

15 QUARTERLY PERFORMANCE REPORT

FILE REFERENCE INT1987455

RESPONSIBLE GENERAL MANAGER Jenny Scicluna

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RECOMMENDATION

That the Quarterly Performance Report for Quarter 1 2019-20 be received and noted.

Attachments

1 Quarter 1 Performance Report 63 Pages

EXECUTIVE SUMMARY

The performance of Council against 160 Council Plan actions is being tracked during 2019-20. Sixteen of these actions have already been completed. There are 7 actions that have been identified where adopted timelines will not be reached.

Population growth within the Shire has remained stable, at six families moving to the area, per day, for the quarter, and six families moving to the area, per day, for the year. Even though residential building completions increased slightly this quarter, subdivision applications and statement of compliance issued have steadied indicating a stabilisation of population growth for the near future.

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

Council has committed to undertake work on 160 Council Plan actions during the 2019-20 financial year. 16 actions are already completed. 130 actions that are not yet completed are on track.

Please refer to Table 1 for Council Plan Action performance statistics and page 22 of the Quarter 1 Performance Report 2019-20 for detailed progress.

Table 1. Council Plan Actions - Performance statistics

	Completed	On Track	Off Track	Total
1. Our People	3	48	6	57
2. Our Community	3	18		21
3. Our Environment	3	34	6	43
4. Our Economy	3	22		25
5. Our Governance	4	8	2	14
Total	16	130	14	160

*On track figures do not include completed actions.

There are 7 Council Plan actions where their adopted completion dates of 30 June 2020 will not be reached. Proposed new completion dates have been identified, however the performance reporting of these actions will still be against the original timelines adopted. The proposed new timelines for these actions will be adopted as part of the 2020-21 Council Plan review process.

Please refer to Table 2 for a list of these actions and their proposed new completion dates.

Table 2. Council Plan Actions – Forecast to not be completed this financial year

	Action	Proposed End Date	Comments
1.	1.5.1.3 CP - Complete construction of netball courts, car parking and pavilion at Pepi's Land Emerald	30-Jun-2021	Project has been delayed due to road works occurring in the area, as well as approvals from servicing authorities.
2.	1.5.1.10 CP - Complete the construction and fit-out of the Emerald Netball Pavilion.	30-Jun-2021	These works cannot be completed until construction of the netball pavilion has been completed.
3.	1.5.1.11 CP - Progress the construction and fit-out of the KWR Football/Cricket Pavilion	30-Jun-2021	Investigation is occurring in relation to the use of modular buildings as an alternative design standard.
4.	1.1.1.13 CP - Progress the construction and fit-out of the Integrated Children's Centre at Timbertop.	30-Apr-2021	This centre will now be separate, not integrated. Developer issues with transfer of land.
5.	3.1.3.1 CP - Upgrade of the Gembrook Reserve Sports Pavilion.	30-Mar-2021	There has been a delay with the awarding of the tender due to compliance issues with design documentation.
6.	1.5.1.6 CP - Construct redevelopment of Cora Lyn Reserve Pavilion	30-Jun-2021	We are still waiting for state government approval of the reduction in the amount of the loan and scope of this project.
7.	1.1.1.2 CP - Start the design and in part the construction of the Integrated Children's Centre at Timbertop.	30-Jun-2023	This centre will now be separate, not integrated. Developer issues with transfer of land.

Council Activity Summary

Major projects and facilities

We've made significant progress on a number of major projects across the shire this quarter, so I'm delighted to highlight some of these below.

We're looking forward to the official launch of the exciting new multi-use recreational space at Deep Creek Reserve in late October. The project features an all-abilities play space, construction of the Cardinia Community and Education Centre, which will also house the Pakenham Golf Club and Cardinia Environment Coalition, new holes at the golf course, landscaping and planting.

The redeveloped Cardinia Cultural Centre is another major project nearing completion. This has included the addition of a new contemporary art gallery, artists' studio, workshop, new entrance and foyer space, new amenities and car parking. We look forward to gallery's first exhibition and other exciting programs and events in the coming months.

Other projects progressing well include construction of the new pavilions at Lang Lang Recreation Reserve and Worrell Recreation Reserve, Emerald, and the Bunyip Recreation Reserve soccer pavilion. Construction of the \$8.2 million Hills Hub at Emerald has been delayed and is now on track for completion in February 2020.

Work on the regional sporting hub at Comely Banks Reserve in Officer will soon commence. The project will develop Comely Banks Reserve into a regional recreation reserve that will serve community groups, individuals and sporting clubs.

Progress is also being made on a number of other exciting projects. At Officer Recreation Reserve, the redevelopment of the western oval is underway and the design of the social space will be finalised and tendered before construction can begin. This quarter, Council submitted a grant application to the Victorian Government's Growing Suburbs Fund for the construction of Koo Wee Rup Bowls Club, and we are working with club representatives to progress the Koo Wee Rup football/cricket pavilion project.

Roads

Roads continue to be one of our major strategic priorities as we move into a new financial year. We have more than 870 kilometres of unsealed roads in the shire and we maintain about 715 kilometres of sealed roads. We've allocated \$25 million in our current, and future budgets, towards sealing a number of strategic linkage roads and we've also received federal government support for unsealed roads, including a \$150 million commitment over 10 years for road sealing in the 'hills area' of the La Trobe electorate.

We have also launched a range of new initiatives to improve our unsealed road network. This include refurbishing approximately 50 kilometres of unsealed road, with a key focus on recycling and reclaiming existing material to rebuild the road, as well as improving drainage. We are also working with local quarries to produce a better year-round product for our unsealed roads and enhance our overall maintenance effort. We will continue to work on improved solutions to maintain our unsealed road network and have launched a new page on our website that tells the community how we're improving the way we manage roads.

An inclusive and connected community

We continue to support the implementation of family violence prevention projects in the shire at a local, regional and state level including the Together We Can initiative. A Together We Can Community Leadership Summit was held in October and the March Against Violence will be held in November.

In September, the newly established Social and Affordable Housing Partnership Group met for the first time. The purpose of the group is to provide strategic guidance and advice to progress implementation of the actions of the Social and Affordable Housing Strategy 2018-25. The partnership group is chaired by Cr Leticia Wilmot and comprises representatives from the private and public housing sector as well as Council officers, councillors and community members.

Community engagement is underway for the development of the new Ageing Well Strategy 2019 2025. This plan will align with the World Health Organisation (WHO) Age Friendly Cities domains which have been overlaid with Council's Liveability Plan 2017 29.

The Liveability Plan Annual Review process was undertaken between June and August 2019, and the Draft Annual Review Report has been completed. The 2018–19 Action Agenda resulted in a total of 237 actions. Of these, 142 actions (60 per cent) were led by Council and 95 actions (40 per cent) were led by our partner organisations. Data collected during the Annual Review process will determine the actions in the 2019 20 annual Action Agenda.

A commitment to our environment

We continue to work to enhance biodiversity across the shire through long-term strategic planning and offering community participation opportunities. An ecological consultant has been engaged to develop a Biolinks corridors plan across the shire. This will include liaison with the community and government stakeholders, with workshops commencing in October.

We also continue to implement our Aspirational Energy Transition Plan and Integrated Water Management Plan.

