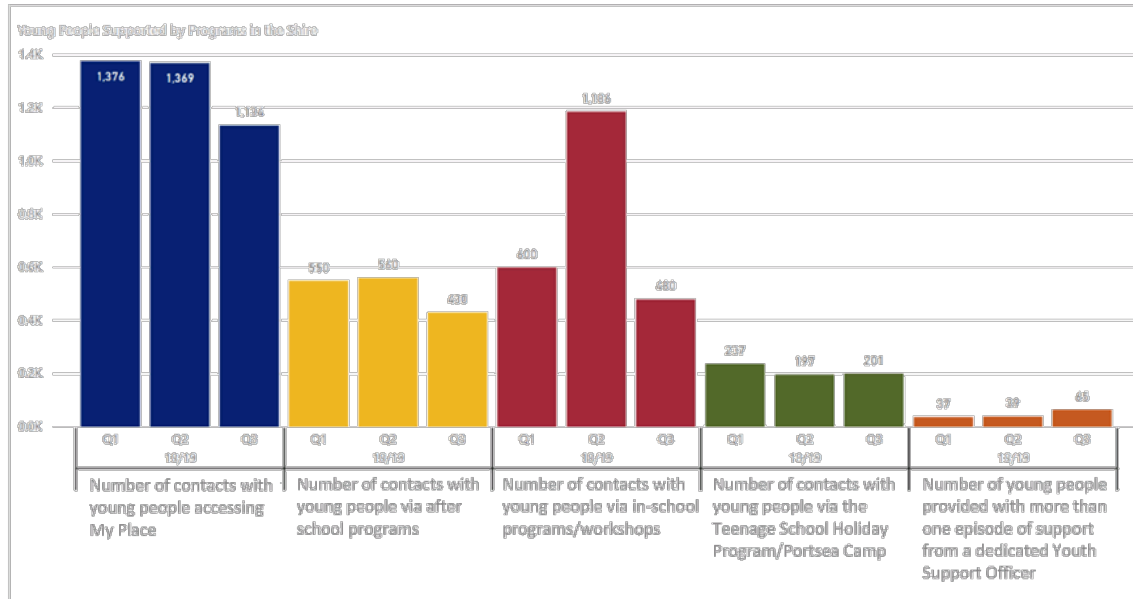
The Windermere Youth and Family Outreach Support program continues to help meet the needs of young people aged 10-21 years, who are experiencing complex issues (and where required, their families).

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. With the exception of the Youth Support Program, the graph reflects the total number of contacts with young people (not individuals)

There were 2,044 contacts with young people and 65 young people supported by Council's Youth Support Program this quarter. The number of contacts with young people via My Place was slightly lower this quarter, due to the school holidays. Oakwood School does not operate during the month of January, and My Place was closed 1st – 7th January 2019. The number of contacts with young people via in-school programs and workshops was greater in the second quarter, as the Resilience Awareness Workshops were delivered to large groups of grade six students from local primary schools.

