

## **12 2018-19 Q4 QUARTERLY PERFORMANCE REPORT**

FILE REFERENCE INT1959421

RESPONSIBLE GENERAL MANAGER Jenny Scicluna

AUTHOR Jo Battin

### **RECOMMENDATION**

That the Quarterly Performance Report for Quarter 4 2018-19 be received and noted.

### **Attachments**

1 Q4 Performance Report 2018-19 71 Pages

### **EXECUTIVE SUMMARY**

There were 147 Council Plan actions due for completion in 2018-19. The organisation completed 110 actions, achieving 75% Council Plan completion. The organisation planned to deliver sixty-three business improvement projects in 2018-19, representing 87% of our annual efficiency target. Twenty-seven of these business improvement projects were completed. The growth in both the Officer

Precinct and the Cardinia Road Precinct was lower than DCP projections. Despite this, population growth within the Shire has remained stable, at five families moving to the area, per day, for the quarter, and six families moving to the area, per day, for the year.

### **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 were 147 Council Plan actions due for completion in the 2018-19 financial year. 110 Council Plan actions were completed, achieving 75% Council Plan completion, compared to 85% for 2017-18. Please refer to *Table 1* for Council Plan Action statistics and [page 28](#) of the Quarter 4 Performance Report 2018-19 for detailed progress.

**Table 1. Council Plan Action Achievement 2018-19**

	Completed	In Progress	Cancelled	Total
1. Our People	31	15	4	50
2. Our Community	17	3		20
3. Our Environment	34	7	1	42
4. Our Economy	17	5		22
5. Our Governance	11	2		13
<b>Total</b>	<b>110</b>	<b>32</b>	<b>5</b>	<b>147</b>

## **Council Activity Summary**

### **Bushfire recovery underway**

Council continues to work with and support those within our community who have been affected by the Bunyip Complex Fire. We deployed many staff from across the organisation to work in the response, relief and recovery phases. Three full-time bushfire recovery officers, funded by the Australian Government's Disaster Recovery Funding Arrangements, have been appointed for a 12-month period.

We've also advocated strongly to all levels of government for funding and services, co-ordinated the bushfire recovery centre in partnership with community groups, brought together agencies and organisations to attend community meetings and ensured ongoing contact with residents to check on their welfare and connect them with services and assistance.

We are moving forward on the road to recovery, but there is still a long way to go. We are committed to continuing to support our community as we continue on this journey together.

### **Planning for the year ahead**

Council adopted its 2019-20 budget and Council Plan following a period of community consultation. Our strategic planning framework is designed to deliver key outcomes for the community in a financially sustainable manner.

The budget reflects Council's responsible financial management, which has enabled more than \$60 million of capital works to be included in the budget and all vital community services to be maintained or enhanced. It will deliver on important infrastructure works including recreation, leisure and community facilities as well as roads, drains, footpaths and parks, open space and streetscapes. Community services are also planned for in the budget, including support for aquatic and recreation facilities, child and family services, community recreation, libraries, maternal and child health, youth services, community development, the environment, and economic development.

### **Advocating for our community**

Council continued to advocate strongly for the needs of our shire throughout this quarter. We continued to work closely with all levels of government to plan, deliver and maintain the infrastructure necessary for our community. Council met with local federal election candidates in the lead up to the election and put forward a range of projects and as a result of this campaign was promised \$592.8 million worth of grants for a range of projects. Council has also been working with other groups and councils, such as South East Melbourne and the Interface Group of Councils, to facilitate investment into the broader region. We will continue to lobby for action on important local issues and work hard to influence government priorities that will benefit our local communities.

### **Fostering community participation**

We thanked and acknowledged our shire's many volunteers at our annual volunteer reception held during National Volunteer Week in May. The 2019 Stan Henwood Award was presented to Pakenham resident Wendy Andrews, who was recognised for generously giving her time to community and fundraising events. The Stan Henwood Award recognises lifetime achievements in community service and volunteering and commemorates the lifetime contribution that Mr Stan Henwood made to his local community of Tynong, as well as the broader Cardinia Shire.

In June we celebrated the strength and courage that refugees and asylum seekers make to our community as part of World Refugee Day celebrations. We are proud of the richness and diversity of our growing community and of our commitment as a Council to fostering an accessible and inclusive community for all.

### **Major projects and facilities**

A number of major projects were underway this quarter. Some of these projects are highlighted below.

Work on the new sporting facilities at James Bathe Reserve progressed well. Earthworks and drainage were completed in May, as well as lighting, fencing and car park works. Only finishing touches remain, including establishing grass on the ovals. Works to construct the new pavilion are underway and are expected to be completed in December.

The exciting new multi-use recreational space at Deep Creek Reserve is coming to life. Key features of the project include the all-abilities play space, construction of the Cardinia Community and Education Centre, which will also house the golf club and Cardinia Environment Coalition, new holes at the golf course, landscaping and planting. The all-abilities play space, car park and golf course works are now complete, and the building is nearing completion, with the opening scheduled for September.

Work has also started to bring to life a regional sporting hub at Comely Banks Reserve in Officer. The project will develop Comely Banks Reserve into a regional recreation reserve that will serve community groups, individuals and sporting clubs. Council received \$3.5 million funding through the Victorian Government's Growing Suburbs fund and will source additional external funding opportunities.

Other projects have included a newly-upgraded playground at Maryknoll Recreation Reserve and construction of new tennis facilities at Cochrane Park at Koo Wee Rup. Furthermore, work to demolish and rebuild the main pavilion at Worrell Reserve at Emerald has commenced, design and planning has begun for redeveloping the pavilion and change room facilities at Koo Wee Rup Recreation Reserve and preliminary work has started on the new community pavilion at Bunyip Recreation Reserve. Redevelopment of the Cardinia Cultural Centre is also progressing well, with the first stage set to open in September.

### **Our commitment to the environment**

Council's commitment to protecting and enhancing our natural environment was further demonstrated this quarter. Council adopted its new Biodiversity Conservation and Weed Management strategies – key documents to support and guide the protection of our local environment and encourage a natural biodiversity that is healthy, valued and actively cared for.

The Biodiversity Conservation Strategy guides long-term strategic direction and efforts to preserve the natural habitats and wide variety of plant and animal life within the shire. It also provides a framework for private and public land managers, and identifies opportunities for Council to work in partnership with the community to protect the natural environment from a variety of issues. The Weed Management Strategy aims to reduce weed infestations that threaten agriculture, human health and the environment in bushland areas, roadsides and waterways. It provides direction for delivering community education and engagement, planning controls and enforcement, and on-ground works and monitoring.

Furthermore, Council's My Place youth centre at Pakenham had an environmental boost with the installation of a 31kW system installed to reduce electricity-related CO2 emissions by approximately 44 tonnes annually. This new solar electric system will help reduce future energy costs and the impact on the environment.

### **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. The

organisation planned to deliver sixty-three business improvement projects in 2018-19. Twenty-seven business improvement projects were completed, reaching 21% of the business improvement target for the financial year, as shown in Figure 1.

Examples of recently completed improvement projects include:

- Development of a Household Energy Efficiency Handbook.  
Federation University teaching staff and students have developed a Household Energy Efficiency Handbook specific to Cardinia, therefore eliminating the need for staff to dedicate time to this task.
- Review of best practice approaches to skip bin licence conditions.  
Upon completion of this benchmarking project, collaboration between Waste Services and Compliance resulted in agreement to alter skip licence conditions, to ensure permit holders are responsible for the removal of waste from in and around skip bins, thereby reducing waste removal costs to Council.
- Enhance efficiency and eliminate duplication of key management across Building and Facilities and Community Places.  
Internal processes have been developed and documented to ensure keys are managed more efficiently, without an excess of keys being ordered or held by either party.

### **Growth Summary**

Residential land development in the Shire had varied results this quarter. There were 195 residential subdivision applications this quarter, 62% lower than the previous quarter. Annual figures are 5% lower than last year. There were 289 residential lots issued a statement of compliance this quarter. Results are 31% higher than the previous quarter, and have brought the annual figure in line with the 2017-18 financial year results.

The growth in both the Officer Precinct and the Cardinia Road Precinct to date is lower than DCP projections for the 2018 calendar year. The number of titled lots in the Cardinia Road Precinct for June (8,245) was below the 2018 projected lots figure (8,590). Similarly, the number of titled lots in the Officer Precinct for June (3,110) was well below the projected figure for the 2018 calendar year (6,226).

Residential building completions are trending downwards with 358 residential building completions processed this quarter. While results are 6% higher than last quarter, annual figures are 13% lower than the 2017-18 financial year.

The family growth rate in the Shire has increased to five families per calendar day for the quarter. The annual figure remains stable at six families per calendar day. There were 440 births in the Shire this quarter, slightly lower than last quarter but 9% higher than last year. Enrolments to Maternal and Child Health are slightly lower than last quarter, but are 7% higher than last year.

### **POLICY IMPLICATIONS**

Nil.

### **RELEVANCE TO COUNCIL PLAN**

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



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**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 4 April - June 2018-19

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## **CEO's Report**

I'm pleased to report that Cardinia Shire Council made good progress in the final quarter of 2018-19 as we continued to deliver results across all five key areas of our Council Plan.

It has been a busy and challenging quarter for us, following the significant Bunyip Complex Fire. Recovery efforts are still underway as we continue to support our community following this devastating event. We also saw progress on a number of key projects across the shire and, following community consultation and input, Council adopted the 2019-20 Budget and Council Plan.

### ***Bushfire recovery underway***

Council continues to work with and support those within our community who have been affected by the Bunyip Complex Fire. We deployed many staff from across the organisation to work in the response, relief and recovery phases. Three full-time bushfire recovery officers, funded by the Australian Government's Disaster Recovery Funding Arrangements, have been appointed for a 12-month period.

We've also advocated strongly to all levels of government for funding and services, co-ordinated the bushfire recovery centre in partnership with community groups, brought together agencies and organisations to attend community meetings and ensured ongoing contact with residents to check on their welfare and connect them with services and assistance.

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Council continued to advocate strongly for the needs of our shire throughout this quarter. We continued to work closely with all levels of government to plan, deliver and maintain the infrastructure necessary for our community. Council met with local federal election candidates in the lead up to the election and put forward a range of projects and as a result of this campaign was promised \$592.8 million worth of grants for a range of projects. Council has also been working with other groups and councils, such as South East Melbourne and the Interface Group of Councils, to facilitate investment into the broader region. We will continue to lobby for action on important local issues and work hard to influence government priorities that will benefit our local communities.

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In June we celebrated the strength and courage that refugees and asylum seekers make to our community as part of World Refugee Day celebrations. I'm proud of the richness and diversity of our growing community and of our commitment as a Council to fostering an accessible and inclusive community for all.

**Major projects and facilities**

A number of major projects were underway this quarter and it gives me great pleasure to highlight some of these below.

Work on the new sporting facilities at James Bathe Reserve progressed well. Earthworks and drainage were completed in May, as well as lighting, fencing and car park works. Only finishing touches remain, including establishing grass on the ovals. Works to construct the new pavilion are underway and are expected to be completed in December.

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Furthermore, Council's My Place youth centre at Pakenham had an environmental boost with the installation of a 31kW system installed to reduce electricity-related CO2 emissions by approximately 44 tonnes annually. This new solar electric system will help reduce future energy costs and the impact on the environment.

Further details regarding Council's progress for final quarter of 2018-19 can be found on the following pages.

**Carol Jeffs**

Chief Executive Officer  
Cardinia Shire Council



## Government interaction

### Government Advocacy

As many of Council's infrastructure and services projects are funded by rate revenue, which is limited by the Victorian Government's rate cap, we have a strong focus on seeking grant support and advocacy on behalf of our community.

It is important we continue to work closely with all levels of government to plan, deliver and maintain the infrastructure necessary for our community. Council met with local federal election candidates in the lead up to the federal election and presented a range of projects, requesting funding and increased local access to better roads and transport, community spaces, health and social services, jobs and employment, and education.

Council has also been working with other groups and Councils, such as South East Melbourne and the Interface Group of Councils, to facilitate investment into the broader region.

We will continue to lobby for action on important local issues and work hard to influence government priorities that will benefit our local communities.

### Grant application

Council continues to actively seek grant funds from a variety of State and Federal Government Funding programs.

Through the recent Federal Government election campaign, Council was able to receive promises for \$592,800,000 worth of grants for a range of projects such as:

- Princes Highway intersections
- McGregor Road and Pakenham Bypass intersection ramps
- Road sealing in the Dandenongs
- Pakenham Football Junior Club pavilions
- Pakenham Football Senior Club pavilions
- My Place
- Overhaul of Racecourse Road
- Toilet block at Rotary Park, Pakenham
- Beaconsfield Scout Group Hall in Officer Recreation Reserve
- Koo Wee Rup Recreation Reserve pavilion
- Multicultural Centre
- Sudanese Liaison Officer
- Extension of Thompsons Road
- Duplication of Wellington Road
- Officer Recreation Reserve
- Bunyip Tennis Club
- Upgrade to Upper Beaconsfield Recreation Reserve
- Pakenham Bowls Club
- Gembrook Cockatoo Netball Club
- Emerald Football Netball Club
- Pakenham Scout Hall
- Lakeside Scout Group
- Beaconsfield Recreation Reserve

This is a major windfall for our local residents.

**Legislative Program**

The Minister for Local Government has advised that the new Local Government Bill, which was previously introduced into Parliament but lapsed prior to the last State Election, will be reintroduced into Parliament later this calendar year.