Advocacy

Council has continued to advocate strongly for the needs of our shire and work closely with all levels of government to plan, deliver and maintain the infrastructure necessary for our community. We continue to work with the City of Casey and other neighbouring councils to highlight the need for better infrastructure. The Australian Government has invited the South East Councils to participate in City Deal negotiations to ensure that a long-term approach to much-needed infrastructure is delivered.

A key long term priority is the South East Melbourne Airport. An international airport in the south east will drive growth and new jobs in transport, logistics, tourism and agriculture. The South East Melbourne Airport is a priority project for the South East Melbourne group (SEM).

In September, Council resolved to support further work on the Railway Towns planning to develop clearer policy direction and to provide a framework to guide any future township strategy for Nar Nar Goon and Tynong and review the existing strategies for Garfield and Bunyip. This approach will articulate principles based on sound evidence and community input, and can also be used as an advocacy tool where Council does not have the planning authority to make decisions.

Council is also working hard to identify specific community service gaps within our shire. We are working with service providers and advocating to responsible levels of government on behalf of our community to attract the right services to the shire.

Supporting business

We continue to deliver a number of networking, training and promotional opportunities for our business community, including a range of services to businesses through the Casey Cardinia Region partnership. We have provided seminars and group training opportunities as well as the Try a Trade Day, and free access to the LinkedIn Learning platform.

The most recent Business Breakfast featured special guest speaker actor Samuel Johnson. We're also looking forward to the announcement of the Casey Cardinia Business Award winners in October.

In September, Council signed the charter to become a 'Small Business Friendly Council'. The initiative, delivered by the Victorian Small Business Commission (VSBC), is about making it easier for people to start, run and grow their businesses within our area.

Growth Summary

Residential land development in the Shire had varied results this quarter. There were 242 residential subdivision lot applications this quarter, 20% higher than the previous quarter. Annual figures are 63% lower compared to last year's near record high quarter. There were 287 residential lots issued a statement of compliance this quarter. Results are 1% lower than the previous quarter and 38% higher than the same time last year.

Residential building completions are trending downwards, with 421 residential building completions processed this quarter. While results are 6% higher than last quarter, annual figures are 8% lower than the same time in the 2017-18 financial year.

The family growth rate in the Shire has increased to six families per calendar day for the quarter. The annual figure remains stable at six families per calendar day. There were 427 births in the Shire this quarter, 3% lower than last quarter but 1% higher than last year. Enrolments to Maternal and Child Health are slightly lower than last quarter, but are 1% higher than last year.

POLICY IMPLICATIONS

Nil.

RELEVANCE TO COUNCIL PLAN

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

CONSULTATION/COMMUNICATION

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

FINANCIAL AND RESOURCE IMPLICATIONS

Nil.

CONCLUSION

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



Cardinia Shire Council

Quarterly Performance Report

Quarter 1 July - September 2019-20

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CEO's Report

I'm pleased to report that Cardinia Shire Council has made a solid start to 2019-20. These highlights demonstrate the progress we've made in all five key areas of our Council Plan.

Major projects and facilities

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We're looking forward to the official launch of the exciting new multi-use recreational space at Deep Creek Reserve in late October. The project features an all-abilities play space, construction of the Cardinia Community and Education Centre, which will also house the Pakenham Golf Club and Cardinia Environment Coalition, new holes at the golf course, landscaping and planting.

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We have also launched a range of new initiatives to improve our unsealed road network. This include refurbishing approximately 50 kilometres of unsealed road, with a key focus on recycling and reclaiming existing material to rebuild the road, as well as improving drainage. We are also working with local quarries to produce a better year-round product for our unsealed roads and enhance our overall maintenance effort. We will continue to work on improved solutions to maintain our unsealed road network and have launched a new page on our website - that tells the community how we're improving the way we manage roads.

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Further details regarding Council's progress for the first quarter of 2019-20 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 continues to work with other groups and Councils, such as South East Melbourne group of Councils and the Interface Group of Councils, to facilitate investment into the broader region.

The South East Melbourne Group of Councils is in discussions with both the State and Federal Government in developing a 'City Deal' for the 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. Following the success of the lobby exercise, through the recent Federal Government election campaign that saw promises for approximately \$600M worth of grants for a range of projects, a further 17 grant applications have been lodged for a total of \$3.8M.

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.

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 242 lots in application for the certification of plans of subdivision this quarter. Results are 20% higher than the previous quarter and 63% lower than the same time last year.

Figure 1. Residential lots – applications

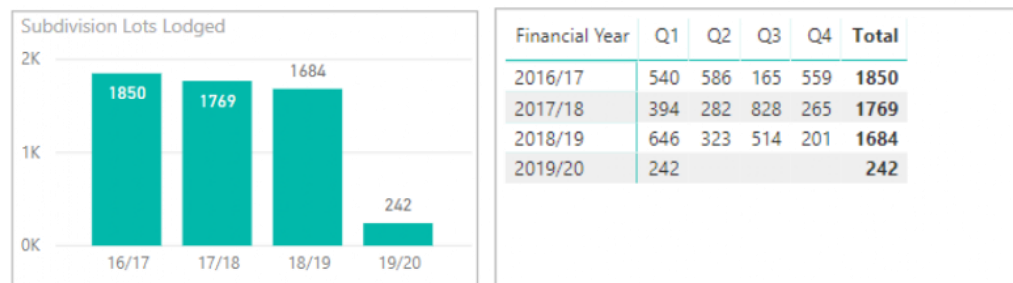
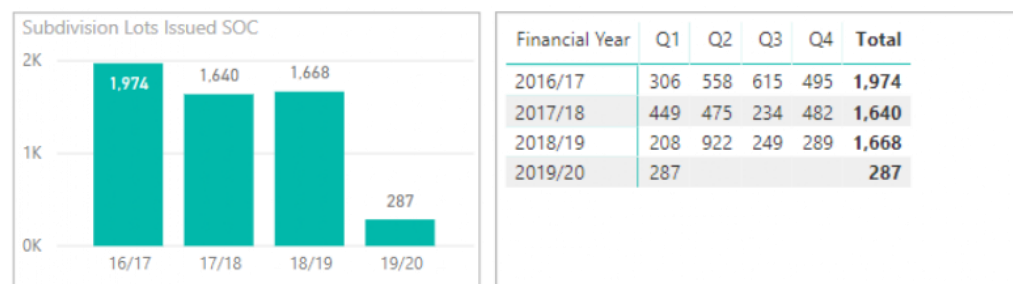


Figure 2 illustrates that there were 287 lots for which a statement of compliance was issued this quarter, allowing for the sale and development of individual lots. Results are 1% lower than the previous quarter and 38% higher than the same time last year.