Figure 22. Engagement with young people

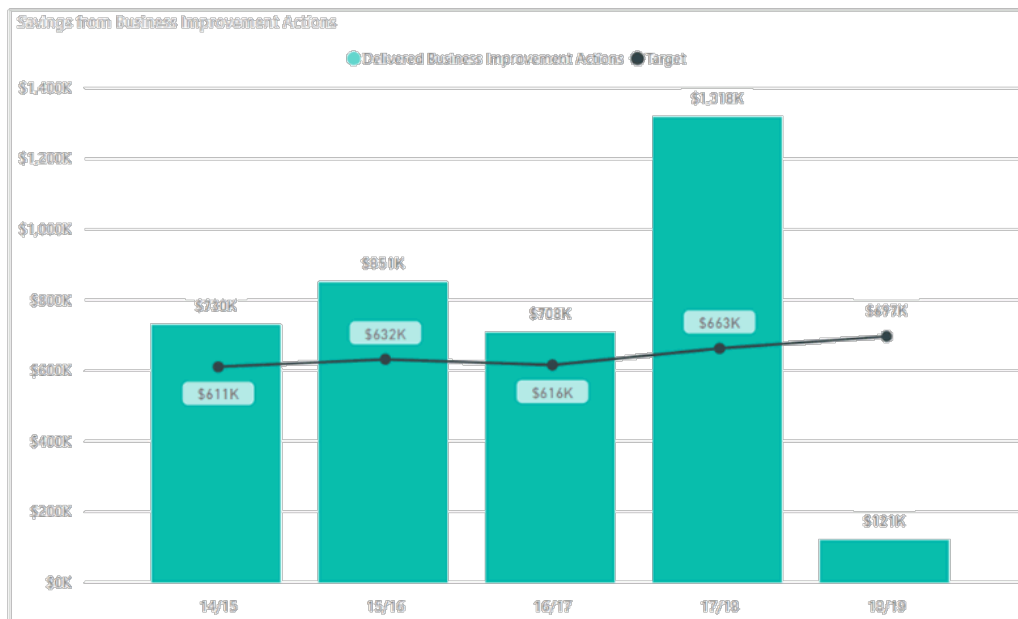


Business innovation

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

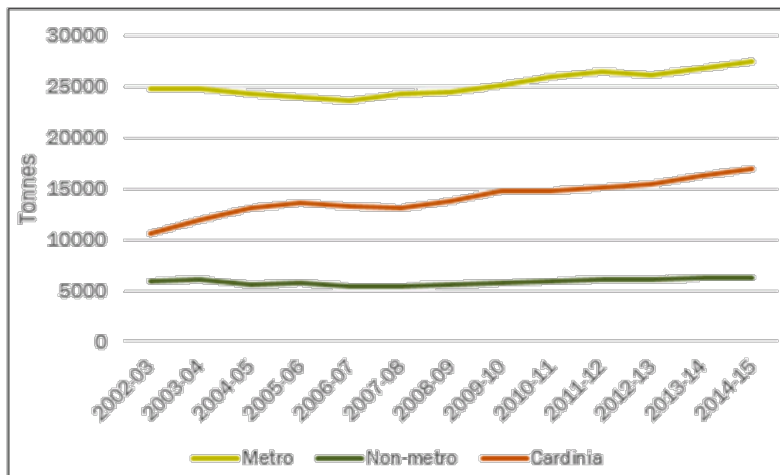
Indicators in this section relate to our behaviour with waste disposal and resource recovery. That is, how much waste we send to landfill and how much is recycled or composted. These figures are monitored on a monthly basis.

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

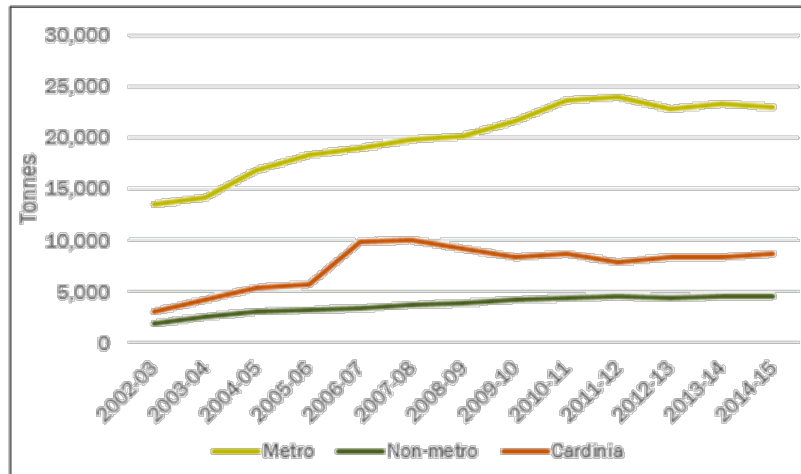
Figure 24. Cardinia Shire garbage generated compared with other metro and non-metro Victorian councils



* 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

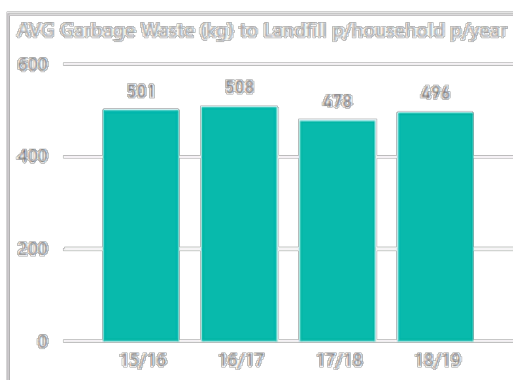
Garbage to landfill

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 496kg to date this financial year. This is a 4% increase from last year's annual average of 478kg.

The average volume of garbage to landfill per household has been directly affected by the inability of one of Victoria's largest recycling processors (the processor contracted to Council) to process recyclable material from Cardinia Shire. For the two months between mid-February and mid-April all of the material from kerbside recycling bins in Cardinia Shire Council went to landfill. This has resulted in the increased average figure outlined in the paragraph above.

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



Cardinia Shire Council

24

Kerbside collection

Figure 27 illustrates that there were 6,190 tonnes of garbage waste to landfill collection this quarter, 37% higher than last quarter. The year to date figure is 7% higher 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

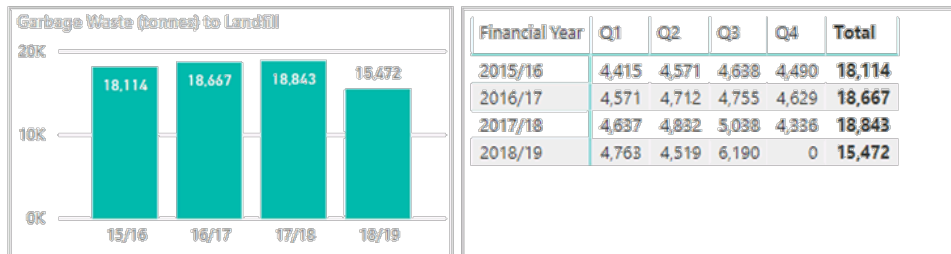
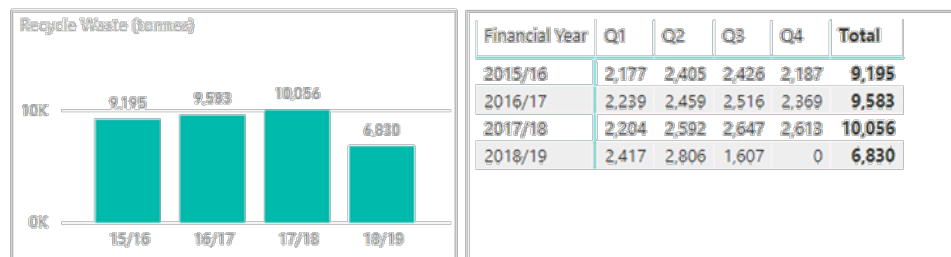