The replacement of the 1989 Act is long overdue. The new Bill will include several matters not included in the previous Bill and these new initiatives are also supported.

## 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.

<b>Name</b>	<b>Lang Lang Sporting Facilities</b>
<b>Description</b>	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.
<b>Comment</b>	The construction of the two ovals and four netball/tennis courts has been completed. The construction of the pavilion is underway and is scheduled to be completed in December 2019.
<b>Start</b>	2015-16
<b>End</b>	2020-21
<b>Cost</b>	\$13.5m

<b>Name</b>	<b>Cardinia Cultural Centre Exhibition Space</b>
<b>Description</b>	Stage 1 expansion of the Cardinia Cultural Centre exhibition space.
<b>Comment</b>	Construction program is tracking well, with practical completion likely in August 2019. New car park and temporary toilets in operation. An exciting relaunch of the redeveloped Cardinia Cultural Centre is being planned for Spring 2019.
<b>Start</b>	March 2018
<b>End</b>	August 2019
<b>Cost</b>	\$8.9m

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

<b>Name</b>	<b>Deep Creek Reserve</b>
<b>Description</b>	Development of the Deep Creek Reserve Masterplan including All Abilities Playspace, community building, demonstration wetlands and associated civil works.
<b>Comment</b>	<p>Tenders have been awarded and works have commenced for the following stages of this development:</p> <ul style="list-style-type: none"> <li>• Construction of the building and services – nearing completion</li> <li>• Construction of the regional all-abilities playspace - complete</li> <li>• Civil works package for the car park and associated drainage - complete</li> <li>• Construction of new holes at Pakenham Golf Course – complete</li> <li>• Landscaping – nearing completion</li> </ul> <p>The Nursery building tender has been awarded, with works commencing on site.</p>
<b>Start</b>	July 2017
<b>End</b>	October 2019
<b>Cost</b>	\$10.5m

<b>Name</b>	<b>Gembrook Leisure Park</b>
<b>Description</b>	The Gembrook Leisure Park upgrade project sees 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, which will also include formalised parking along Beenak East Road and improved pedestrian connections to the neighbouring Gembrook Community Centre.
<b>Comment</b>	The contract for the implementation of the project has been awarded and construction is due to commence in August 2019. The project is due to be completed by February 2020.
<b>Start</b>	January 2018
<b>End</b>	February 2020
<b>Cost</b>	\$1.5m

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

<b>Name</b>	<b>James Bathe Recreation Reserve</b>
<b>Description</b>	Construction of two football/cricket ovals, netball courts, playspace and pavilion.
<b>Comment</b>	Construction works associated with the civil project are nearing completion. Individual elements at the reserve are now becoming apparent as the works progress. The pavilion has progressed to internal fit-out stage.
<b>Start</b>	February 2018
<b>End</b>	December 2019
<b>Cost</b>	\$12.2m

<b>Name</b>	<b>Hills Hub</b>
<b>Description</b>	Construction of a new multi-purpose community facility in Emerald.
<b>Comment</b>	<p>The Hills Hub will be a multipurpose facility that will enhance existing community activities delivered by the Emerald Mechanics Institute, establishing a long-term base for Emerald U3A, Emerald Men's Shed, Eastern Dandenong Ranges Group, Puffing Billy Toy Library and the wider Ranges ward community. It will also provide opportunity to respond to emerging local needs and create an important community meeting and connection point. An advisory group of community stakeholders across a wide range of community organisations was established. Council has undertaken extensive consultation and negotiations to design a multipurpose facility.</p> <p>The project is jointly funded by:</p> <ul style="list-style-type: none"> <li>• Council (\$4.88 million)</li> <li>• Australian Government's National Stronger Regions Fund (\$1.5 million)</li> <li>• Victorian Government Growing Suburbs Fund (\$1.5 million)</li> <li>• Eastern Dandenong Ranges Group/Dandenong Ranges Community Bank Group (\$250,000).</li> </ul> <p>The construction of the facility has reached internal fit-out stage. External cladding is well underway.</p>

<b>Start</b>	Demolition and construction commenced May 2018
<b>End</b>	October 2019
<b>Cost</b>	\$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.

### 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 1 illustrates that there were 195 lots in application for the certification of plans of subdivision this quarter. Results are 62% lower than the previous quarter and 5% lower than the same time last year.

*Figure 1. Residential lots – applications*

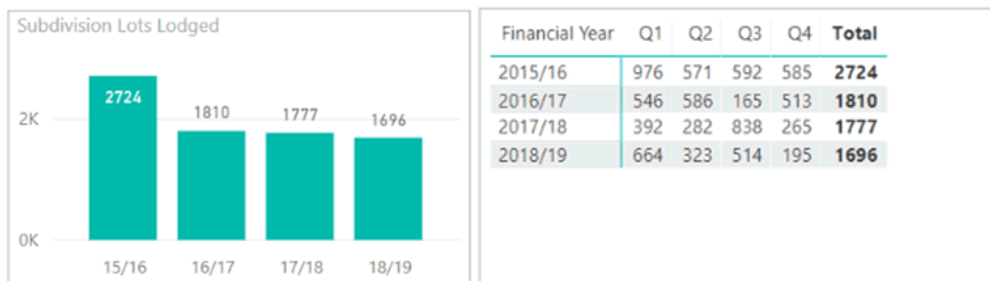
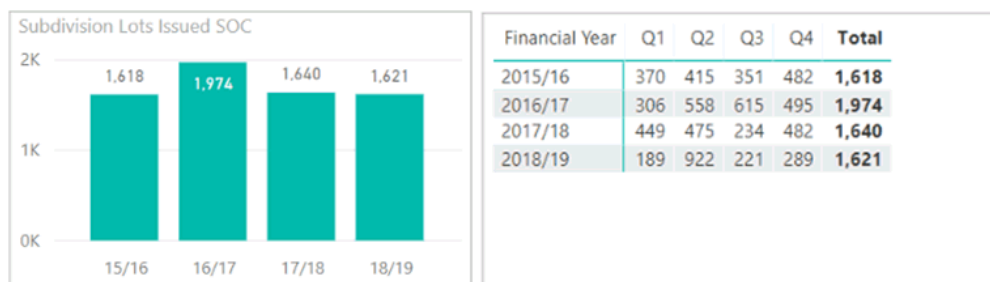


Figure 2 illustrates that there were 289 lots for which a statement of compliance was issued this quarter, allowing for the sale and development of individual lots. Results are 31% higher than the previous quarter and slightly lower than the same time last year.

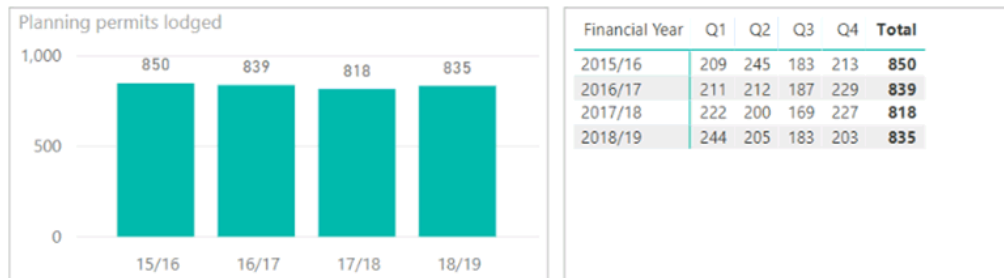
*Figure 2. Residential lots – statement of compliance*



### Planning applications

Figure 3 highlights the level of development activity in relation to applications for planning permits. There were 203 planning applications this quarter, 11% higher than the previous quarter. The year to date figure is 2% higher than the same time last year.

**Figure 3. Planning permit applications received**



### Building permits

Building permits are required for both new buildings and alterations to existing buildings. Figures 4 to 6 highlight the level of development activity in relation to building permits and building completions for both residential and non-residential buildings.

Figure 4 illustrates that there were 557 building permits issued this quarter. That is a decrease of 7% from the previous quarter and 16% lower than the same time last year.

**Figure 4. Total building permits issued**

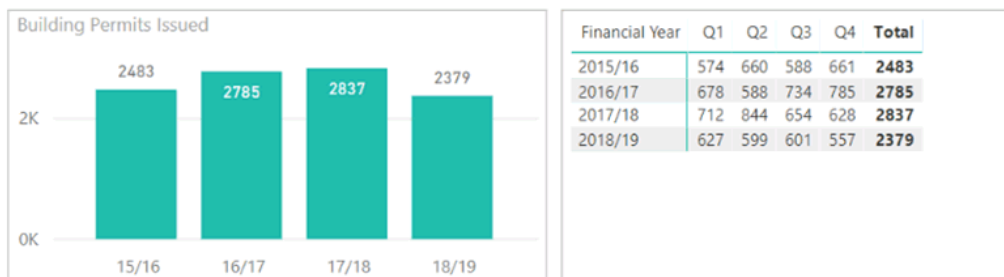


Figure 5 illustrates that there were 358 residential building completions this quarter. That is an increase of 6% from the previous quarter and 13% lower than the same time last year.

**Figure 5. Residential building completions**

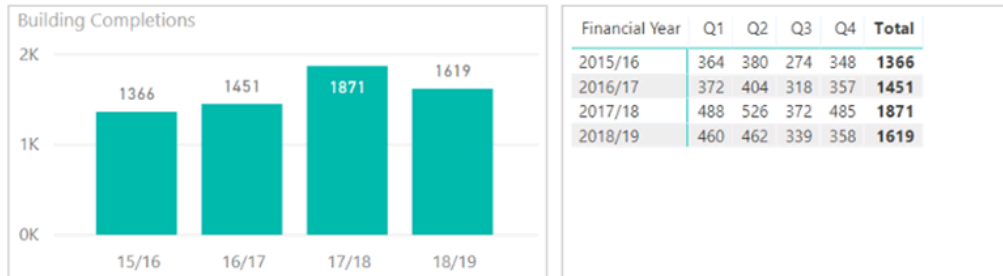
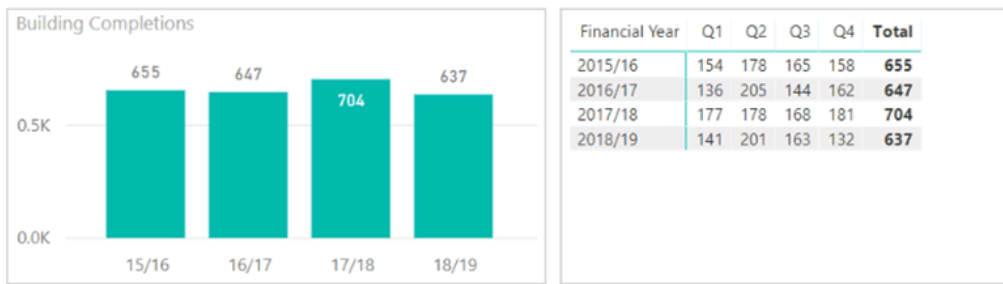


Figure 6 illustrates that there were 132 non-residential building completions this quarter. That is a decrease of 19% from the previous quarter and 10% lower than the same time last year.

**Figure 6. Non-residential building completions**

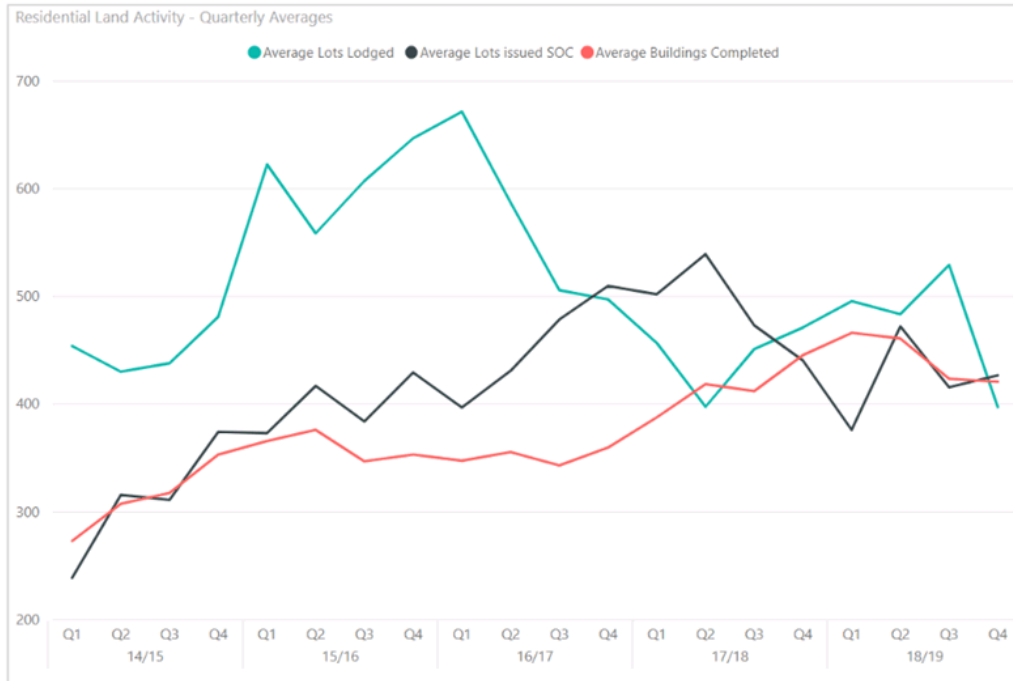


**Residential land development indicators**

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 7 is based on the quarter on quarter information beginning from the July quarter 2014-15.