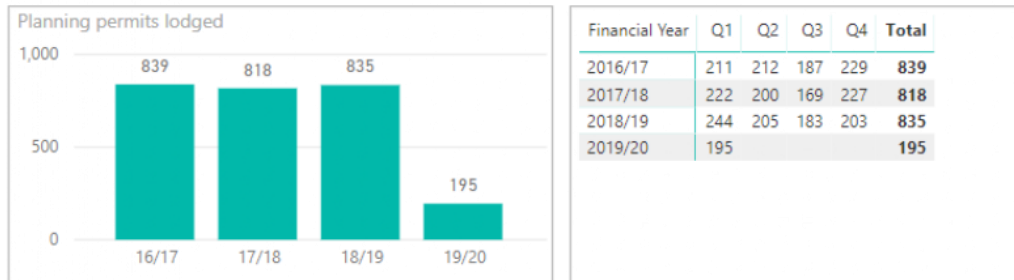
Figure 2. Residential lots – statement of compliance



Planning applications

Figure 3 highlights the level of development activity in relation to applications for planning permits. There were 195 planning applications this quarter, 4% lower than the previous quarter. The year to date figure is 20% lower 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 432 building permits issued this quarter. That is a decrease of 35% from the previous quarter and 32% lower than the same time last year.

Figure 4. Total building permits issued

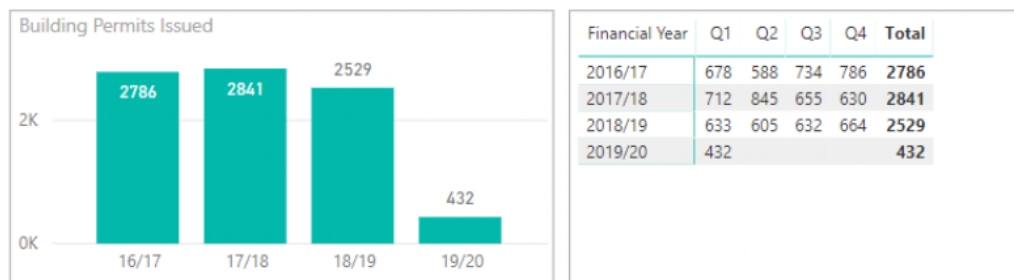


Figure 5 illustrates that there were 358 residential building completions this quarter. That is an increase of 6% from the previous quarter and 8% lower than the same time last year.

Figure 5. Residential building completions

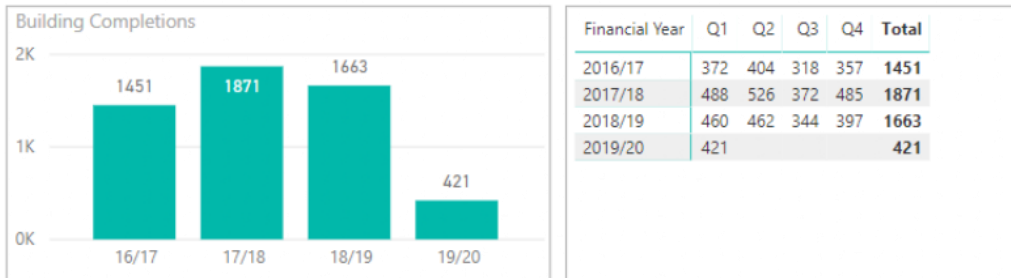
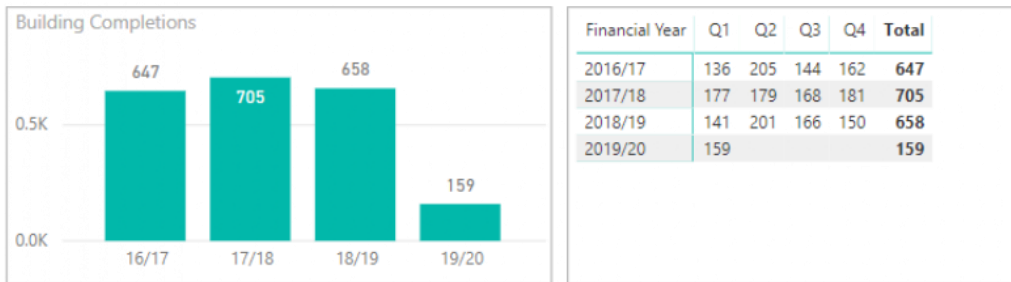


Figure 6 illustrates that there were 132 non-residential building completions this quarter. That is an increase of 6% from the previous quarter and 13% higher than the same time last year.

Figure 6. Non-residential building completions

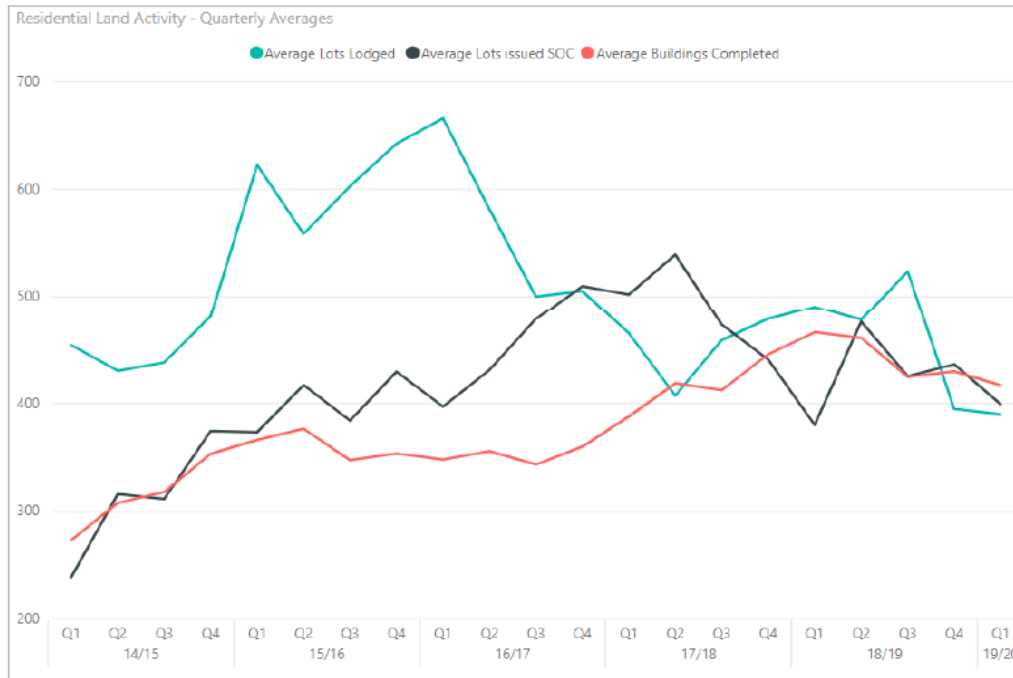


Residential land development indicators

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** (green) reached a record high in the first quarter of 2016-17 with 665 lots submitted for subdivision. The current average number of lots is 390 but this is expected to increase as the Officer Precinct development progresses.

The average number of **lots issued statement of compliance** (red) and released onto the market has been steadily increasing since the first quarter of 2014-15. Numbers have decreased to an average of 414 lots released this quarter, following a pattern of decline from the first quarter of 2018-19.

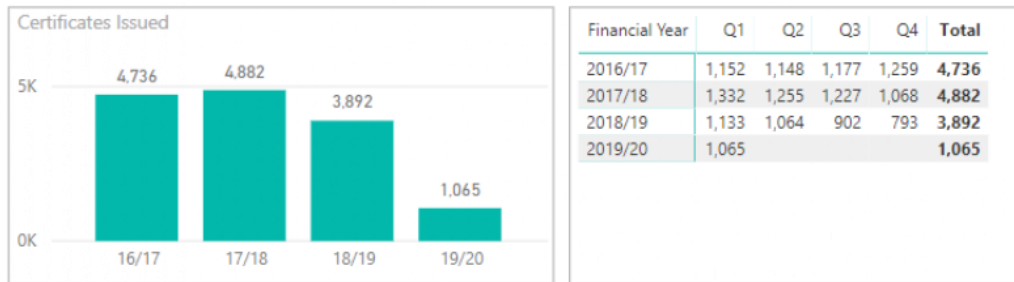
The average number of **building completions** is 399. This is a lag indicator and is expected to continue to rise within 6 to 12 months as land development progresses.