Figure 28 illustrates that there were 1,607 tonnes of recycle waste collection this quarter, 43% lower than last quarter. The year to date figure is 8% lower than last year.

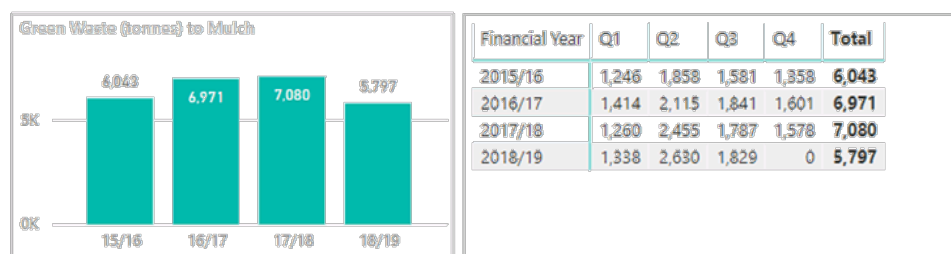
Figure 28. Recycle waste – tonnes collected




The amount of garbage and recycled waste collected this quarter has been directly affected by the inability of one of Victoria's largest recycling processors (the processor contracted to Council) to process recyclable material from Cardinia Shire. For the two months between mid-February and mid-April all of the material from kerbside recycling bins in Cardinia Shire Council went to landfill. This has contributed to the increase in landfill collection and the decrease in recycled waste this quarter. This will also have flow on effects to the figures reported for the rest of the 2018-19 financial year.

Figure 29 illustrates that there were 1,829 tonnes of green waste collection this quarter, 30% lower than last quarter. The year to date figure is 5% 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




	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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. The next stage includes a collaborative spreadsheet, whereby officers across the organisation can share information pertaining to partner organisations and service requests. The development of this is underway. Council will host a Services Community Summit on 1 April whereby approximately 50 Service organisations will gather to identify current and future service requirements. A comprehensive evaluation of this workshop will form the basis for further strategic service attraction analysis.	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.	21/03 - Program of works has been implemented and progressing to completion by end of FY. 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 development ongoing. Council continues to assess and monitoring the ongoing utilisation of Community facilities including attracting services and new community groups to benefit our community	Community and Family Services	Jun-19

	<h2>Performance Report</h2>	<p>Quarter 3 Jan - Mar</p>
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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
Start the design and in part the construction of the Integrated Children's Centre at Timbertop.	8/04 - A re-design of the overall VSBA school which includes the Integrated Children Centre is now being undertaken, due to a VSBA change in brief/scope. A quantity surveyor has provided original cost plan, but will now need to be revisited. There appear to be no further cost implications to Council as the overall re-design should deliver improved efficiencies and functionality. 21/03 - Council seeking external funding, continuing partnership in this project with VSBA, progressing with Design documentation and targeting opening of January 2021. 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

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	OurPlace implementation elements agreed. Action Plan 2019 agreed. Secondary services process drafted. Operations manual drafted. Governance model finalised. Early Years Manager's are reporting on outcomes for children.	Community and Family Services	Jun-19


	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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Our People

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

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. This has been well received by or Cardinia Shire partners. A progress report has been submitted for the Department of Health and Human services on the achievements for the last 6 months.	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	Community engagement and communication planning is well underway for the development of the new Ageing Well strategy 2019-2024. The length of the strategy has been considered in line with the data collation milestones for the Liveability Plan. The strategy will align with the Age Friendly Cities domains which we have overlayed with the Liveability domains to ensure the relevance to our community wellbeing framework. The Age Friendly Alliance group have been integral to the development of a survey and the consultation tools used to collate community feedback. All alliance members will be part of each community engagement session including facilitating small focus group discussion. The Ageing Well team are supporting multiple business units to achieve their actions within the current action plan. The remaining 5% actions will be completed by June 2019 in line with the completion of the strategic period.	Community Strengthening	Jun-19