**Figure 7. Residential land development indicators**



The average number of **lots lodged for subdivision** reached a record high in the first quarter of 2016-17 with 671 lots submitted for subdivision. The current average number of lots is 397 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 2014-15. Numbers have increased to an average of 427 lots released this quarter, after a decline in the first quarter of 2018-19.

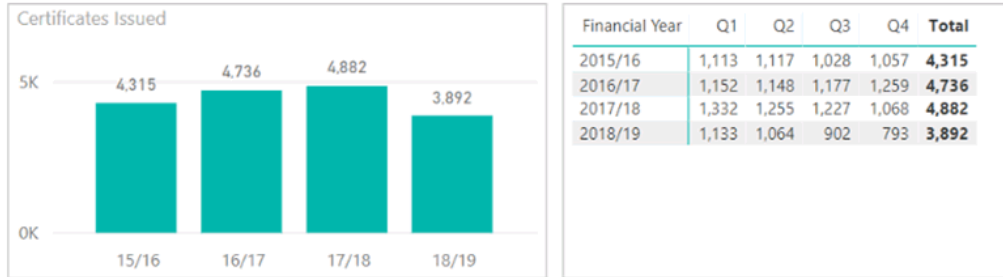
The average number of **building completions** is 421. This is a lag indicator and is expected to continue to rise within 6 to 12 months as land development progresses.

**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 8 illustrates that there were 793 certificates issued this quarter, 12% lower than the previous quarter. Year to date results are 20% lower than the same time last year.

*Figure 8. Land information certificates*



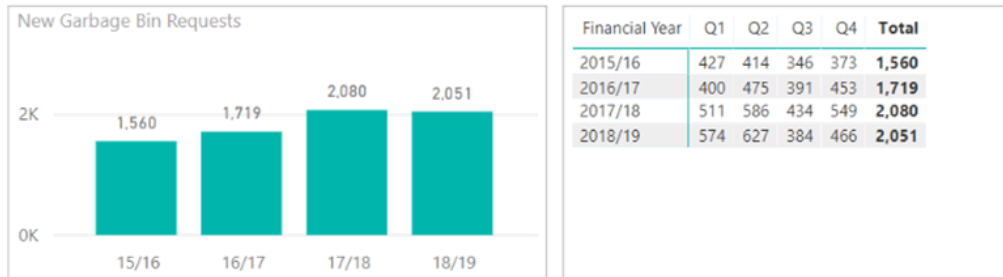
**Household garbage service**

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 9 illustrates that there were 466 new bins requested this quarter, 21% higher than last quarter. The year to date total is slightly lower than the same time last year.

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

*Figure 9. New household garbage service volumes*



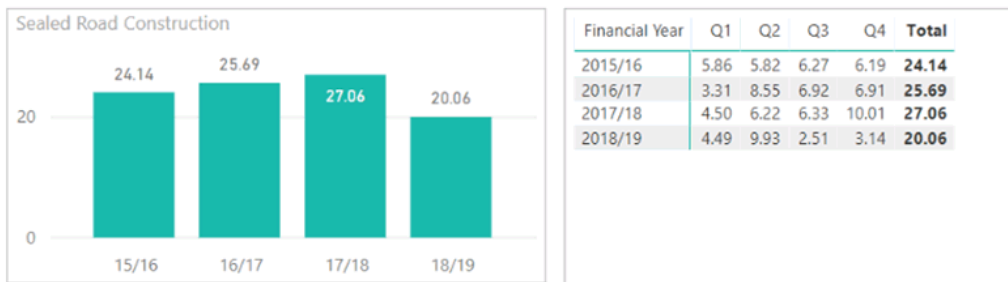
## Roads and footpaths

### Sealed roads

The sealed road network is approximately 715 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 10 illustrates that there was an additional 3.14km of sealed roads constructed this quarter, 25% higher than the previous quarter. The year to date total is 26% lower than at the same time last year.

Figure 10. Additional kms of sealed roads constructed

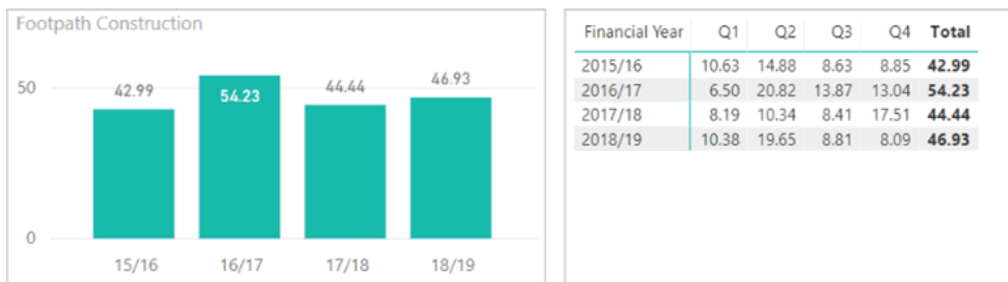


### Footpaths

Footpaths are an important means of improving community cohesion by providing for pedestrian traffic around our communities. The footpath network is approximately 738 km in length, with an estimated average growth rate of 42 km per year. This growth is due to a combination of footpaths constructed from subdivision development and Council’s capital works program.

Figure 11 illustrates that there was 8.09km of footpaths constructed this quarter, 8% lower than the previous quarter. The year to date total is 6% higher than at the same time last year.

Figure 11. 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.

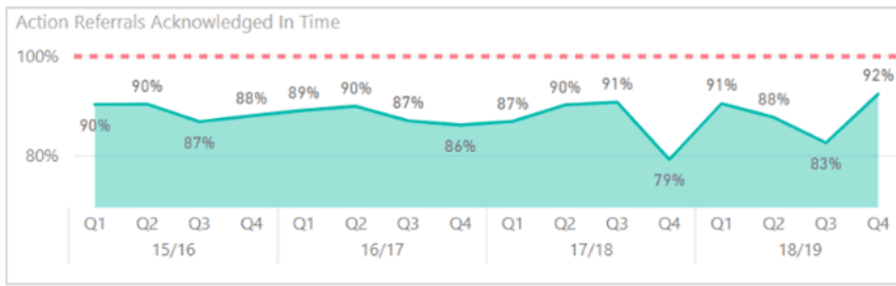
### Inwards correspondence – (Mail, fax, email)

**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.

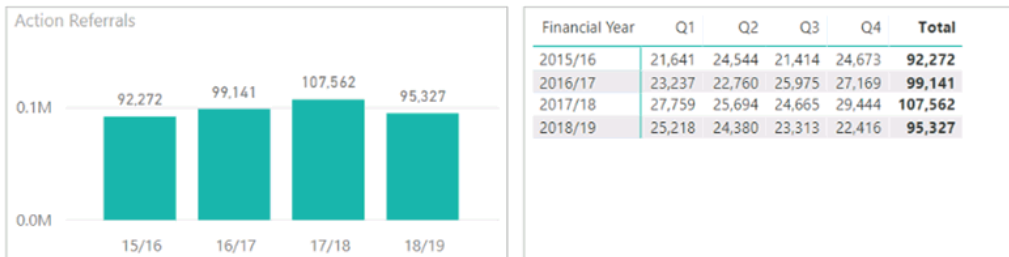
Figure 12 illustrates that an average of 92% of Action Referrals were acknowledged within 10 days this quarter, 9% higher than the previous quarter. Performance reports are distributed to all managers on a fortnightly basis and this is contributing to a higher level of consistency in relation to actioning correspondence.

*Figure 12. 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 13 illustrates that there were 22,416 action referrals this quarter, 4% lower than the previous quarter. The year to date total is 11% lower than the same time last year.

*Figure 13. Inwards correspondence – action referrals volumes*



## Service requests

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

Figure 14 indicates that 87% of service requests were finalised in time for the quarter, slightly below the 90% target.

*Figure 14. Service request in time: KPI per cent by quarter*

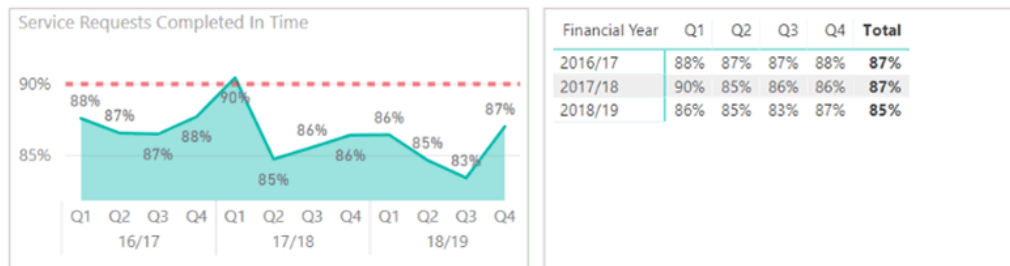
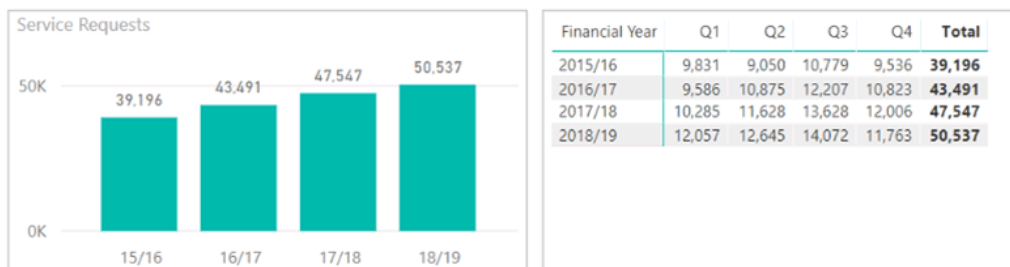


Figure 15 illustrates that there were 11,763 service requests this quarter, 16% less than the previous quarter. The year to date total is 6% higher than the same time last year, indicating an upwards trend in requests.

*Figure 15. 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 16 illustrates that there was 831km of unsealed road grading this quarter, 4% lower than last quarter and slightly higher than the same time last year.

*Figure 16. Unsealed road grading (kilometres)*

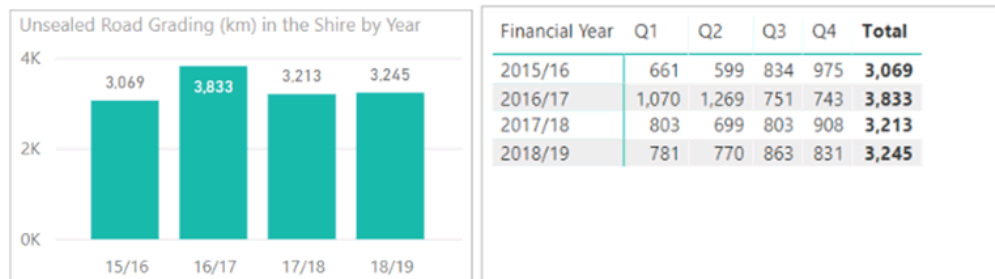
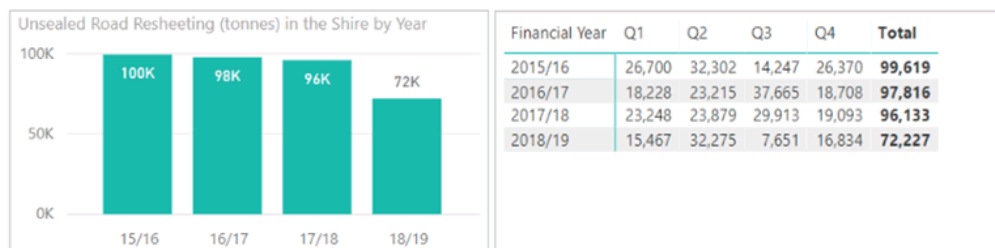


Figure 17 illustrates that there was 16,834 tonnes of unsealed road resheeting this quarter, 120% higher than last quarter and 25% lower than the same time last year. The reduction in unsealed road resheeting is due to the need for increased numbers of Council trucks being used for water cartage during the extended dry period. Further to this, a decision was made to rephrase these works to align with an improved maintenance timeline which meant a reduction in overall works in Q3.

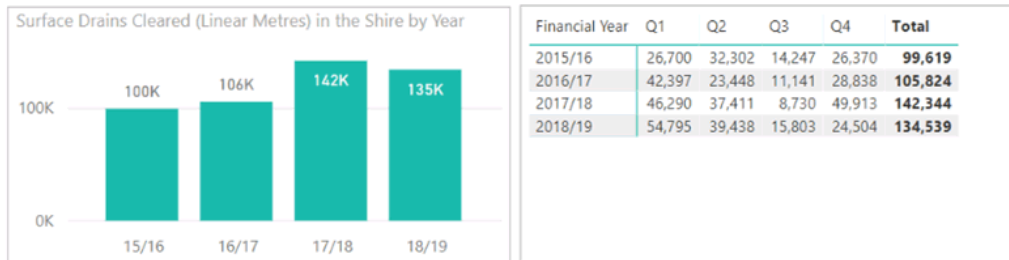
*Figure 17. Unsealed road resheeting (tonnes)*



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 18 illustrates that there was 24,504 linear metres of surface drain clearing this quarter, 55% higher than last quarter and 5% lower than the same time last year. The Rotary Drainer was not used this quarter, causing a lower result to that in Quarter 4 2017/18.