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 1,065 certificates issued this quarter, 34% higher than the previous quarter. Year to date results are 6% lower than the same time last year.

Figure 8. Land information certificates



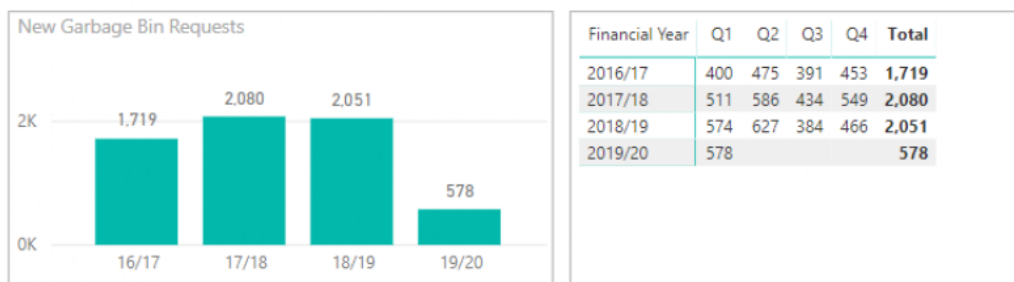
Household garbage service

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 578 new bins requested this quarter, 24% higher than last quarter. The year to date total is 1% higher than the same time last year.

The daily average of new households established within the Shire is six 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



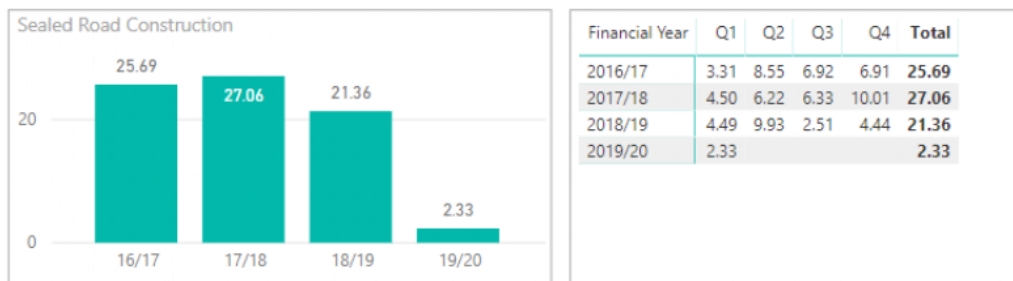
Roads and footpaths

Sealed roads

The sealed road network is approximately 718 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 2.33km of sealed roads constructed this quarter, 48% lower than the previous quarter. The year to date total is 48% lower than at the same time last year. This quarter's low construction result is due to the reduction in completed estate development.

Figure 10. Additional kms of sealed roads constructed

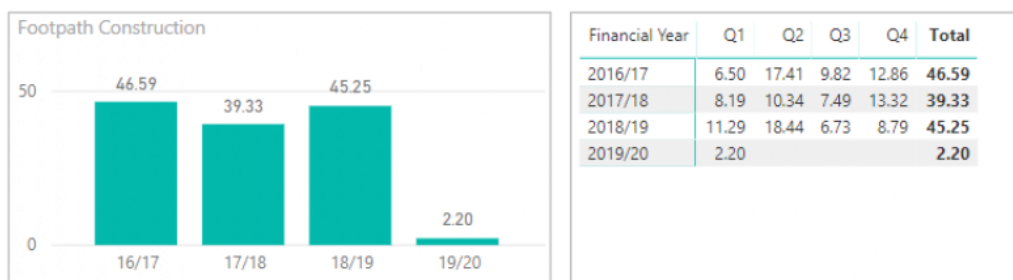


Footpaths

Footpaths are an important means of improving community cohesion by providing for pedestrian traffic around our communities. The footpath network is approximately 743 km in length, with an estimated average growth rate of 41 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 2.20km of footpaths constructed this quarter, 75% lower than the previous quarter. The year to date total is 81% lower than at the same time last year. The result for Quarter 1 2018-19 was higher than normal as it included the construction of the Eastern Dandenong Ranges Trail from Cockatoo to Gembrook. This quarter's low construction result is due to the reduction in completed estate development.

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.

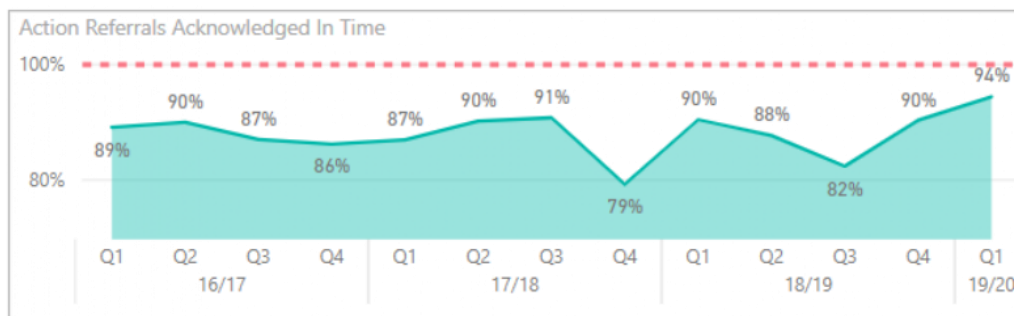
Inwards correspondence – (Mail, fax, email)

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.

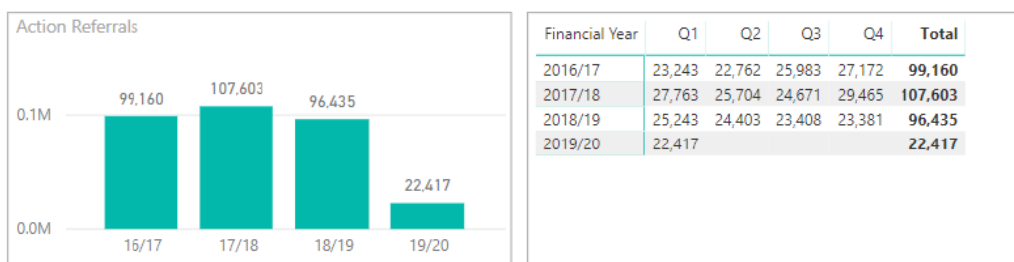
Figure 12 illustrates that an average of 94% of Action Referrals were acknowledged within 10 days this quarter, 4% higher than the previous quarter. Performance reports are distributed to all managers on a fortnightly basis and this is contributing to a higher level of consistency in relation to actioning correspondence.