	<h2>Performance Report</h2>	<p>Quarter 3 Jan - Mar</p>
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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	<p>Workshop held with youth strategy reference group with a focus on education and training Oakwood School based at My Place</p> <p>Youth Services advocating for larger venue to base youth services (relocate My Place with Officer Library to allow for service growth).</p> <p>Youth Services supported SELLEN Jobs Fair in September 2018 (link young people to local employment opportunities).</p> <p>Skillsinvest based at My Place. Skillsinvest assist young people with job search.</p> <p>Youth Services in discussions with Skillsinvest regarding potential for targeted VCAL program (African Young People).</p> <p>Youth Services support young people ongoing to develop resumes and apply for training/job opportunities.</p> <p>Youth Engagement Officer met with SELLEN to plan a lunch with the 'Winners Forum' in term 3, 2019. Forum will provide young people with the opportunity to develop their skills by being involved in the planning and hosting of the forum. Young people will link with local professionals to increase their understanding of different career pathways.</p> <p>Advocacy to Federal Government for the relocation of My Place. A new facility will provide opportunity to expand Oakwood School and deliver training and development opportunities to young people.</p> <p>African VCAL program established and being promoted to young people via a range of networks.</p> <p>Youth Council commenced in January 2019. Youth Council provides young people with a range of development opportunities which will increase their employability skills.</p> <p>March 2019- \$1.5M announced from Federal Gov to expand My Place. Expansion of My Place will allow additional education programs to be delivered to young people (eg/ expansion of Oakwood School who are currently at capacity).</p>	Community and Family Services	Jun-19

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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Our People

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

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.	Works at Robin Court and Philip Court are complete. Maryknoll equipment is being manufactured and is to be installed in April. Gembrook Adventure playground has received additional funding. Works are expected to commence this financial year with completion expected in 2019/20 is accordance with funding conditions.	Infrastructure Services	Jun-19
Identify service gaps and utilise the 'Services for Success' model to advocate for additional infrastructure.	New services that have been attracted to the following facilities: Pakenham Upper Hall - CPAC Bridgewood Child and Family Centre: 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 Services	Jun-19

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.	EACH successful in obtaining Youth Severe funding which will increase the number of youth mental health clinicians in Cardinia from early 2019. Youth program space established. "The Point" to be activated in 2019 to increase engagement with disengaged young people. Space able to be booked by services/groups to deliver activities for young people in the Shire. Renovation of The Chapel underway as a youth mental health hub. Licence agreement sent to EACH who will manage the provision for sign off. 28 March 2019- Jason Wood announced Federal Gov funding of \$1.5M towards the relocation and expansion of My Place. 'The Point' launch to be held on 5 April 2019	Community and Family Services	Jun-19

Cardinia Shire Council

30

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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Our People

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	Ongoing discussions internally and with the Education Department on priority sites for acquisition and development. Timbertop school site now acquired through the compulsory process by the Education Department and Council working to acquire the community centre land in line with the 173 agreement for a joint facility.	Office of the General Manager - Planning and Development	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 Manager - Community Wellbeing	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. We will continue to support the important work these organisations undertake in creating learning opportunities for all.	Community Strengthening	Jun-19

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's annual report for the Liveability Plan has been completed and submitted to DHHS. It has received praise for being comprehensive, innovative and best practice. A workshop for all partners was facilitated by Council on Shared Measurements to identify collective indicators and measures, and coordinate health and wellbeing initiatives across the Shire. The workshop was well attended and the identified datasets will inform the evaluation of Cardinia's priority outcomes over time. A key Liveability partner 'Aligned Leisure' facilitated a breakfast for all interested community members and service providers on Financial Vulnerability. It was the first in a series of planned gatherings held at Council to share programs and initiatives across the 7 priority areas.	Community Strengthening	Jun-19
Cardinia Shire Council			31

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
---	-----------------------------	--------------------------------------

Our People

We want to Achieve: Improved health and wellbeing for all


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 Community Liveability survey is due to be undertaken in early May and will be distributed to six hundred households across the Shire. The findings of this survey will provide baseline health and social data to inform evaluation of the Liveability Plan and progress of our priority outcomes.	Community Strengthening	Jun-19

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 Services	Jun-19


	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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
Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	<p>Mt Cannibal is one of Cardinia's most significant environmental bushland assets. Toilet upgrade works were completed at Mt Cannibal in December 2018, with walking track surface works due to commence in March 2019.</p> <p>The track works have now been put on hold due to damage at Mt Cannibal (including toilet block) in the Bunyip fires. These works will be considered as a recovery task including opportunities for cost recovery through insurance or grants.</p>	Environment	Jun-19
Start the design stage of the Worrell Reserve Sports Pavilion.	<p>20/12 - Design development documentation is complete. Tenders are expected to be returned in February 2019, with site start April 2019.</p> <p>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.</p>	Buildings and Facilities	Completed
Prepare a master plan for Gin Gin Bin Reserve Officer	<p>A consultant was appointed and a draft master plan was prepared and presented to Council's Senior Leadership Team. Discussions have been proposed 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.</p>	Active Communities	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> <p>Tenders have been advertised for the construction of the car park works.</p>	Infrastructure Services	Jun-19
Cardinia Shire Council			33