**Figure 18. Surface drains cleared (linear metres)**



## Community

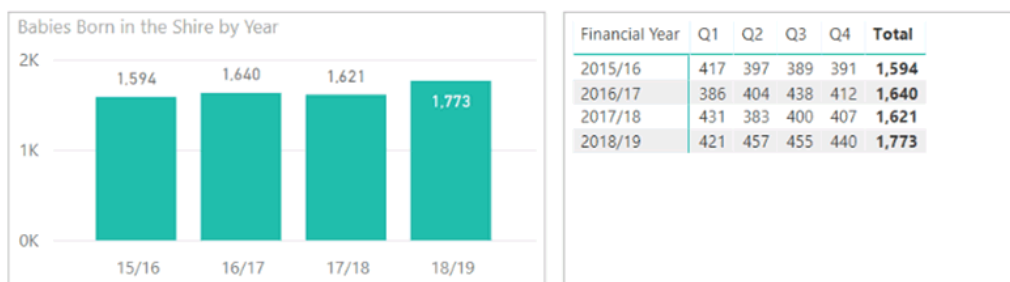
### Maternal and Child Health (MCH)

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 19 illustrates that there were 440 birth notices this quarter, 3% lower than the previous quarter. The year to date figure is 9% higher than the same time last year.

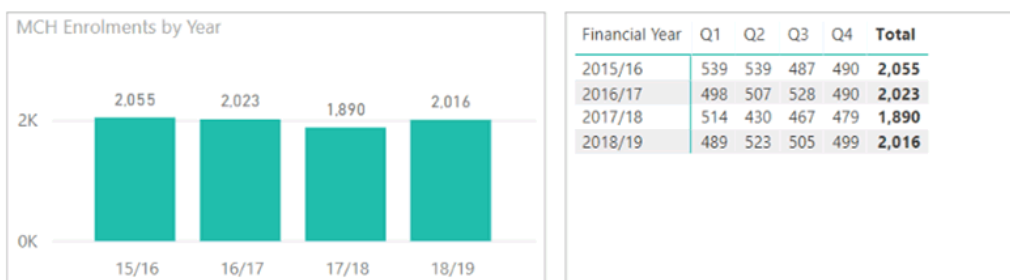
**Figure 19. Maternal and Child Health birth notices**



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 20 illustrates that there were 499 enrolments this quarter, slightly lower than last quarter. The year to date figure is 7% higher than last year.

**Figure 20. 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 from or outreaching from My Place has reduced consistently over the past 12 months due to staff vacancies within organisations and programs not being refunded in the 2019-2020 financial year. Services that operate from My Place include Windermere Youth and Family Outreach, Monash Health Youth and Family Counselling (recruiting for a replacement psychologist), 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 (Drug and Alcohol Counselling and Youth Support Program) and Headspace.

Consult rooms at My Place continue to be fully booked from Monday to Thursday during the school term, reducing the capacity 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' is managed by EACH and has provided the opportunity to increase mental health support services to young people locally.

Council's Youth Support Program continues to be at capacity, with a wait list recommencing at the end of June 2019. Youth Support Officers continue to base themselves in Emerald and Kooweerup once per week, to ensure service equity across the Shire.

The Youth and Family Outreach Support program contract was awarded to TaskForce Community Agency. TaskForce will deliver the service from July 2019. The service provides outreach support to young people aged 10-21 years, who are experiencing complex issues (and where required, their families).

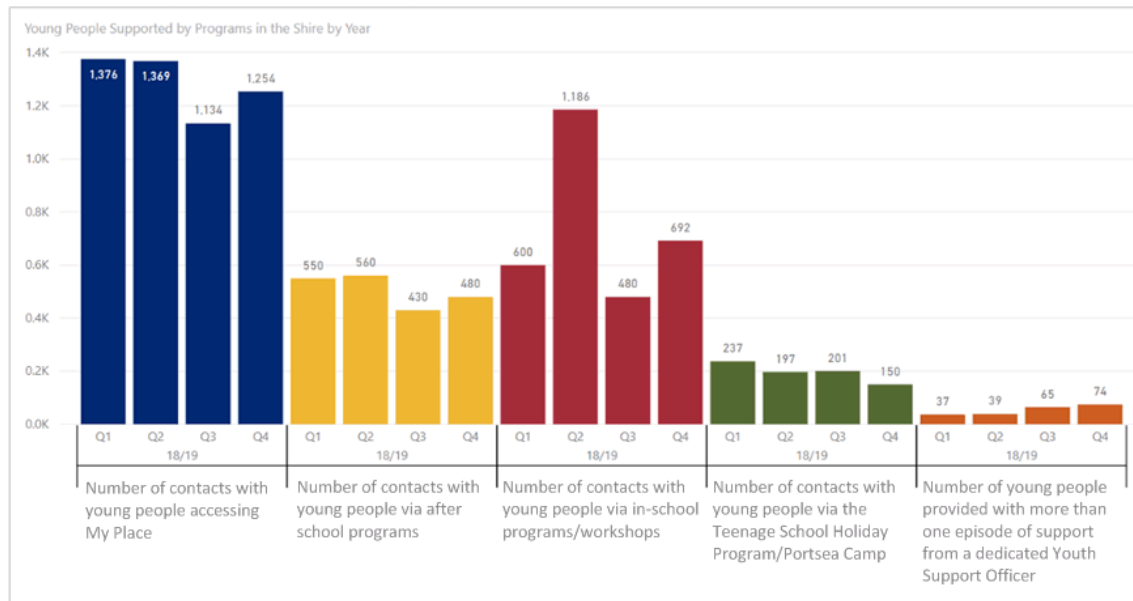
From July 2018, Youth Services adjusted the service KPIs to better reflect the throughputs and outputs being achieved.

Figure 21 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 2,576 contacts with young people and 74 young people supported by Council's Youth Support Program this quarter. A wait list for Youth Support was required from June 2019 due to demand for the service. The number of contacts with young people via My Place was consistent over the four quarters, however, it is to be noted that two services were not operating from My Place in the last quarter (Monash Health Youth and Family Counselling and YSAS Ignite Program). All activities and excursions were at full capacity during the April and June/July school holidays.



Figure 21. Engagement with young people

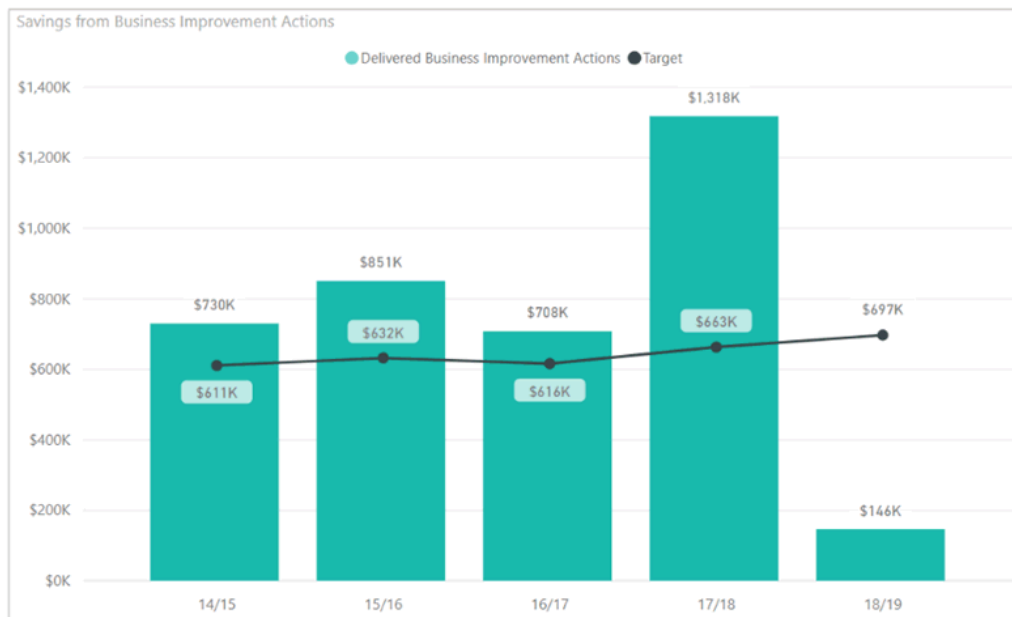


## Business innovation

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. 63 improvement projects were identified for 2018–19.

Figure 22. Business improvements



## Waste management

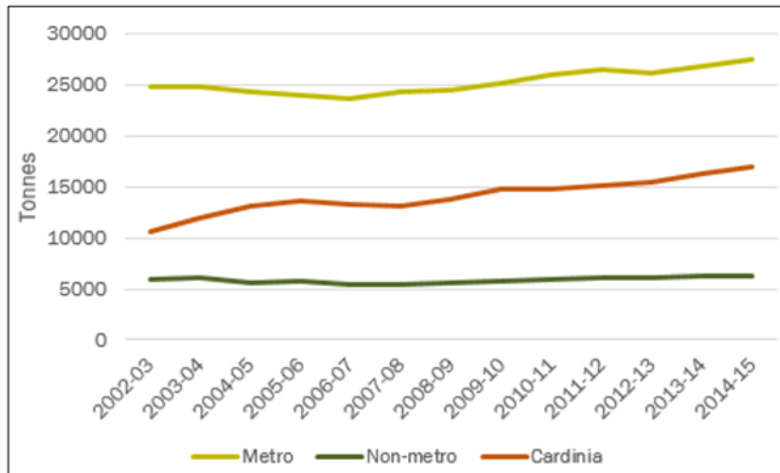
Indicators in this section relate to our behaviour with waste disposal and resource recovery. That is, how much waste we send to landfill and how much is recycled or composted. These figures are monitored on a monthly basis.

### 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 23 illustrates the amount of garbage generated in comparison to other councils. As the Shire’s population continues to grow, the amount of waste generated will also grow. As areas of the Shire become more urbanised, the tonnages collected will increase to be more in line with metro councils. Based on current trends, Council will be handling more garbage in the future.

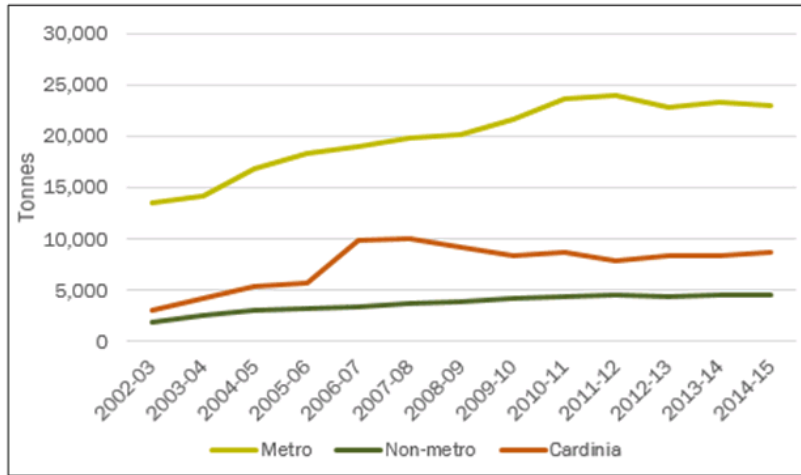
*Figure 23. Cardinia Shire garbage generated compared with other metro and non-metro Victorian councils*



\* Annual Local Government survey - Sustainability Victoria

Figure 24 illustrates the amount of recyclable material generated (recycling and green waste streams) in comparison to other councils. There was a spike in the amount of recyclable material generated in 2006, after the introduction of the green waste bin. Presumably, the introduction of the green waste bin 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 conditions can vary the tonnage of recycling.

Figure 24. Cardinia Shire recyclables (recycling and green waste streams) generated compared with other metro and non-metro Victorian councils.



\* Annual Local Government survey - Sustainability Victoria

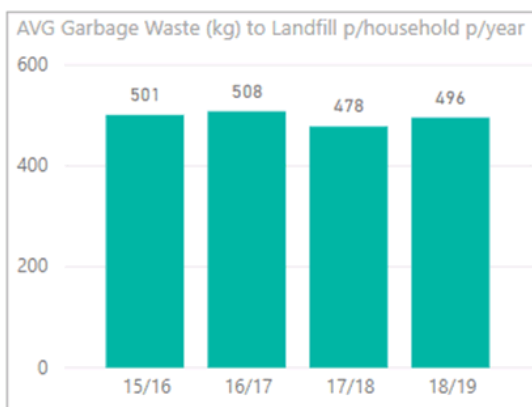
**Garbage to landfill**

It is expected that the amount of garbage to landfill may increase in the future, due to urban population growth and a lack of new regional facilities and technologies to process and divert some wastes that are currently entering landfill.

Figure 25 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 25. Average kg of garbage to landfill per household per year



### Kerbside collection

Figure 26 illustrates that there were 6,190 tonnes of garbage waste to landfill collection this quarter, on par with last quarter. The year to date figure is 15% higher than last year. The tonnes collected are expected to increase due to population growth within the Shire.

**Figure 26. Garbage waste to landfill – tonnes collected**

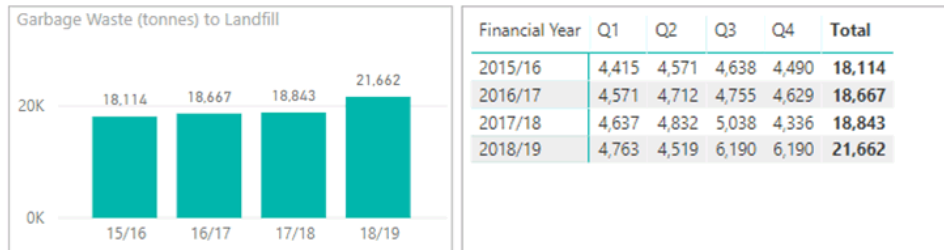
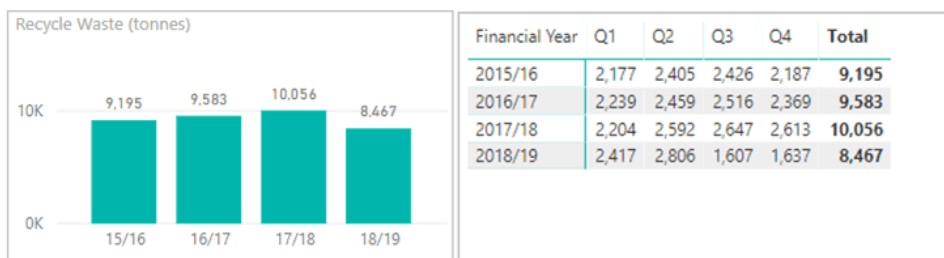


Figure 27 illustrates that there were 1,637 tonnes of recycle waste collection this quarter, 2% higher than last quarter. The year to date figure is 16% lower than last year.