Figure 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 22,417 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 86% 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

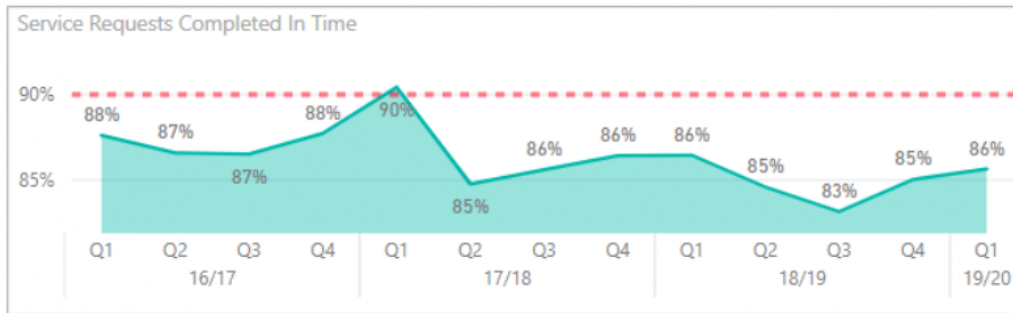
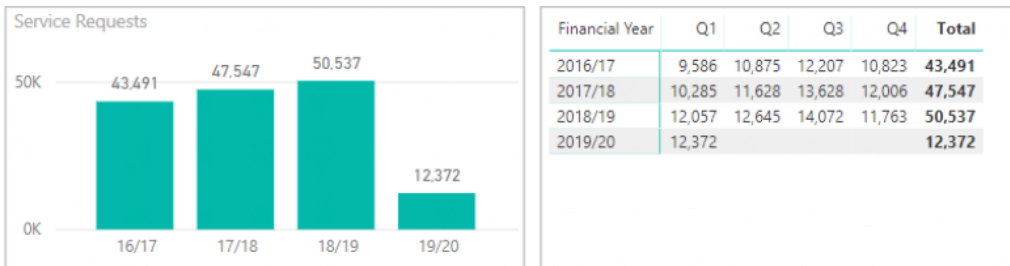


Figure 15 illustrates that there were 12,372 service requests this quarter, 5% more than the previous quarter. The year to date total is 3% higher than the same time last year, indicating an upwards trend in requests.

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 \$4 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 786km of unsealed road grading this quarter, 5% lower than last quarter and slightly higher than the same time last year.

Figure 16. Unsealed road grading (kilometres)

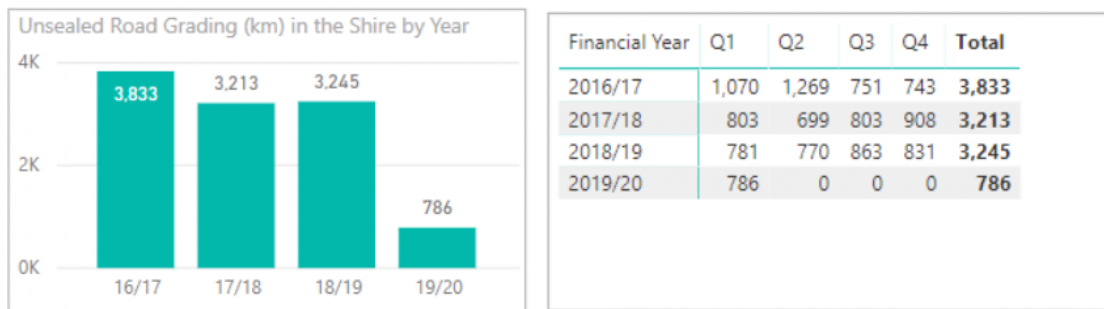
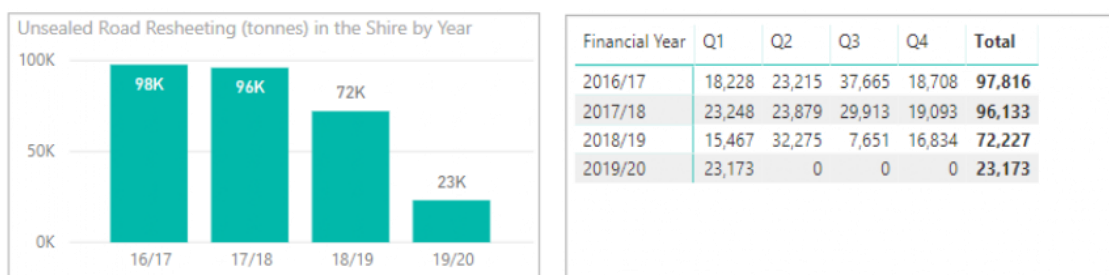


Figure 17 illustrates that there was 23,173 tonnes of unsealed road resheeting this quarter, 38% higher than last quarter and 50% higher than the same time last year. The rise in unsealed road resheeting is due to road rehabilitation works undertaken in August.

Figure 17. Unsealed road resheeting (tonnes)



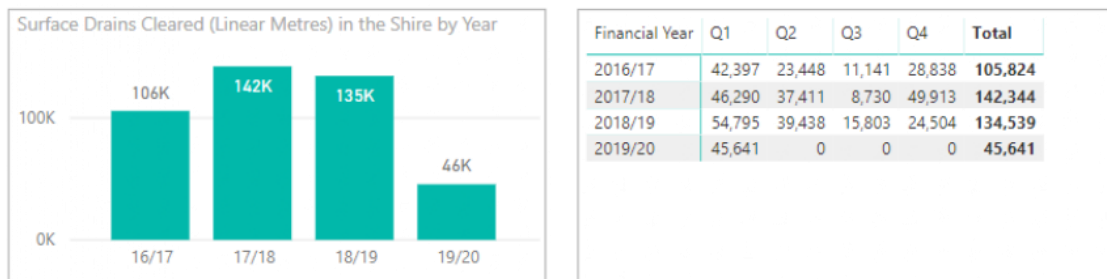
However, in addition to normal maintenance activities which are being ramped up over the second quarter of the year, Council have also been trialing a number of innovative approaches to improve the performance of the unsealed road network. A program of road refurbishments has been commenced following success with the initial trial sites. This process involves recovering and recycling good material from within the road reserve and using that to rebuild the road,

improving drainage management and road performance through the process. So far the results have been a significant improvement in performance of the roads treated, with much greater resistance to the formation of defects. Council are also working through a large range of further initiatives to continue this process of significantly improving the service levels around the unsealed road network.

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 45,641 linear metres of surface drain clearing this quarter, 86% higher than last quarter and 17% lower than the same time last year. The Rotary drainer tool was used extensively this quarter. This tool enables long sections of surface drains to be de-silted quickly.

Figure 18. Surface drains cleared (linear metres)



Community

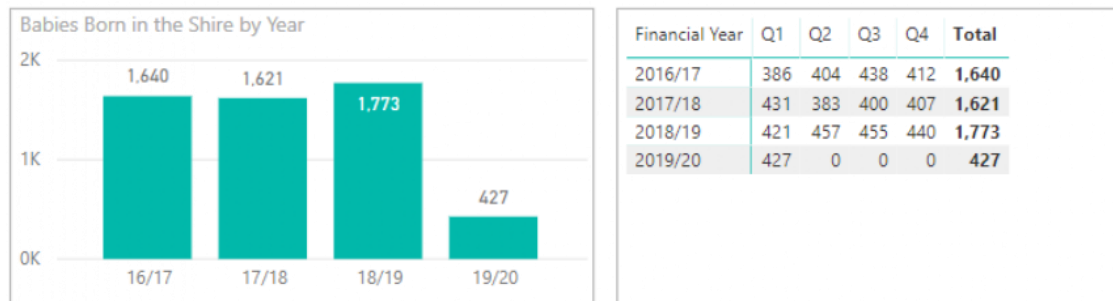
Maternal and Child Health (MCH)

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 427 birth notices this quarter, 3% lower than the previous quarter. The year to date figure is 1% higher than the same time last year.