	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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
Prepare a master plan for McMullen Recreation Reserve Officer	Preparation of the McMullen 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.	Cancelled - Duplicated action.	Buildings and Facilities	Jun-19
Pepi's Land (Emerald) Master Plan – construction of path to Hamilton and revegetation planting	Route alignment has been finalised for a gravel path to be constructed to go around the base of the dam to the bottom of the hill. Works planned to be completed this financial year.	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 is currently being finalised by the club and options for funding investigated.	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
Complete construction of netball courts, car parking and pavilion at Pepi's Land Emerald	Civil works are nearing completion, with road works and final sealing of the car park still pending. The pavilion design is being finalised. Civil works are expected to be completed in November 2018 and the pavilion in September 2019.	Infrastructure Services	Jun-19
Design redevelopment of Cora Lyn reserve Pavilion	<p>20/12 - Council has agreed to provide change rooms, universal design amenities and external accessible amenities together with canteen. Schematic stage is progressing.</p> <p>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.</p>	Buildings and Facilities	Completed
Cardinia Shire Council Work with user groups to design and construct Gembrook Reserve Pavilion	Design complete. Construction to begin Oct 18.	Active Communities	34 Oct-20


	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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
Deep Creek Reserve (Pakenham) - Complete Eco Centre/Golf Club House construction along with all abilities play space	The all abilities playspace, car park and the golf course works are substantially complete. The Building has commenced construction and is well underway.	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.	Project on hold until late 2020.	Active Communities	Dec-20
Construction Bunyip Soccer Stadium	21/03 - Tender awarded. Project on budget and on time. Site set up expected late March mid April. 20/12 - Tenders have been received. Evaluation will be undertaken in January 2019 with site start in March 2019.	Buildings and Facilities	Jun-19
Construct redevelopment of Cora Lyn Reserve Pavilion	21/03 - No further action at this stage. 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	Western oval redevelopment designed in consultation with the clubs and reserve committee. Works have commenced and earthworks are well underway.	Infrastructure Services	Jun-19
James Bathe Recreation Reserve - Finalise civil works of Cardinia Street Corridor	Construction works associated with the car park and the ovals are well progressed on site.	Infrastructure Services	Jun-19

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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	Cancelled - Duplicate action.	Infrastructure Services	Jun-19
Complete construction of the civil works and pavilion for the Pepi's Land (Emerald) netball facility.	Civil works are nearing completion, with road works and final sealing of the car park still pending. The pavilion design is being finalised. Civil works are expected to be completed in November 2018 and the pavilion in September 2019.	Infrastructure Services	Nov-18

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.	Unsuccessful for funding through the Sport and Recreation Victoria. Successful with funding through Growing Suburbs. Will reapply through SRV.	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.	Further details of proposal to be considered by Council. Details of requirement for Podium 1 development discussed with Steering Committee. Motorsports Clubs Steering Committee continue to meet to progress this matter. Details from Auto Club and Motorcycle club regarding their requirements for the two sites have been received. leases 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 the this matter.	Governance	Jun-19


	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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
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 Area Planning	Jun-19


	<h2>Performance Report</h2>	<p>Quarter 3 Jan - Mar</p>
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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
<p>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> <p>Cardinia Shire Council</p>	<p>Together We Can:</p> <p>As backbone organisation, in February 2019, Together We Can facilitated its second Community Round Table with representatives from across the different community settings along with expert representatives in Family Violence, Prevention of Violence against Women, People with a Disability, Cultural and Linguistically Diverse and Faith, Research and Evaluation, and Aboriginal and Torres Strait Islanders. The Round Table meets bi-monthly with the next meeting in April 2019. Within this time, three new members have joined representing Education, Media and Young People.</p> <p>Other key activities for Together We Can included:</p> <ul style="list-style-type: none"> • Here 4 U, a Bystander Action training program, was delivered by Family Life's Heartlinks program to 20 Casey Cardinia Library Staff. This activity was facilitated by the Community Solutions Group 4. A second training program is currently being planned for library volunteers. • Community Solutions Group 2 have implemented a pilot program for police trainees where Trainees (Junior Officers) attend the Family Violence Investigations Unit and relevant support services for a week to see first-hand services and process of Family Violence response. • All other Community Solutions Groups are meeting and working towards completing their projects. A Smarty Grants portal has been released for groups to apply for seeding funds to assist their activities (Pool of \$30,000 with around \$4,000 per group available). • Two project plans and evaluation plans have been submitted to the Victorian Government demonstrating Together We Can's work within Council to introduce the Workplace Equality and Respect Standards, work with Businesses and deliver the Healthy Families and Healthy Relationships Program into CALD communities. These plans are a requirement of our funding agreements and involve internal and external evaluation experts. • Together We Can continues to raise awareness in the community through participation with events including, Coffee With A Cop, Supported Playgroups, Food Circles Forum, Cardinia Shire Community Fun Run, International Mother Language Day, International Women's Day, and Harmony Day. And through publications and articles with the Australian Local Government Yearbook (2019 release), Star News Group articles, and Social Media. • The latest statistics for the rate per 100,000 population of serious family incidents reported to police shows an overall reduction by 33% since TWC commenced in the year 2015-16 to end of 2017-18. 	<p>Community Strengthening</p>	<p>Jun-19</p> <p>38</p>