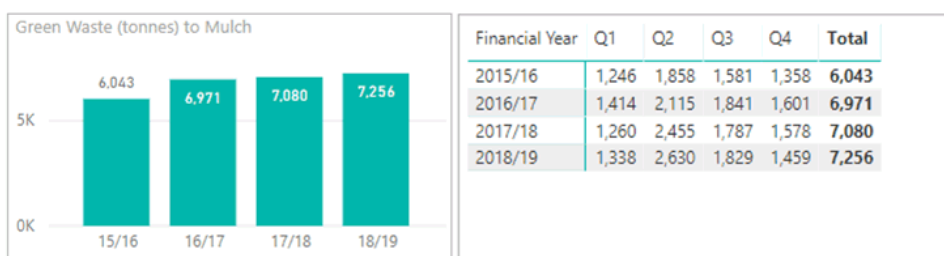
**Figure 27. Recycle waste – tonnes collected**




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 and a half months between mid-February and end 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 has also had flow on effects to the figures reported for the end of the 2018-19 financial year.

Figure 28 illustrates that there were 1,459 tonnes of green waste collection this quarter, 20% lower than last quarter. The year to date figure is 2% higher than last year. Green waste collection is seasonal and is based on weather and garden growth rates.

**Figure 28. Green waste to mulching – tonnes collected**




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### Our People

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	The Services For Success philosophy has been updated and a new brochure has been designed and printed. A collaborative spreadsheet has been designed so officers across the organisation can share information regarding partner organisations and service requests. Council hosted a Services Community Summit on 1 April where approximately 50 service organisations gathered to identify current and future service requirements. A comprehensive evaluation of the workshop will form the basis for further strategic service attraction analysis.	Community Strengthening	Completed
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.	The Annual Renewal Program aims to improve existing conditions and usability of Council's building assets. Planning was finalised, quotes were sought and a program of works for renewal projects was implemented. The Annual Renewal Program was completed by the end of the financial year.	Buildings and Facilities	Completed
Assess and report on the utilisation of community facilities for the benefit of community	New facility booking system Ungerboeck still under development and work progressing in ensuring it can capture this information	Community and Family Services	Dec-19
Start the design and in part the construction of the Integrated Children's Centre at Timbertop.	This project is in partnership with the Victorian School Building Authority (VSBA). Design documentation was underway but a redesign of the school, which includes the Integrated Children Centre, was being undertaken due to a VSBA change in brief/scope. A quantity surveyor provided an original cost plan but this will need to be revisited. There appears to be no further cost implications to Council as the overall redesign should deliver improved efficiencies and functionality. Council is seeking external funding opportunities. Land acquisition is still pending. A separate design of the children's centre will be undertaken. Council will continue to work with the VSBA to deliver the project by projected completion date of January 2021.	Buildings and Facilities	Oct-20

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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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Finalise the construction, fit-out and opening of the Integrated Children's Centre at Comely Banks.	The Bridgewood Integrated Children's Centre was delivered in partnership with the Victorian School Building Authority, is now 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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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	The elements and Action Plan 2019 in relation to the joint learning and service support model 'Our Place' were agreed upon. The secondary services process and Operations Manual were drafted, the Governance model finalised and Early Years Managers reported on the outcomes.	Community and Family Services	Completed



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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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
<p>Report on the progress of the Aged and Disability Service Provider Partnership</p>	<p>The Commonwealth Home Support Program (CHSP) contract has culminated in a series of key actions to support the community in the transition of the Aged Care reforms.</p> <p>Two key deliverables within this plan are;</p> <ul style="list-style-type: none"> <li>- For council to support the community by communicating information on the CHSP and aged care reforms</li> <li>- To strengthen the CHSP service infrastructure to deliver quality services, which respond to client needs and which promotes better practice in the delivery of CHSP.</li> </ul> <p>Evidence of achieving these deliverables include;</p> <p>During the previous twelve months council facilitated a community forum with approximately 80 residents in attendance. Five local CHSP partner agencies participated in the presentations and Q&amp;A sessions with consumers. Partner agencies included; Koo Wee Rup Regional Health Service, Bolton Clarke, Monash Health, Alfred Carer Health Services and Mecwacare.</p> <p>Content delivered included; Navigating My Aged Care, assessments &amp; eligibility, entry level support &amp; Home Care Packages and local CHSP funded service providers. Participants were able to book a 1:1 librarian appointment if they wanted more support with IT navigation of the My Aged Care porthole.</p> <p>Smaller focus group 'My Aged Care' Information sessions were held at five Seniors Citizens groups with approximate 300 residents participating in these.</p> <p>250 magnets &amp; My Aged Care brochures were communicated in this timeframe.</p> <p>The fifteen members of Councils Age Friendly Alliance reference group were provided with an intensive workshop to provide consistent messaging about My Aged Care.</p> <p>Resources were provided to share with the more than twenty groups each alliance member is connected to in their local community.</p> <p>Localised data and service gaps have been presented to some of the local providers. Data provided included customer feedback received at council, including barriers to access assessment or services. These themes have been provided to both state and commonwealth for planning purposes.</p> <p>Funding to continue to develop the CHSP work plan has been received until June 2020.</p>	<p>Community Strengthening</p>	<p>Completed</p>




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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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
<p>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</p>	<p>The Age Friendly Strategy 2015-2019 has successfully achievement of all 54 actions. These actions aligned with the World Health Organisations (WHO) Age Friendly Cities eight key priority areas of:</p> <ul style="list-style-type: none"> <li>• Social participation</li> <li>• Respect and social inclusion</li> <li>• Civic participation and employment</li> <li>• Communication and information</li> <li>• Community support and health services</li> <li>• Outdoor spaces and buildings</li> <li>• Transportation</li> <li>• Housing</li> </ul> <p>In 2016, Cardinia Shire was accepted by the World Health Organisation (WHO) into the network of Age Friendly Cities, through its demonstrated commitment to creating age friendly initiatives within the community.</p> <p>Utilising the eight priority areas, council dedicated an "age friendly lens" across a broad range of business units. This shared vision resulted in many key achievements in partnerships with buildings and facilities, arts and culture, community strengthening and people and culture. For the community this has ensured that council is delivering services, support, infrastructure, recreation, customer service and events that have been considered through the viewpoint of our ageing population.</p> <p>Community engagement and communication is well underway for the development of the new Ageing Well Strategy 2019-2024. This plan will align with the WHO Age Friendly Cities domains which have been overlayed with Councils Liveability Plan 2017-29, to best influence our communities wellbeing.</p>	<p>Community Strengthening</p>	<p>Completed</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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Advocate for a range of education, training and development opportunities for young people	The South East Local Learning and Employment Network (SELLEN) is represented on Council's Youth Strategic Action Group. The chair of Youth Strategic Action Group (Council's Manager Community and Family Services) is represented on the SELLEN board. Council secured \$1.5 million in Federal Government funding to relocate and expand the My Place youth facility. The expansion of My Place will increase opportunity to increase education services such as the Oakwood School in the Shire. Skillsplus outreaches from My Place youth facility and assists young people with education, employment and training. Youth Services assists young people with job training search and applications and CV writing from My Place. Youth Council commenced in January 2019. Youth Council is a 12 month program for young people which provides opportunity to build on their leadership skills to assist with their job readiness. Youth Services assisted SELLEN to deliver the annual Jobs Fair. The Jobs Fair was held at Pakenham Hall and provided the opportunity to link young people with local employment opportunities.	Community and Family Services	Completed

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Implement priorities within the Playground Strategy and playground renewal program. Project nominated include: Robin Crt, Pakenham, Phillip Crt, Pakenham, Gembrook Adventure Playground, Gembrook. Maryknoll recreation reserve, Maryknoll.	The renewal of playgrounds in Robin Court, Pakenham, and Phillip Court, Pakenham, have been completed. Maryknoll Recreation Reserve playground has been installed. Gembrook Adventure playground has received additional funding. Works have been awarded and are underway in accordance with funding conditions.	Infrastructure Services	Completed

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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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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 include: <ul style="list-style-type: none"> <li>• Pakenham Upper Hall: CPAC</li> <li>• Bridgewood Child and Family Centre:               <ol style="list-style-type: none"> <li>1. Monash Community Health Mother Goose x2</li> <li>2. Living and Learning - Reading For Life/Bestchance</li> <li>3. Play To Learn Community Playgroup Bridgewood / Lakeside / Pakenham Springs Child and Family Centres - National Disability Agency (La Trobe Health)</li> </ol> </li> <li>• Lakeside Child and Family Centre - At work Australia</li> <li>• Arena Child and Family Centre - Oz Child</li> </ul>	Community and Family Services	Completed


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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Explore options for expansion or relocation of My Place to cater for increased services for young people.	The Point was launched during the Victorian Youth Week in April 2019. The old chapel building was renovated by Council to provide additional counselling rooms. The building is managed by EACH and has provided the opportunity for youth mental health services from Monash Health and Headspace to outreach to young people in the local community. The adjoining church building renovation has also provided additional program space to allow youth organisations and community groups to increase programs and groups for young people. Council secured \$1.5 million in funding from the Australian Government for the My Place youth facility relocation/expansion. There will be a co-contribution from Council towards this project, which is expected to be delivered within the next three years. Land is currently being sourced. Council continued to advocate for a Headspace satellite in the shire to address a gap in local mental health services.	Community and Family Services	Completed

**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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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 are held internally and with the Education Department on priority sites for acquisition and development. The Timbertop school site was acquired through the compulsory process by the Education Department.	Office of the General Manager - Liveable Communities	Completed

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### Our People

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

**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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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. A range of funding was provided to senior citizens groups. Council will continue to support the important work that these organisations undertake in creating learning opportunities for all.	Office of the General Manager - Liveable Communities	Completed
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 have been provided to the Cardinia Shire Neighbourhood House cluster, Cardinia U3A and Emerald U3A. A range of funding was also provided to senior citizens groups. We will continue to support the important work these organisations undertake in creating learning opportunities for all.	Community Strengthening	Completed


**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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in Liveability Plan	Council continues to facilitate health and wellbeing initiatives across the shire. A key vehicle for this is the Liveability Partnership group which continues to grow. Approximately 30 organisations are represented at this Council facilitated group. A key Liveability Partner 'Aligned Leisure' facilitated a breakfast on Financial Vulnerability for all interested community members and service providers. It was the first in a series of planned gatherings held at Council to share programs and initiatives across the seven priority areas. Mental Health and Wellbeing will be the focus of the next breakfast in August 2019.	Community Strengthening	Completed

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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

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### Our People

**We want to Achieve:** Improved health and wellbeing for all

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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 July and will be distributed to 600 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	Completed

**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.


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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	The 2019 Best Start Action Plan was finalised and actions were implemented.	Community and Family Services	Completed

**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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	The annual friends group grant was acquitted to nine community volunteer friends groups and three wildlife shelters. The Environment and Heritage Unit has active projects with the Friends of Mt Cannibal to manage the reserve following the Bunyip Complex Fire, and Johns Hill Landcare to revegetate Emerald Quarry Reserve.	Environment and Heritage	Completed




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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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Start the design stage of the Worrell Reserve Sports Pavilion.	The budget for the Worrell Reserve pavilion was re-evaluated in preparation for the design stage. The project scope was formalised and quotes sought from design consultancies. A principal consultant was engaged to develop the schematic stage following consultation with club representatives. The development of design documentation was completed, tenders were returned in February 2019 and site works commenced in May.	Buildings and Facilities	Completed
Prepare a master plan for Gin Gin Bin Reserve Officer	A consultant was appointed and a draft master plan has been prepared. Discussions have been proposed with the Victorian Department of Education and Training in relation to combine master planning for an education precinct and Gin Gin Bin Reserve. The reserve master plan can't be finalised until consultation with the Victorian Department of Education and Training has occurred.	Active Communities	Jun-19
PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park.	The old depot building has been demolished to make way for the new car park. Construction of the car park is underway and completion prior to end of August will be predominantly weather dependant.	Infrastructure Services	Jun-19
Prepare a master plan for McMullen Recreation Reserve Officer	Preparation of the McMullen Recreation Reserve master plan is on hold pending negotiations in relation to the purchase of land required to create the new reserve.	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	Cancelled - Initial investigations have indicated that the dam wall may not be suitable to accommodate a footpath at this location. Additional investigations are being undertaken. It is possible that this path connection may not proceed. The revegetation planting has been undertaken.	Infrastructure Services	Jun-19
Work with user groups for the design and construct of the Officer Recreation Reserve Social Space	The redevelopment of the western oval is underway. Additional funding for the social space project from both the Australian Government and Council has been secured. The design of the social space now needs to be finalised and tendered before construction can begin.	Active Communities	Jun-19