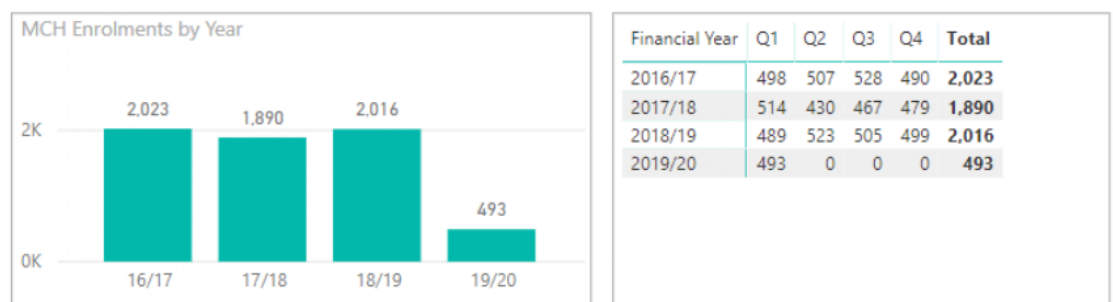
Figure 19. Maternal and Child Health birth notices



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 493 enrolments this quarter, 1% lower than last quarter. The year to date figure is 1% higher than last year.

Figure 20. Maternal and Child Health new enrolments



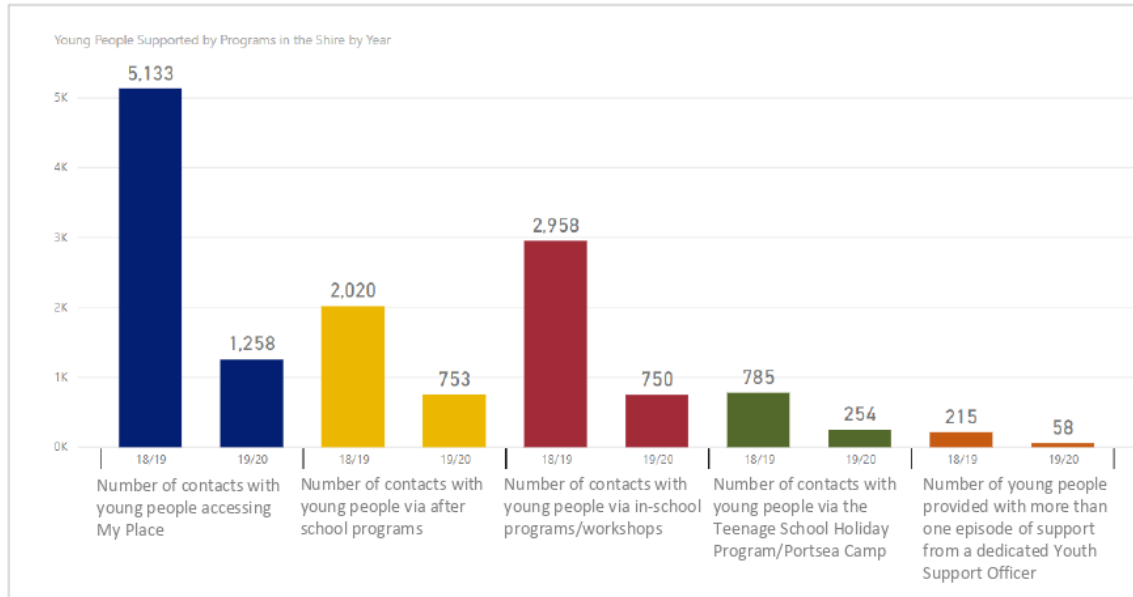
Number of youth interactions

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.

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).

Figure 21. Engagement with young people



Waste management

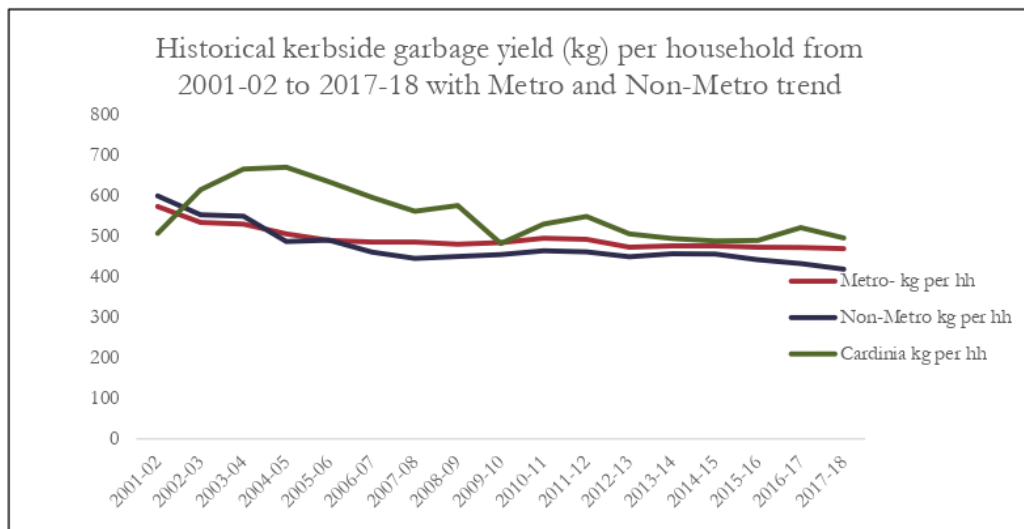
Indicators in this section relate to our behaviour with waste disposal and resource recovery. That is, how much waste we send to landfill and how much is recycled or composted. These figures are monitored on a monthly basis.

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 22 illustrates the amount of garbage generated in Cardinia Shire compared to other councils. This data is measured in average kilograms per household per year. The trend shows that, on average, Cardinia Shire households produce slightly more general garbage to landfill than our Metro and Non-Metro counterparts. These amounts are trending lower overtime as the general population get better at recycling and have access to better recovery methods.