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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
	<p>White Ribbon:</p> <ul style="list-style-type: none"> Together We Can have commenced planning with the Casey Cardinia Family Violence Network to deliver the 2019 March Against Violence. <p>Family Violence Regional Strategy</p> <ul style="list-style-type: none"> 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). The Community Forum will be held early May 2019 and it is envisaged that all regional partners (Local Government and Non-government Organisation's) will be represented. 		
<p>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</p>	<p>In 2019 a review of the over arching strategy continued, identifying an alignment of the key area of Alcohol and Other Drugs with the Social and Community Planning lead. The planning for Reclink has recommenced with consideration being given to identifying emerging opportunities to branch out teams within Cardinia.</p>	<p>Community Strengthening</p>	<p>Jun-19</p>

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

Action	Progress Comments	Business Unit	Complete by
<p>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.</p>	<p>In February 2019 Council staff attended the Village Festival at Upper Beaconsfield. Information on the survey outcomes where delivered face to face and through posters and postcards. This collateral shared with community outlined three key areas; risks identified, strengths of the community and what the community saw as the key to continue building resilience. From this community feedback, in conjunction with neighbour day on the 31/03/2019 residents were offered \$50 to run their own street BBQ or morning tea. The community have been actively involved with this project and a concurrent project for Fuel Management in Upper Beaconsfield in which 35 people attended a community workshop in March.</p>	<p>Community Strengthening</p>	<p>Jun-19</p>

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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Our People

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 Health Plan	The most recent testing of Councils emergency management arrangements has been the activation due to the Bunyip Complex Fires of March 2019. Following this event a full operational review will be undertaken to inform Councils arrangements going forward. This includes the review of Municipal Relief and Recovery Plan which was updated prior to audit in November 2018.	Community Strengthening	Jun-19

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.	Council in conjunction with DELWP and CFA have engaged with community regarding upcoming planned burns. Preparation works have been identified and site visits undertaken. Where possible preparation for upcoming burns will be undertaken. Regular weather monitoring informs stakeholders on the potential for planned burns to go ahead. Annual Fire Inspection program undertaken.	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 continues to support community with social media messaging and publications on awareness to emergency risks. During the Bunyip Complex Fires social media messaging, including councils webpage and facebook has been used extensively. .	Community Strengthening	Jun-19

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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)	The Community Planner continues to 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 the Website. A series of posters have been designed to illustrate updated social and health data and inform the impending Community Services Summit. The Community Liveability Survey will also be distributed soon to six hundred households to gather information around Liveability and provide baseline data to use at the evaluation stage.	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	The Social and Affordable Housing Strategy has recently been endorsed at the February 2019 Council Meeting. Officers have now commenced implementation of the Action Plan 2018-2025. Discussions continue with local Housing agencies to identify potential opportunities for social and affordable housing development.	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.	21/03 - Project on target as per previous report. Additional Council funding has been provided to complete the project. 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	Artist has been commissioned and proposed design accepted by Public Art panel. Final placement of work currently being determined.	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 progress and capacity to meet	This is completed twice a year. 2019 update being planned.	Community and Family Services	Jun-19

Cardinia Shire Council

41

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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Our Community

We want to Achieve: Our diverse community requirements met

To achieve this we will: Work with local communities to review and implement township strategies that contribute to meeting the needs of those communities.

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	A report on the future of the four railway towns and race course has been completed and to be presented to a briefing in the near future. This will help inform Strategic planning and advocacy in this area.	Economic Development, Tourism and Major Projects	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 25 engagement plans including the Cockatoo Neighbourhood House Revitalisation project, Emerald Lake Park Strategic Plan and the Pakenham Heritage overlay. Preparations have commenced for the development of a Community Plan including identifying resources required and potential methodologies. 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.	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.	April 2019 - This action is continuing as part of action 5.1.1.2. Please see this action for further progress updates on this action.	Customer Communications	Nov-19
Development of new Digital Communications Strategy	April 2019 - This action is continuing as part of action 5.1.1.2. Please see this action for further progress updates on this action.	Customer Communications	Nov-19

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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 delivered 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 has been undertaken and the graduation ceremony completed.	Community Strengthening	Completed

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	Infrastructure Services	Jun-19
Development of new Cultural Diversity Action Plan	Council continues to engage with community through a variety of engagement activities that will feed into the action plan. This has included Harmony Day and more recently through Neighbourhood day. Councils Cultural Diversity Facilitator is also working with CALD partners across Government and the Community to identify key priorities for the new action plan. The Cardinia Shire Multicultural Advisory Committee play a key role in supporting council through awareness and advocacy for our CALD community which will inform planning.	Community Strengthening	Jun-19
Implement the Disability - Access and Inclusion action plan	As we enter the second year of this four year plan Council continues to implement the agreed actions. This includes training across Council, information out to community, incorporating universal design standards into our capital works and working closely with the Access and Inclusion Committee.	Community Strengthening	Jun-19
Development of a new Reconciliation Action Plan	Council continues to engage with community through a variety of engagement activities that will feed into the action plan. This has included Harmony Day and more recently through Neighbourhood day. Councils Social Inclusion Officer is also working with ATSI partners across Government and the Community to identify key priorities for the new action plan.	Community Strengthening	Jun-19