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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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Design Bunyip Soccer Stadium	The draft design was finalised in consultation with the club and reserve committee of management. The location of the pavilion was moved to the western side of the soccer pitches. Design documentation was completed in November 2018. Tenders were returned and evaluated in January 2019. A report went to Council in February 2019 and preliminary work commenced in May.	Buildings and Facilities	Completed
Complete construction of netball courts, car parking and pavilion at Pepi's Land Emerald	Works associated with the internal car park and netball courts are complete. Council is currently finalising designs of the external intersection works and pavilion.	Infrastructure Services	Jun-19
Design redevelopment of Cora Lyn reserve Pavilion	Council has agreed to provide change rooms, universal design amenities, external accessible amenities and a canteen. The schematic stage is progressing. Council's application for funding through the Victorian Government's 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 pavilion has been prepared and initial feedback has been sought from user groups and the Committee of Management. Further consultation with the user groups and committee will be undertaken on the revised concept design.	Buildings and Facilities	Completed
Work with user groups to design and construct Gembrook Reserve Pavilion	Design is complete and funding from the Australian Government and Council has been secured. Construction is expected to begin in October 2019.	Active Communities	Oct-20
Deep Creek Reserve (Pakenham) - Complete Eco Centre/Golf Club House construction along with all abilities play space	The all abilities play space, car park and golf course works are complete. The building is also nearing completion with the opening scheduled for Spring.	Infrastructure Services	Jun-19
Lang Lang Community and Recreation Precinct - Finalise Stage 1 civil works including the ovals, car parks and roads.	Works (excluding the ovals) have been completed and now included in Council's open space maintenance program.	Infrastructure Services	Completed

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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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Present options to Council for the potential redevelopment and expansion of Cardinia Life. If approved, proceed with detailed design.	Project is on hold until late 2020, while further feasibility work is undertaken.	Active Communities	Dec-20
Construction Bunyip Soccer Stadium	Tenders were received and evaluation was undertaken in January 2019. A tender was awarded and site works started in May 2019. Construction is progressing on time and within budget with further consultation to be undertaken with residents.	Buildings and Facilities	Mar-20
Construct redevelopment of Cora Lyn Reserve Pavilion	Concept plans have been developed and updated in accordance with the recently-updated Council's Sports Facility Standards. A meeting with club officials will be held in July 2019 to review the revised documents.	Buildings and Facilities	Dec-20
Resurface and upgrade current Recreation Sports Ovals - Officer (ROC) Oval	Work on the ovals is progressing well with sand recently placed on the playing surface. Sprigging will be undertaken in spring to ensure effective growth.	Infrastructure Services	Jun-19
James Bathe Recreation Reserve - Finalise civil works of ovals and car parks	Construction is nearing completion. Sand has been placed on the ovals. Final fit outs to be completed in September as well as final sprigging of the ovals.	Infrastructure Services	Jun-19
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.	Cancelled - Duplicate action.	Infrastructure Services	Nov-18

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Advocate to State Government for funds for development of Comely Banks Reserve.	Council received \$3.5 million in funding through the Victorian Government's Growing Suburbs Fund for the pavilion but was unsuccessful in its application for funding through Sport and Recreation Victoria (SRV) for the sporting fields and car parking. Council will reapply for funding through SRV in the next funding round.	Active Communities	Completed



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### Our People

**We want to Achieve:** Variety of recreation and leisure opportunities


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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Comely Banks Reserve - undertake detailed civil design.	Detailed design works for the civil component of Comely Banks Reserve are nearing completion.	Infrastructure Services	Dec-19
Continue to investigate an appropriate location, for a permanent home for the Koo Wee Rup and District Motorcycle Club and the Pakenham Auto Club.	The Motorsport Clubs Steering Committee was formed and continues to meet to progress this matter. Details from the auto club and motorcycle club regarding their requirements for the two sites were received and leases drafted. Council resolved to make land at 335 McGregor Road available for Koo Wee Rup and District Motorcycle Club and Pakenham Auto Club. An alternative site for Koo Wee Rup Motorcycle Club was identified, short-term lease for the McGregor Road site agreed, and lease to the Pakenham Auto Club executed. The details of the requirement for podium one development were discussed with the steering committee.	Governance	Completed

**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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.	Crime Prevention Through Environmental Design (CPTED) is considered as part of all planning permit applications and development of Precinct Structure Plans.	Policy, Design and Growth Area Planning	Completed

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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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
<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>	<ul style="list-style-type: none"> <li>• Together We Can facilitated two more community round table meetings in April and May with about 15 members attending each meeting. From the round table a small working group has been identified to coordinate the next TWC Leadership Summit on 10 October 2019.</li> <li>• A second Here 4 U, a Bystander Action training program, delivered by Family Life's Heartlinks program is being delivered in July to staff from Casey Cardinia Libraries, three members of Council's Family Violence Action Team and two members from Aligned Leisure. This activity was facilitated by the Community Solutions Group 4.</li> <li>• Community Solutions Group 3 have finalised a poster for Pakenham Main Street shop front windows demonstrating their support for TWC and offering passive support by way of phone numbers, websites and apps. Around 500 posters will be available to be distributed across the shire over time.</li> <li>• Two project updates have been submitted to the Victorian Government demonstrating progress of 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 updates are a requirement of our funding agreements.</li> <li>• The Healthy Families Healthy Relationships program is underway as partnership with TWC and Women's Health In South East (WHISE). Three sessions were held in May where observations were made by WHISE staff to capture key activities with which to commence development of the Train the Trainer component of the program. • Together We Can continues to raise awareness in the community through participation with events such as Coffee With A Cop, supported playgroups and the Regional Preventing Violence Together strategy communities of practice. TWC also raises awareness through publications and articles with the Australian Local Government Yearbook (released early June 2019), Star News Group articles, and social media.</li> <li>• Family Violence is scheduled for topic at the August Biggest Blokes Lunch. A new document has been developed to ensure that speakers, MCs and entertainers abide by a set of guidelines to ensure that language, attitudes and behaviours are respectful and do not condone violence against women.</li> <li>• A social housing report has been commissioned that addresses connections between the need for more social and affordable housing in Cardinia Shire and the high rates of family violence as one of the main reasons for displacement.</li> <li>• Children from two schools and one kindergarten have participated in a 'voices of children' project that captures their voices on what makes happy families and gender equality. A series of short videos will be produced and presented at the TWC Leadership Summit on 10 October.</li> <li>• Together We Can is continuing the planning with the Casey Cardinia Family Violence Network</li> </ul> <p style="text-align: center;">40</p>	<p>Community Strengthening</p>	<p>Completed</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>to deliver the 2019 March Against Violence on 22 November 2019.</p> <ul style="list-style-type: none"> <li>• Currently reviewing process for White Ribbon reaccreditation Preventing Violence Together Regional Strategy.</li> <li>• Council is a representative of the Leadership Communities of Practice stream who delivered a Community Forum (for prevention practitioners). The Community Forum was held in early May 2019 with about 45 regional partners (local government and non-government organisations) represented.</li> <li>• The Creating Respect Together Think Tank was held on 26 June with around 60 regional members. The event was opened by keynote speaker Dr Michael Flood and was co-moderated by the TWC facilitator and WHISE CEO.</li> </ul>		
<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>Work on the Cardinia Safer Communities Strategy continued during 2018-19. The associated action groups met regularly with each implementing an action plan. During the September to December quarter, the overarching Safer Communities Committee commenced a review to consider efficiencies and opportunities to deliver key outcomes under the overarching strategy. With the support of Victoria Police, a number of the action groups will be included in the review. Council will also consider this review in line with its Liveability Plan governance structure.</p> <p>Two key community safety highlights included:</p> <ul style="list-style-type: none"> <li>• Formation of the Reclink Football Team. This team was supported by the Alcohol and Other Drugs Action Group and is providing residents in our community with an opportunity to connect in an active and social setting.</li> <li>• Community Crime Prevention Workshops were held in Bunyip and Emerald as part of the Crime Action Group. These sessions were delivered in conjunction with community, Victoria Police and Council.</li> </ul>	<p>Community Strengthening</p>	<p>Completed</p>


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### Our People

**We want to Achieve:** Increased awareness of safety

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
<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>The Upper Beaconsfield Pilot Project involved a community survey to gather information from residents about resilience and their experiences with emergencies in their community. We also engaged with the CFA and Upper Beaconsfield Association - Resilience Group regarding potential fuel management strategies for the community based on similar work in Monbulk. Council continued to engage with the Upper Beaconsfield Community to increase their resilience and presented the findings from the engagement to the community in February. Preparations were made for the 2019 Community Emergency Resilience Forum at the Cardinia Cultural Centre. Council attended and presented to the Local Victorian Farmers Federation meeting on preparedness and Council's responsibilities.</p> <p>In February 2019 Council staff attended the Village Festival at Upper Beaconsfield. Information on the survey outcomes were delivered face to face and through posters and postcards. The information 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 in March, residents were offered \$50 to hold their own street barbecue or morning tea. Unfortunately due to heavy rain the event was unsuccessful. The community has been actively involved with this project and a concurrent project for Fuel Management in Upper Beaconsfield. With the finalisation of the community resilience project in Upper Beaconsfield, the Fuel Management Project continued and was finalised in June 2019 with a launch on 21 June. Work has now commenced at Clematis and Menzies Creek in conjunction with the Shire of Yarra Ranges to identify priorities for these communities and assist community development in building resilience to emergencies.</p>	<p>Community Strengthening</p>	<p>Completed</p>

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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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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	Council's Emergency Management arrangements are reviewed quarterly through the Municipal Emergency Management Planning Committee. As part of a review of the shire risk profile, an Emergency Management Plan was developed for the Emerald Lake Park Precinct. In the first part of the year a number of small events have required Council to enact the emergency management planning arrangements to provide resources to emergency service organisations. This has included additional water for firefighting and temporary fencing for unsafe structures. During the September to December quarter, Council's Emergency Management Plan and planning arrangements were subject to an external audit. The audit, which was passed successfully, highlights the work undertaken to support the community in times of emergency. The most recent testing of Council's emergency management arrangements has been the activation due to the Bunyip Complex Fires in March 2019. Following this event, a full operational review operational review led to a number of recommendations for Council's Municipal Emergency Management arrangements. This will include updates to the Municipal Relief and Recovery Plan and Animal Management Plan. These recommendations will be implemented prior to December 2019.	Community Strengthening	Completed

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Implement the long term plan for burning in Council reserves. Review the Municipal Emergency Management Plan (including CERA -Community Emergency Risk Assessment), Annual review VFRR Undertake Municipal Emergency Management Plan audit. Conduct annual fire inspection program.	The Municipal Emergency Management Plan Audit was finalised in November 2018 with Council successfully achieving compliance. The Victorian Fire Risk Register review was undertaken by the Municipal Fire Management Planning Committee. Preparations were made for the 2018-19 Fire Hazard Inspection Program, which commenced in November 2018. Preparations were underway for two planned burns on Council land in Autumn 2019 at RJ Chambers and Brennans Reserves. Council in conjunction with the Department of Environment, Land, Water and Planning and the CFA engaged with the community regarding the planned burns. Preparation works were identified and site visits undertaken. Regular weather monitoring informed stakeholders of the potential for planned burns to go ahead. Due to weather conditions and resourcing restrictions resulting from the Bunyip Complex Fires, the planned burns were unable to proceed this financial year. However significant preparation work, including community and agency consultation, was undertaken. Council continues to work with stakeholders to identify and support planned burning for the next financial year. Council's Municipal Emergency Management Plan, Risk Assessment will be updated as part of the Bunyip Complex Fires operational debrief. The 2018-19 Fire Inspection Program was undertaken with approximately 3300 properties inspected and approximately 90 properties requiring a forced clearance.	Community Strengthening	Completed

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### Our People

**We want to Achieve:** Minimised impact of emergencies

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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 engaged with the community through media platforms such as Council's Connect magazine, social media and the Council website to promote awareness of risks to the community, with a particular focus on summer. A summer-period communications plan was finalised and implemented. Council continued to work with community groups to support preparedness in the community. Council also worked with community groups regarding the recent Neighbourhood Safer Place changes in Emerald to support their activities in the community. Council continued to support community with social media messaging on awareness to risks. During the Bunyip Complex Fire, social media messaging, including Council's website and Facebook, were used extensively. Council has worked with Outlook to establish a community emergency management program to assist clients with disabilities and their carers to undertake community emergency planning.	Community Strengthening	Completed

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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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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 and security. 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 is available on the website. A series of posters were designed to illustrate updated social and health data and to inform the Community Services Summit. The Community Liveability Survey will also be distributed 600 households to gather information around liveability and provide baseline data to use at the evaluation stage.	Community Strengthening	Completed

**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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Advocate and work with local housing provider to monitor the impact of social housing	The Social and Affordable Housing Strategy was endorsed at the February 2019 Council Meeting. Officers have commenced implementation of the action plan 2018-2025 and have undertaken an expression of interest process to identify representation from community members and local housing organisations on the Councillor-chaired consultative committee. This committee will guide and oversee the implementation of the strategy. Discussions continue with local housing agencies to identify potential opportunities for social and affordable housing development.	Community Strengthening	Completed


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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Complete construction of the Cardinia Arts Space at CCC.	The project is progressing on schedule and is expected to be completed in August 2019. Additional Council funding was provided to complete the project.	Buildings and Facilities	Aug-19
In conjunction with the Public Art Coordination team, deliver public art works in Ranges Ward	An artist has been commissioned, the design has been approved and the installation of the artwork scheduled for completion in early July.	Active Communities	Completed