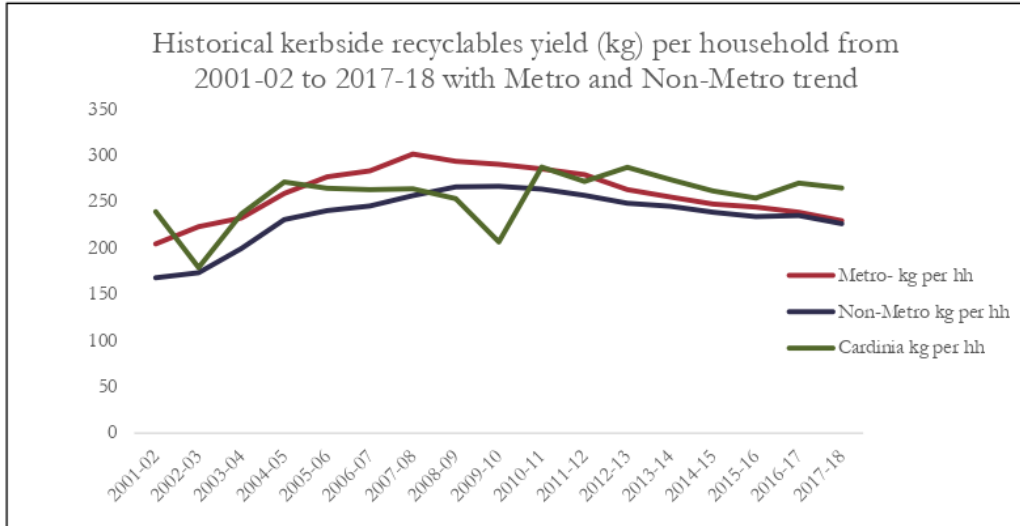
Figure 22. Cardinia Shire garbage generated compared with other metro and non-metro Victorian councils



* Annual Local Government survey - Sustainability Victoria

Figure 23 illustrates the amount of recyclable material generated in Cardinia Shire compared to other councils. This data is measured in average kilograms per household per year. The trend shows that, on average, Cardinia Shire households produce slightly more recyclable waste than our Metro and Non-Metro counterparts. These numbers will increase over time as the population get better at recycling and have access to better recovery methods at the kerbside.

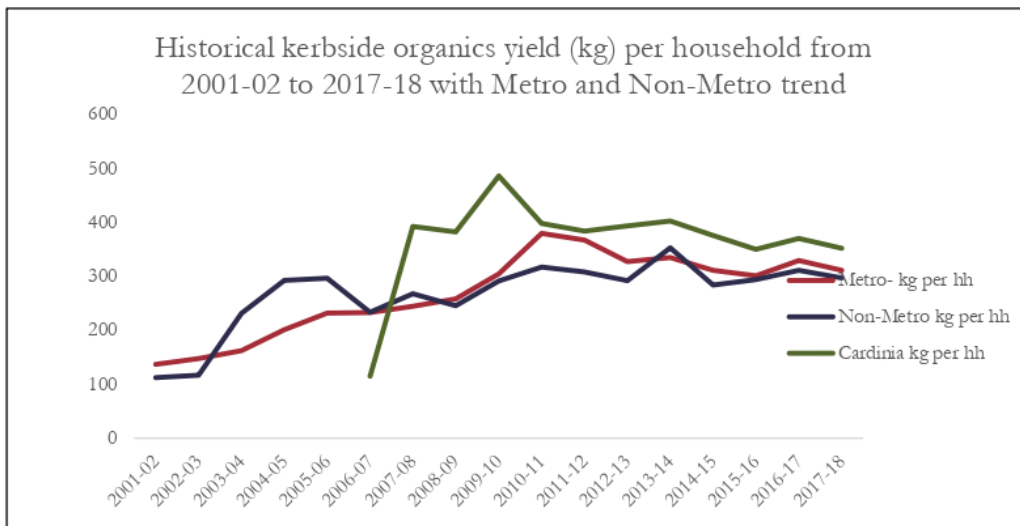
Figure 23. Cardinia Shire recyclables generated compared with other metro and non-metro Victorian councils.



* Annual Local Government survey - Sustainability Victoria

Figure 24 illustrates the amount of organic (green waste) material generated in Cardinia Shire compared to other councils. This data is measured in average kilograms per household per year. Recycling of organic material began in Cardinia Shire in 2006 with the introduction of the optional kerbside green waste bin. The trend shows that, on average, Cardinia Shire households produce slightly more organic material per household than our Metro and Non-Metro counterparts and this can be put down to the geography and size of the area our Shire covers. Moisture content in green waste from wet or dry conditions can vary the tonnage of recycling and seasonal differences can impact overall annual figures.

Figure 24. Cardinia Shire organic material generated and recovered compared with other metro and non-metro Victorian councils.



* Annual Local Government survey - Sustainability Victoria

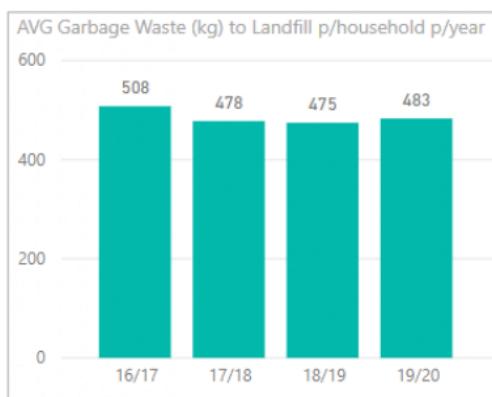
Garbage to landfill

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 483kg to date this financial year. This is a 2% increase from last year’s annual average of 475kg.

The average volume of garbage to landfill per household last financial year was 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.

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



Kerbside collection

The amount of garbage and recycled waste collected this quarter has been directly affected by one of Victoria’s largest recycling processors being placed into administration and being unable to process recyclable material from Councils across Victoria, including Cardinia Shire. Between late-July and early-September all of the material from kerbside recycling bins in Cardinia Shire Council went to landfill. From early September onward, just over 50% of the Shire’s kerbside recycling has been able to be processed via a short term contract with an alternative processor. This disruption to normal waste industry operations has contributed to the increase in landfill collection and the decrease in recycled waste this quarter.

Figure 26 illustrates that there were 6,310 tonnes of garbage waste to landfill collection this quarter, 2% higher than last quarter. The year to date figure is 32% higher than last year.

Figure 26. Garbage waste to landfill – tonnes collected

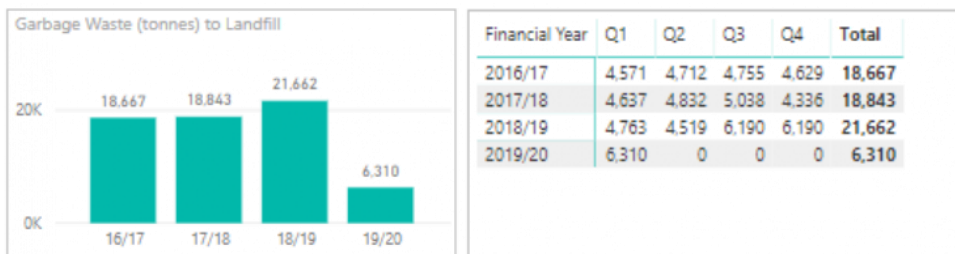


Figure 27 illustrates that there were 1,275 tonnes of recycle waste collection this quarter, 22% lower than last quarter. The year to date figure is 47% lower than last year.