	<h2>Performance Report</h2>	<p>Quarter 3 Jan - Mar</p>
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Our Community

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
Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	Council staff participated in the local government special interest group for Resilience linked through resilient Melbourne. Emergency Management Staff are developing and delivering resilient programs for our communities such as supporting vulnerable persons in emergencies in their preparedness and planning for emergencies, evacuation kits with Outlook Inc and building community resilience in emergencies for Upper Beaconsfield.	Community Strengthening	Jun-19

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 Planning in hand	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	Originally the Community Summit Day was to be run over two days in February. 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. Unfortunately due to the Bunyip Bushfires the first day has been postponed and the second day was moved to 1 April. Registration has been strong for this day with the focus being on service organisations working together to identify current provision and future requirements based on social and health data and population projections. Evaluation of the Community Services Summit (day 2) will be available after the session.	Community Strengthening	Jun-19
Cardinia Shire Council			44

	<h2>Performance Report</h2>	<p>Quarter 3 Jan - Mar</p>
---	-----------------------------	--------------------------------


Our Community

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

Action	Progress Comments	Business Unit	Complete by
Coordinate and implement the Food Circles Collective Impact project (e.g., Develop a Local Food Strategy)	<ul style="list-style-type: none"> - Cardinia Community Food Strategy launched with ~60 stakeholders attending a workshop to 'activate' the actions - Regular Food Circles Steering Group meetings being undertaken - Food Hub scoping underway, with working group formed and visioning workshop planned for April - 4 local people funded to undertake the Farmer Incubator Program - Monash Uni students undertaking Healthy Food Basket data collection - Community Grocer Pakenham turns 1 year old - Sustain successful for another 3 year contract as the 'backbone' of the Food Circles Collective Impact Project - Supporting local consultation for the DELWP Strategic Agricultural Land Review - Cardinia Food Network supported BlazeAid volunteers following the Bunyip fires 	Community Strengthening	Jun-19

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. Council has recently been informed of the successful advocacy endeavours with Monash Health for the construction of a new Pakenham Community Hospital. Council will work closely with the State Government to progress this project and participate on the Consultative Committee currently being formed.	Community Strengthening	Jun-19

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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 and maintenance being undertaken inline with Plan.	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. A significant amount of the annual program has been completed. Footpath renewal works are well underway. The annual program is also nearing completion.	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.	<p>21/03 - The Club is managing this project with Design consultants now appointed and progressing with documentation.</p> <p>20/12 - Design documentation is yet to commence. Form B is awaiting processing.</p> <p>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.</p>	Buildings and Facilities	Jun-19

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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
Continue construction of Hills Hub with a view to completing in 2019. Provide regular communication updates to the community, SLT and 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 and on track for completion mid 2019. Regular updates being provided to Council, SLT and the broader community. Continuing to work with key stakeholders through the Hills Hub Advisory Group. Currently exploring options for the management model.	Community Strengthening	Jun-19
Conduct a program of resurfacing of playing surfaces at recreation reserves – Worrell Reserve (Emerald) – reshaping drainage and irrigation	The reconstruction works at Worrell Reserve are now completed. The turf is now undergoing an establishment period.	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.	21/03 - Program for minor capital works has been implemented, with projects progressing for completion to FY end. 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

Cardinia Shire Council

47

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
---	-----------------------------	--------------------------------------

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
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


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. This work is continuing to progress.	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 continuing 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	Cancelled - Duplicate action.	Infrastructure Services	Jun-20

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
---	-----------------------------	--------------------------------------

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
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	The Special Charge Scheme for O'Sullivan's Road, Hill Street and Peet Street has been declared. The construction works have commenced and are well underway.	Infrastructure Services	Completed
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.	The community group CRAG21 have undertaken community engagement relating to residents interest in having their roads constructed. Council officers are developing concept designs and estimates to enable formal investigations with residents to occur.	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 and adopted. 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. The program of works is expected to be tendered this year. The delivery of the project is expected to be carried out over a 2-3 year period.	Infrastructure Services	Jun-19

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
---	-----------------------------	--------------------------------------

Our Environment

We want to Achieve: Transport Linkages connecting towns

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
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. Energetics have been engaged to provide the project working group with load modelling across the region and generate options. SECCCA were engaged to facilitate household energy information sessions, in partnership with Casey-Cardinia Libraries.	Environment	Jun-19


	<h2>Performance Report</h2>	<p>Quarter 3 Jan - Mar</p>
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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
<p>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>	<p>21/03 - Contractor has been appointed for solar electricity systems installation at MyPlace and the Depot. Design works are underway with installation program to commence shortly. LED upgrade is being implemented at the Depot workshop.</p> <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>	<p>Buildings and Facilities</p>	<p>Dec-19</p>
<p>Implement the Aspirational Energy Transition plan including phase two of the decorative street lighting retrofit with energy efficient lighting</p>	<p>The decorative street lighting upgrade has been completed. Toorak lanterns throughout the Shire have been swapped from Mercury Vapour to Compact Fluorescent 32w.</p> <p>Pakenham Library energy efficiency lighting upgrade and solar installation 86kW complete.</p> <p>Beaconsfield solar installation complete 36kW system.</p> <p>Household energy handout and booklet are now finalised. The booklet is hosted on the Federation University website.</p>	<p>Environment</p>	<p>Jun-19</p>