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs	This is completed twice a year in January and July.	Community and Family Services	Completed



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### Our Community

**We want to Achieve:** Our diverse community requirements met

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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 racecourse has been completed and will be presented to a briefing and the relevant township committee. This will help inform strategic planning and advocacy in this area.	Economic Development	Completed


**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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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 has provided strategic advice on a range of projects, policies and initiatives and has developed more than 20 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 and Events Grants workshops.	Community Strengthening	Completed

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Undertake a review of Connect magazine and consider the introduction of ward or township-based newsletters. Continue to utilise website and social media channels.	A review of the existing Communications Plan has commenced. Council is progressing development of a five-year communications strategy to guide communications activities with our community. The new plan and strategy will be delivered in November 2019 incorporating a review of Connect, the public website and social media.	Communications	Nov-19
Development of new Digital Communications Strategy	A review of the existing Communications Plan has commenced. Council is progressing development of a five-year communications strategy to guide communications activities with our community. The new plan and strategy will be delivered in November 2019.	Communications	Nov-19

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### Our Community

**We want to Achieve:** Engaged communities


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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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. The program equipped them with a range of skills and built 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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy	Footpath program construction works have been completed and footpath maintenance works were undertaken.	Infrastructure Services	Completed
Development of new Cultural Diversity Action Plan	Planning was undertaken to identify timeframes and resourcing to develop a new Cultural Diversity Action Plan. A multicultural forum in November 2018 provided community feedback to commence community consultation for input into the new plan. Council continued to engage with the community through a variety of activities to feed into the action plan. This included the Multicultural Community Day and Neighbourhood Day. Council's Cultural Diversity Facilitator worked with Culturally and Linguistically Diverse (CALD) partners across government and the community to identify key priorities for the new action plan. The Cardinia Shire Multicultural Advisory Committee played a key role in supporting Council through awareness and advocacy for our CALD community which will inform planning. The Cultural Diversity Plan 2019-2023 has been developed and will go before Council in July 2019. Further community consultation will occur prior to finalisation and implementation as per the 2019-20 Council Action.	Community Strengthening	Completed

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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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Implement the Disability - Access and Inclusion action plan	Council continued to implement the Disability Access and Inclusion Action Plan. The progress of the action plan was reported on at the Annual General Meeting of the Access and Inclusion Committee. The action plan is reviewed monthly at the Access and Inclusion Committee meeting. The Access and Inclusion Facilitator worked with areas of Council to review and update the Action Plan items. Internal meetings to undertake a review of action items in each division were scheduled. As we enter the second year of this four year plan, Council continues to implement the agreed actions. This includes training across Council, providing information to community and advocating for people with disabilities to have access to services across the shire. The delivery of the Access and Inclusion Plans continues in line with incorporating universal design standards into our capital works and working closely with the Access and Inclusion Committee.	Community Strengthening	Completed
Development of a new Reconciliation Action Plan	Council continued to engage with the community through a variety of engagement activities that informed the development of a new Reconciliation Action Plan. This included the Multicultural Community Day and Reconciliation Week. Council's Social Inclusion Officer worked with Aboriginal and Torres Strait Islander partners across government and the community to identify key priorities for the new action plan. Further extensive community consultation was undertaken in line with the associated community engagement action plan. The draft Reconciliation Action Plan 2020-2022 has been developed in line with the key themes of Reconciliation Australia. The plan will be open for exhibition and feedback during NAIDOC Week 2019 before being finalised and implemented as per the Council Action Plan 2019-20.	Community Strengthening	Completed
Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	Council continued to link in with Resilient Melbourne and associated programs where possible. Council staff participated in a Local Government special interest group and also supported other Councils by assisting with training delivery through Resilient Melbourne. Council's Emergency Management staff, in conjunction with Community Development staff, are developing and delivering resilience programs for our communities.	Community Strengthening	Completed

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire	The annual Mayoral Volunteer Reception was held on 23 May 2019.	Governance	Completed

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### Our Community

**We want to Achieve:** Increased levels of community participation

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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 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	Completed

**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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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 Complex Fire, the first day was postponed and the second day was moved to 1 April. A strong service sector representation participated on the day and worked together to identify current provision and future requirements based on social and health data and population projections. The intelligence gathered on the day will inform future strategic planning for service delivery across the shire.	Community Strengthening	Completed

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Coordinate and implement the Food Circles Collective Impact project (e.g., Develop a Local Food Strategy)	The Cardinia Community Food Strategy was launched with 60 stakeholders attending a workshop to 'activate' the actions. Regular Food Circles Steering Group meetings were undertaken. Food Hub scoping is underway, with a working group formed and visioning workshop planned for July. Four local people received funding to undertake the Farmer Incubator Program. Monash University students undertook Healthy Food Basket data collection. Community Grocer Pakenham had its first birthday. Sustain was successful for another three-year contract as the 'backbone' of the Food Circles Collective Impact Project. Supported local consultation for the Department of Environment, Land, Water and Planning Strategic Agricultural Land Review. Cardinia Food Network supported BlazeAid volunteers following the Bunyip fires. Funding mobilised through grant applications.	Community Strengthening	Completed

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### Our Community

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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. Council and Monash Health have advocated to the Victorian Government for additional mental health services and an Early Parenting Centre. The Cardinia Mental Health and Wellbeing Strategic Leadership Group (representing 12 organisations) 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. A significant piece of work undertaken by this group is the collective preparation of a submission to the Royal Commission into Mental Health which Council has led. Council has also 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 Victorian Government to progress this project and participate on the Consultative Committee currently being formed.	Community Strengthening	Completed



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### Our Environment

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

**To achieve this we will:** 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 of the road network in accordance with the Road Management Plan are on track.	Operations	Completed
Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans	Road rehabilitation works and renewals works have been completed. Footpath renewal works are well underway.	Infrastructure Services	Completed

**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.	The majority of works are complete on the arboretum and in desilting the 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.	The Committee of Management has been managing this project. Design consultants were appointed to prepare the documentation. Tender documents were prepared and the project is expected to go to tender in July 2019. A Federal funding agreement with the Government has been signed, providing the remaining funds for the project development.	Buildings and Facilities	Mar-20
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.	Construction of the Hills Hub is progressing. Demolition of the previous Emerald Mechanic's Institute has been completed and construction of the new Hills Hub is underway and on track for completion in late 2019. Regular updates are provided to Council, Council's Senior Leadership Team and the broader community. Council is continuing to work with key stakeholders through the Hills Hub Advisory Group and is currently exploring options for the management model.	Community Strengthening	Completed

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### Our Environment

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

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Conduct a program of resurfacing of playing surfaces at recreation reserves – Worrell Reserve (Emerald) – reshaping drainage and irrigation	Works at Worrell Reserve have been completed.	Infrastructure Services	Completed
Conduct a program of resurfacing of playing surfaces at recreation reserves – Officer Reserve oval 2 (complete redevelopment)	The reconstruction of the western oval is well underway. Delays were encountered with service relocation however oval works are on track for completion in August.	Infrastructure Services	Completed
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.	The annual prioritised program, in consultation with the Access and Inclusion Committee, is complete. This program identifies facilities that require change in access provisions to ensure that broader community inclusion can be achieved.	Buildings and Facilities	Completed
Depot Master Plan (Pakenham) – Stage 4 – development of amenities, lunchroom and training/toolbox facilities in former laundry facility.	Completed in 2017-18.	Buildings and Facilities	Completed



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### Our Environment

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

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Review of Open Space Asset Management Plan	An initial meeting was held with internal stakeholders to outline the expected process and outcomes. Further discussions and review of the current improvement action plan have been undertaken, with the final list of actions to be finalised in the near future. The Financial Plan section has been updated based on the adopted 2019-20 budget and draft 10 year Capital Works forecast. An infrastructure risk plan is to be developed as part of this review in the coming months.	Infrastructure Services	Dec-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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Commence construction of the Lang Lang Bypass from Westernport Road to McDonalds Track, including Milner's Road.	Deferred until July 2019 – June 2020. Construction will commence after funding is secured.	Infrastructure Services	Jun-20
Implement recommendations from revised Road Safety Strategy, including cyclist awareness program	The delivery of Road Safety Strategy actions are continuing through programs provided by Road Safe South East as well as internal programs.	Infrastructure Services	Completed
Implementation of the Lang Lang Bypass from Westernport Road to McDonalds Track	Cancelled - Duplicate action.	Infrastructure Services	Jun-20

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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.	Infrastructure Services	Completed

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### Our Environment

**We want to Achieve:** Transport Linkages connecting towns

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


<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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.	Ongoing engagement with the Cockatoo Roads Advocacy Group has been occurring. Initial surveys indicate support for a scheme. Preliminary design plans and cost estimates have been completed for these roads in Cockatoo.	Infrastructure Services	Completed
Commence construction of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham) and finalise statutory process	The statutory process for the special charge scheme has been completed to enable construction works, which are progressing well. The scheme will be finalised once all works are completed.	Infrastructure Services	Completed
Review SCS Program in conjunction with Policy update.	A Special Charge Scheme (SCS) policy was reviewed and adopted in 2018. The Peet Street SCS is currently being delivered and Fairbridge Lane will commence construction soon. Investigative works are underway for a scheme in Cockatoo. Although a review of the future schemes program is well established, this will need to be revisited to align with recent Federal funding for the sealing of roads in the hills.	Infrastructure Services	Completed

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Proposed Implementation of Road Development Program to seal rural collector roads	Works have included the preparation of concept plans, review and finalisation of tender documentation. The project is expected to be carried out over a two to three year period.	Infrastructure Services	Jun-19

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Implementation of the footpaths identified in the Pedestrian Bicycle Strategy	The footpath outside the Panorama Estate, Beaconsfield has been completed as part of the Pedestrian Bicycle Strategy.	Infrastructure Services	Completed

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### Our Environment

**We want to Achieve:** Transport Linkages connecting towns


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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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 South Eastern Metro Integrated Transport Group meetings as well as providing information for the regional transport document.	Infrastructure Services	Completed

**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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce community energy use)	Continuing to work with the South East Councils Climate Change Alliance (SECCCA) to investigate 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 delivered two community energy information sessions at Arena and Henry Children's centres. An application for Climate Change Community Adaption Grants in partnership with Federation University and SECCCA has been submitted. Announcements are expected to be made in July 2019.	Environment and Heritage	Completed


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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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
<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 &amp; 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>The Environmentally Sustainable Development (ESD) improvements list was drafted and project briefs and specifications developed. A project meeting was held to commence the upgrade of the ESD matrix. The upgrade was in partnership with seven other councils through the South East Councils Climate Change Alliance. A revised draft matrix was issued for consideration after a process of review and feedback, with feedback incorporated into the revised matrix to improve the usability and application of the tool and its ability to deliver the expected outcomes. An updated and improved draft ESD matrix was provided by the project consultant, who then finalised the matrix and developed a user guide. Discussions with other councils to inform the Environmentally Sustainable Development Strategy took place. The development of the strategy carried over into 2018–19 following completion of the matrix.</p> <p>Work commenced on the Environmentally Sustainable Design and Operations Policy that will complement the matrix. It is intended that this policy will be fully developed in the 2019 calendar year. A contractor was appointed for the installation of solar electricity systems at My Place and Council's depot. Energy-efficient light fixtures were also installed in the depot workshop. The annual program has been completed with the exception of one Council asset due to unforeseen structural issues.</p>	Buildings and Facilities	Completed
<p>Implement the Aspirational Energy Transition plan including phase two of the decorative street lighting retrofit with energy efficient lighting</p>	<p>The following has been completed this financial year:</p> <ul style="list-style-type: none"> <li>• LED lighting upgrade at the Pakenham library and depot.</li> <li>• Community energy information sessions at Henry and Arena children's centres.</li> <li>• Installation of a 32kW solar system at My Place.</li> <li>• Completion of the decorative street lighting upgrade.</li> <li>• Installation of an 86kW solar system at Pakenham Library.</li> <li>• Installation of a 36kW solar system at Beaconsfield.</li> <li>• Development of a household energy handout and booklet in partnership with Federation University.</li> </ul> <p>In addition, Cardinia's first Environmental Upgrade Agreement (EUA) was signed. This EUA is for the installation of a 99kW solar system on a factory in Pakenham. It will result in savings of 152 tonnes of CO2 emission annually.</p>	Environment and Heritage	Completed

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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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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.	Council developed an Environmentally Sustainable Development (ESD) matrix to inform the development of a formal ESD strategy. The matrix was developed in conjunction with other councils and was tested across various areas. Once the ESD matrix was completed and implemented for use, the development of the strategy, together with policy documentation, commenced. Consultation was undertaken with Council's Heritage and Environment team in relation to the ESD and operation framework. By the end of the financial year, 70 per cent of the framework had been drafted. Consultation is ongoing.	Buildings and Facilities	Dec-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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Provide education material and support to schools and ELC to improve engagement and resource recovery	Council provides support to eligible schools and Early Learning Centres through the provision of free recycling bins, related educational materials and compost bin rebates. The schools program continues to deliver recycling education programs via incursions and supporting resources for participating schools. A new education program for schools on managing their waste through student-run bin audits, education sessions and Council-provided engagement materials began in Term 2, with 10 schools participating.	Infrastructure Services	Completed