	<h2>Performance Report</h2>	<p>Quarter 3 Jan - Mar</p>
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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.	21/03 - Consultation has taken place with the Heritage & Environment team with reference to the ESD and operation framework. 30% of the framework has been drafted and further consultation is planned. 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


	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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 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

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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 Compliance Services	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. The community consultation phase for the 2 draft strategies closed on the 25 March. The strategies will be presented for council consideration towards the middle of the year.	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		Operations	Jun-19

Cardinia Shire Council

54

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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 Area Planning	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. Councils dedicated WSUD Officer is undertaking training sessions with Council staff involved in potential WSUD projects to ensure these assets are appropriately constructed to minimise ongoing maintenance costs to Council.	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 newsletter 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 Area Planning	Jun-19

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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 Area Planning	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 Area Planning	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 Area Planning	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	Commenced review of railway towns. Draft background document has been finalised. Exhibition - May 2019	Policy, Design and Growth Area Planning	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 Area Planning	Completed


	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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 Area Planning	Jun-19

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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 Area Planning	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, Tourism and Major Projects	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 2018.	Policy, Design and Growth Area Planning	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 Area Planning	Jun-19
Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Infrastructure Contribution Plan	Strategic Planning still progressing this PSP in conjunction with the property owners. Exhibition expected in October 2019	Policy, Design and Growth Area Planning	Jun-19

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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 center to support development opportunities .	Policy, Design and Growth Area Planning	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 Area Planning	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 Center. Planning panel and report completed. Awaiting the VPA and DELWP to gazette the changes.	Policy, Design and Growth Area Planning	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, Tourism and Major Projects	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, Tourism and Major Projects	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 applied a 5% weighting for local products & services on all Tenders in 2017/18.	Finance	Completed

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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 Area Planning	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, Tourism and Major Projects	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 hierarchy of roads that directly relates to primary production has been created and will be utilised where funding is available for upgrades.	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 had received funding through this advocacy. A program to identify other specific roads has been generated and opportunities for funding will be investigated.	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, Tourism and Major Projects	Jun-19

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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, Tourism and Major Projects	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, Tourism and Major Projects	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, Tourism and Major Projects	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, Tourism and Major Projects	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		Economic Development, Tourism and Major Projects	Jun-19 ⁶¹


	<h2>Performance Report</h2>	<p>Quarter 3 Jan - Mar</p>
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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: 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 applied a 5% weighting for local products & services on all Tenders in 2017/18.	Finance	Completed

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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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	April 2019 - This action is continuing as part of action 5.1.1.2. Please see this action for further progress updates on this action.	Customer Communications	Nov-19
Implementation of new 5-year communications strategy	April 2019 - Due to recent organisational changes a comprehensive review of the existing Communications Plan and Strategy has been started. A new Plan and Strategy will be delivered in November 2019. This will include a review of Connect, components of digital communications and a traditional Communications Strategy.	Customer Communications	Nov-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. Investigating on-line engagement platforms for further opportunities to engage with the wider Cardinia Shire community and provide opportunities for input into Council decision making and policy and project development.	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	Audit on compliance with Local Government Act commenced, compliance with statutory register is a component of the Audit. Statutory registers being maintained and compliance monitored	Governance	Jun-19
Maintain and update the register of information to be available to the public	Audit on compliance with Local Government Act commenced, compliance with statutory registers including information to be available to the public is a component of the Audit. Register is updated as required	Governance	Jun-19

Cardinia Shire Council

63

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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Our Governance

We want to Achieve: Open governance

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	Adherence to commitment continues	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	Cardinia has developed the 2019/20 Budget and Council Plan which is currently in draft with Council. The intention is to publicly exhibit the Budget and Plan between mid-April and mid-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 Procurement Policy	Finance	Completed

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 meet with our Finance Accountants and document a commentary against each item, prior to independent review by the CFO and GM of Corporate Services.	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
Cardinia Shire Council 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.	Finance	Completed

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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Our Governance

We want to Achieve: Long-term financial sustainability


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
CP - 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> <p>March 2019: Team leading internal consulting engagements, planning and delivering with guidance. Internal client interactions now often managed independently.</p>	Service Planning and Improvement	Jun-19

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
CP - 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	Officers have been working closely with South East Melbourne and National Growth Areas Alliance to participate in both National and Regional campaigns. Mayor and CEO have held regular meetings with sitting MP's and candidates in both the Federal and State governments. In addition to the larger advocacy packs a specific Federal Government package was developed targeting council priority projects.	Office of the CEO	Jun-19

	<h2>Performance Report</h2>	Quarter 3 Jan - Mar
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Our Governance

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

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 Manager - Community Wellbeing	Jun-19