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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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
<p>Begin review and development of system for diverting food waste from landfill. To include</p> <ul style="list-style-type: none"> <li>• review best practice of food waste collection system at the kerbside and learn from other examples</li> <li>• identify collection service change requirements and review service specifications</li> <li>• develop behaviour change program and identify support required</li> <li>• identify resources required for 2 year implementation.</li> </ul>	<p>Council officers have been attending working groups with the Metropolitan Waste and Resource Recovery Group on the development of a food waste service guide. Food waste recovery services are in place at Council's offices to understand more about the service potential for businesses. A specialist waste consultant and Council officers have conducted a Food into Green Waste bin feasibility study to assist in making key decisions around what the residential Food and Green Waste system will look like and what resources are needed for the implementation phase. Accepting food waste into the kerbside green waste bin will be factored into new kerbside collection contracts, for which the tender is currently being written.</p>	Infrastructure Services	Completed
<p>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)</p>	<p>Advocacy in this area has been ongoing through Council's representative on the Technical Advisory Group for the waste forum, as well as preparation for the upcoming e-waste ban. A Detox Your Home day was held in April 2019, with 2.9 tonnes of toxic chemicals recycled. It included DrumMUSTER, with 140 drums recycled. Regular interaction with representatives of resource recovery centres in the shire assists with the recovery of specific items. Four e-waste drop off locations have been established in libraries and community centres across the shire.</p> <p>A green waste drop-off service was held at a local resource recovery centres in November 2018 and May 2019, with a total of 214.76 tonnes of green waste recycled. A feasibility study into the integration of food waste into the green waste bin has been completed, with the service to start in late 2020. Council is working with a metro-wide advisory group on advocating the Victorian and Australian governments for support to assist with kerbside resource recovery options.</p>	Infrastructure Services	Completed
<p>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.</p>	<p>This project is underway with regular meetings and workshops attended by Council officers with the south east cluster of Councils and the Metropolitan Waste and Resource Recovery Group. The aim is to progress this to provide alternatives to landfill that provide social and environmental benefits and long-term security of service. Council has endorsed joining a collaborative procurement process for Alternative Waste and Resource Recovery Technology (AWRRT). The feasibility of adding food waste to the kerbside green waste collection service has been completed and will be presented to Council. An integrated service is set to start in late 2020. Group procurement options are being explored with MWRRG and councils to improve kerbside recycling options.</p>	Infrastructure Services	Completed

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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.


<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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	<p>The following has been completed this financial year:</p> <ul style="list-style-type: none"> <li>• Inefficient shower heads were replaced at Holm Park Reserve and Cardinia Life.</li> <li>• Pumps and other parts were replaced to improve the operation and monitoring of the water harvesting system at Cardinia Life.</li> <li>• A pre-rinse spray valve was installed in the kitchen at the Cardinia Cultural Centre.</li> <li>• A feasibility study was undertaken for the installation of a pool blanket at Cardinia Life. Due to limited space and a unique roof line, options for the storage of a pool blanket on the pool deck and from the roof was not feasible. The only remaining option, to install a storage box underground, would require significant investment to cut into the slab and require significant periods of pool shutdown. This was found not to be feasible at this stage.</li> <li>• Ran a community wetland planting day.</li> </ul>	Environment and Heritage	Completed

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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.	Advocated to Yarra Water and South East Water for sewer projects and assess planning permits / septic permits in accordance with the relevant Acts.	Development and Compliance Services	Completed

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives	Both the Biodiversity Conservation Strategy and Weed Management Strategy were finalised and adopted by Council on 17 June 2019. Both strategies outline the long-term direction for the protection of biodiversity on private and public land, and reduction of weed presence. Council was recently notified it was successful in receiving funding through the Caring For Our Local Environment (COLE) grant through the Department of Environment, Land, Water and Planning. The grant will be used to support community capacity building projects, including skill building workshops for environmental volunteer groups. Work has commenced on the Biolink Plan which will identify the prioritised development of future wildlife corridors throughout the shire.	Environment and Heritage	Completed

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### Our Environment

**We want to Achieve:** Enhanced natural environment

**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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Preserve and improve natural environment by undertaking weed management and indigenous plantings	Weed control and planting undertaken for year one of the offsets program. Based on activation of the Natural Reserves team, along with support from contractors we have been able to achieve a greater level of effective weed management and infill indigenous planting compared to previous years. The road side weed management program was successfully implemented along with completion of mapping and planning activities for the 2019-20 financial year	Operations	Completed

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Facilitate investment in farm practises and work with State Government to review the regulatory system whilst implementing the Westernport green wedge management plan	Actions have been implemented and Council's Economic Development team will continue to 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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Promote the development and implementation of water sensitive urban design elements into infrastructure works	Council continued to promote and review the types of, and the way in which we deliver, water-sensitive urban design (WSUD) assets. We encouraged the use of regional-based assets in preference to localised assets, unless they are of a temporary nature. Council's 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. Staff training has been completed.	Infrastructure Services	Completed

**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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	The number of subscribers to the Down to Earth e-newsletter has continued to increase. The e-newsletter 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 and Heritage	Completed

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### Our Environment

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

**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 the Municipal Strategic Statement has been completed and was adopted by Council in December 2018.	Policy, Design and Growth Area Planning	Completed

**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 and external agencies and it was placed on public exhibition for a period of four 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 Precinct Structure Plan (PSP) has been finalised and reviewed by Planning Panels Victoria and the panel's decision has been released. Now awaiting a decision by the Minister for Planning and advice from the Victorian Planning Authority regarding the commencement of the Officer South PSP.	Policy, Design and Growth Area Planning	Mar-20
Implement approved structure plans for the growth area including implementing developer contributions in an orderly manner.	Implementation of the relevant Precinct Structure Plans will continue.	Policy, Design and Growth Area Planning	Completed

**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. The draft background document has been finalised and was exhibited in May 2019. The projected completion date has been amended to 30 March 2020.	Policy, Design and Growth Area Planning	Mar-20

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### Our Environment


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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Implement the Westernport Green wedge Management plan and Continue advocacy for Green Wedge Management Plan for the remainder of Cardinia Shire.	The Westernport Green Wedge Management Plan has been included in the Cardinia Planning Scheme. Advocacy continues for the area.	Policy, Design and Growth Area Planning	Completed

**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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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.	Amendment C229, which seeks to protect and enhance habitat for the Southern Brown Bandicoot, has been prepared and authorised by the Minister for Planning. The amendment was exhibited in October 2018 and is expected to be considered by Council for endorsement later in 2019 following further public consultation.	Policy, Design and Growth Area Planning	Completed

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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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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 Victorian Planning Authority to understand the context of the review. The review of the Cardinia Road Employment Precinct will take place in conjunction with Officer South Precinct Structure Plan.	Policy, Design and Growth Area Planning	Mar-20


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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Facilitate business networking opportunities through Casey Cardinia and individuals	The final Business Breakfast for 2019 will be held in September.	Economic Development	Completed

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Finalise planning scheme amendment to incorporate Pakenham South Precinct Structure Plan into the Cardinia Planning Scheme.	The timing of this Precinct Structure Plan has been delayed as a result of working through traffic and drainage issues. Projected completion date has been amended to 30 March 2020.	Policy, Design and Growth Area Planning	Mar-20
Work with the VPA in the preparation of Officer South Precinct Structure Plan and Infrastructure Contribution Plan	Awaiting advice from the Victorian Planning Authority (VPA) that works have commenced on this project. Background investigation works by the VPA have commenced.	Policy, Design and Growth Area Planning	Mar-20
Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Infrastructure Contribution Plan	Awaiting advice from the Victorian Planning Authority on the timing of this project. The projected completion date has been amended to 30 March 2020.	Policy, Design and Growth Area Planning	Mar-20



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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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Facilitate development of key sites in the core commercial areas in Officer and Pakenham.	Council officers continue to work with land owners in the town centre to support development opportunities.	Policy, Design and Growth Area Planning	Completed
Work with the VPA in the preparation of Pakenham East Precinct Structure Plan and Infrastructure Contribution Plan	The Pakenham East Precinct Structure Plan has been finalised and considered by Planning Panels Victoria. Currently awaiting a decision from the Minister for Planning.	Policy, Design and Growth Area Planning	Completed
Work with VPA to complete the review of Officer Town Centre as part of the Officer PSP	Council has sent final comments to the Department of Environment, Land, Water and Planning (DELWP) on the Victorian Planning Authority's draft amendment package. The amendment is now with DELWP to forward to the Minister for Planning for approval.	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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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 our partnership with the City of Casey to attract employment to the region. The shire has secured major employer Patties foods.	Economic Development	Completed
Advocate to state government regarding the development, of a suitable site within Cardinia Shire, for an airport.	Continuing advocacy with various parties following the Federal election and continuing to advocate the Victorian Government to identify and undertake the pre-planning work.	Economic Development	Completed

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Tender documentation and consideration includes weighting for local products and services	Cardinia Council applied a 5 per cent weighting for local products and services on all tenders in 2018-19.	Finance	Completed



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### Our Economy

**We want to Achieve:** Maintained strong agricultural activities

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement the actions of the Green Wedge Management Plan	Actions of the Westernport Green Wedge Management Plan continued to be implemented. The policy is considered as part of all planning applications within this area.	Policy, Design and Growth Area Planning	Completed

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension	Now a priority with SEM advocacy.	Economic Development	Completed


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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Identify a hierarchy of roads directly related to primary production that require advocacy	The hierarchy of roads directly related to primary production that require advocacy has been established.	Infrastructure Services	Completed
Advocate to the relevant authority for the development of the priority roads identified to support primary production	Council was successful in obtaining funding for Island Road, Koo Wee Rup. However, the project will not continue due to limited interest in residents contributing to the works. Future advocacy to be undertaken based on a newly developed priority list.	Infrastructure Services	Completed

**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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Continue to work with local businesses within the shire to improve viability.	Business development officers continued to work with local businesses through business breakfasts, the small business bus and small business mentoring.	Economic Development	Completed

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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	A new tourism board has been established and is continuing to work on the future development of its strategy and branding. The official launch is expected to be held in the first quarter of next financial year.	Economic Development	Completed

**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	Attended trade shows along with local businesses to highlight growth in the region. Several large investments are ready to submit planning applications.	Economic Development	Completed

**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	Reviewed Casey Cardinia Business Group in line with the adopted regional strategy and continued to support local business groups as needed.	Economic Development	Completed

**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	Continued to work with other providers and continued to fund Lynda.com an online training platform via Casey Cardinia libraries. Together with the City of Casey, continued to provide localised training opportunities.	Economic Development	Completed

**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	A new tourism board has been established and is continuing to work on the future development of its strategy and branding. The official launch is expected to be held in the first quarter of next financial year.	Economic Development	Completed


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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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Tender documentation and consideration includes weighting for local products and services	Cardinia Council applied a 5 per cent weighting for local products and services on all tenders in 2018-19.	Finance	Completed

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### Our Governance

**We want to Achieve:** An engaged community

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Commence a review of the Communications Strategy and work with Community Strengthening to develop an Engagement Policy	The revised Community Engagement Policy was drafted and adopted by Council on the 17th of June 2019. Council is currently exploring the implementation of a new online community engagement platform.	Communications	Nov-19
Implementation of new 5-year communications strategy	A review of the existing Communications Plan has commenced. Council is progressing development of a five-year communications strategy to guide communications activities with our community. The new plan and strategy will be delivered in November 2019.	Communications	Nov-19


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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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 is currently using the 'Our Say' community engagement platform, the shire's website and a range of social media platforms including Facebook, community newsletters and surveys. Council is investigating online engagement platforms to further opportunities to engage with the wider community and provide opportunities for input into Council decision making and policy and project development.	Community Strengthening	Completed

**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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Monitor compliance with statutory reporting requirements	The Local Government Act compliance audit found no issues of non-compliance. Compliance with statutory registers is a component of the audit. Statutory registers are being maintained and compliance is monitored.	Governance	Completed
Maintain and update the register of information to be available to the public	The results of an audit on Local Government Act compliance were clear, with no matters of non-compliance identified. Compliance with statutory registers, including information to be available to the public, is a component of the audit. The register is updated as required.	Governance	Completed

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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	The Local Government Act compliance audit found no matters of non-compliance. Adherence to the commitments contained in Councillor Code of Conduct continues.	Governance	Completed

**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 Council developed and adopted its annual budget and five-year financial plans in 2018-19.	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 Council introduced 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	Council's Asset Management Coordinator reviews all renewal of existing assets, while all new assets are reviewed by Council's Senior Leadership Team. The budget and planning process adopted at Cardinia Council ensures that assets and financial management are complete and accurate as per a documented monthly timetable. Each Business Unit Manager meets with our Finance Accountants and provides a commentary against each item, prior to independent review by the Chief Finance Officer and General Manager 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
Adopt Debt Management Policy Cardinia Shire Council	This process forms part of our standard budgetary program, which is prepared, independently reviewed and presented to Council on an annual basis. 69	Finance	Completed



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### Our Governance

**We want to Achieve:** Long-term financial sustainability

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

Action	Progress Comments	Business Unit	Complete by
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**To achieve this we will:** Identify ways to contain Council's cost base by a focus on innovation and efficiency.

Action	Progress Comments	Business Unit	Complete by
Develop and maintain 'internal consulting' ability within Service Planning and Improvement Team, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions	Council's Service Planning and Improvement Team facilitated Quality Circles activities and produced the first Quality Circle Presentation event. The team also lead ad-hoc consulting and facilitation mini-projects on process improvement as well as internal consulting engagements, planning and delivering with guidance. Facilitation training was completed in addition to on-the-job training.	Customer and Service Improvement	Completed

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

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

Action	Progress Comments	Business Unit	Complete by
Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community	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	Completed

**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 - Liveable Communities	Completed