Figure 27. Recycle waste – tonnes collected

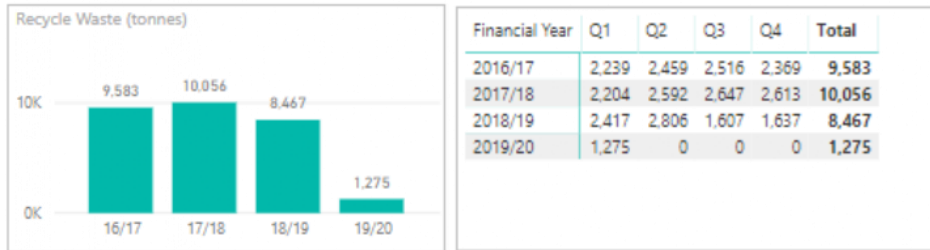
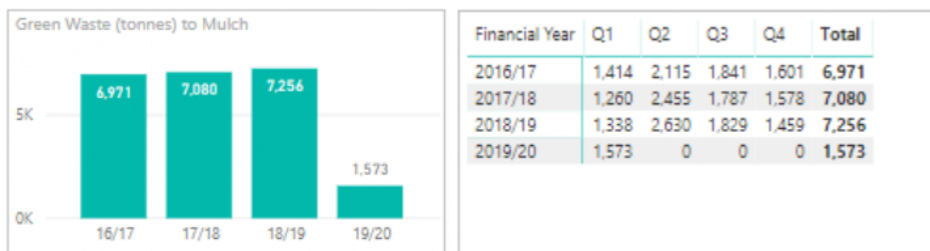



Figure 28 illustrates that there were 1,573 tonnes of green waste collection this quarter, 8% higher than last quarter. The year to date figure is 18% higher than last year. Green waste collection is seasonal and is based on weather and garden growth rates.

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.

Action	Progress Comments	Business Unit	Complete by
Assess and report on the utilisation of community facilities for the benefit of community	Delays in finalisation of the Ungerboeck Project, namely the implementation of Council's new technology platform, has resulted in the inability to provide accurate utilisation data for this reporting period. It is anticipated that the project will be fully operationalised by January 2020.	Community and Family Services	Dec-19
Start the design and in part the construction of the Integrated Children's' Centre at Timbertop.	<p>26/09 - Land acquisition still pending. The design approach for this facility has had to change and will now be based on a stand-alone facility, due to the unavailability of land. Detailed design documentation progressing well.</p> <p>28/06 - Land acquisition still pending. Separate design will be undertaken. Working in collaboration with VSBA to still deliver a connected project.</p> <p>8/04 - A re-design of the overall VSBA school which includes the Integrated Children Centre is now being undertaken, due to a VSBA change in brief/scope. A quantity surveyor has provided original cost plan, but will now need to be revisited. There appear to be no further cost implications to Council as the overall re-design should deliver improved efficiencies and functionality.</p> <p>21/03 - Council seeking external funding, continuing partnership in this project with VSBA, progressing with Design documentation and targeting opening of January 2021.</p> <p>20/12 - Design documentation is progressing with the target to open the Centre in January 2021.</p> <p>20/09 - This project is in partnership with the VSBA and is awaiting on Government's approval to proceed. In the meantime design documentation is progressing.</p>	Buildings and Facilities	Oct-20
Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	Consultation is currently underway for the development of the new Pakenham Community Hospital. The Community Consultative Committee consists of representatives from Monash Health, Cardinia Shire Council and the local community. They have met once to establish a terms of reference, roles and responsibilities and will provide important guidance as to the range of health and social services offered at the new facility. Council's Services for Success document will provide data and identified service gaps that will inform decision making for the group. A further meeting has been scheduled soon.	Community Strengthening	Jun-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.

Action	Progress Comments	Business Unit	Complete by
Consult with fathers connected to the universal services around their needs and the accessibility of services for them. Implement improvements to service delivery where possible within budget.	Development of a survey to consult with fathers connected to the MCH universal service regarding their needs is underway, along with the investigation of free resources that could be made available within current budget allocations.	Community and Family Services	Jun-20
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.	26/09 - A list of annual renewal priorities have been identified and quotes are being obtained.	Buildings and Facilities	Jun-20
Start the design stage of the Integrated Children's Centre at Brunt Road.		Buildings and Facilities	Jun-20
Progress the construction and fit-out of the Integrated Children's Centre at Timbertop.	26/09 - Construction pending land acquisition.	Buildings and Facilities	Jun-20

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Our People


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

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

Action	Progress Comments	Business Unit	Complete by
Report on the outcomes being achieved through the joint learning and service support model 'Our Place' for Bridgewood and identify where the learning can be applied to the development of the next Integrated Child and Family Centre.	A draft annual report for the establishment and first year of operations at Bridgewood has been developed and distributed to key stakeholders for comment. Upon finalisation, key learnings and outcomes achieved will be presented at SLT and Council Briefing, along with recommendation for the application of the model for future integrated child and family centre developments.	Community and Family Services	Jun-20
Implement year two of the Child, Youth and Family strategy taking the learning from year one to inform future development and to set key priorities.	A review of the 2018-2019 strategic actions, as articulated within the CYF Strategy have been undertaken with both internal and external key stakeholders, with actions having either been achieved or on track for completion by January 2020.	Community and Family Services	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Develop, adopt and launch the Ageing Well Strategy 2019–24 by working with older adults to establish priorities in line with World Health Organisation guidelines in working towards an Age Friendly Community.	Community engagement and communication planning is well underway for the development of the new Ageing Well Strategy 2019-2024. This plan will align with the World Health Organisation (WHO) Age Friendly Cities domains which have been overlayed with Councils Liveability Plan 2017-29, to best influence our communities wellbeing. To date council has delivered nine targeted community consultations with over 250 individual residents involved. A survey was developed with over 200 responses currently. A recent consultation with over 100 student leaders also include the views of children in how council can increase intergenerational activities. This data is currently being analysed and presented internally to business units and key service partners to best understand how we can complement existing strategic plans and objectives.	Community Strengthening	Jun-20

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Our People


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

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

Action	Progress Comments	Business Unit	Complete by
Review the advocacy efforts for a range of education, training and development opportunities and report on gaps.	Concept plans for the new My Place development have included additional class rooms and training rooms in order to increase education and training opportunities for young people, along with the provision of space for education and training providers to engage and promote their services to young people. A workshop was held with key stakeholders in August 2019, to discuss local service gaps and encourage further outreach of services within the Shire. Community Centre Gippsland and Council's Youth Services continue to advocate for provision of space to extend the Community VCAL Program which is currently at capacity.	Community and Family Services	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Measure and report on effectiveness of current integrated service provision for young people in the Shire.	The Youth Support Snap Shot, comparing data across the 2018-2019 period, shows the effectiveness of the current integrated service model at My Place in supporting the needs and improving outcomes for young people. My Place continues to attract services into the Shire for young people with the number of contacts with young people at My Place continuing to increase on a quarterly basis. Young people are increasingly accessing external specialist support services, along with Council delivered programs, including holiday programs, after school programs and one to one support.	Community and Family Services	Jun-20
Implement priorities within the Playground renewal program. Projects nominated include: Nar Nar Goon Recreation Reserve, Nar Nar Goon, James St, Lang Lang, Dick Jones Reserve, Lang Lang and Tantallon Bvd Detention Basin, Beaconsfield.	Initial investigation and preparation is under way	Infrastructure Services	Jun-20

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Our People

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

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

Action	Progress Comments	Business Unit	Complete by
Continue to support agencies from across the region to locate in Cardinia with consideration to My Place capacity.	A workshop was held in August 2019 with a range of youth and community organisations, government departments and education providers to discuss: the increasing youth population growth in the Shire; local service gaps and needs for young people; and seek submissions from agencies regarding in principle requirements to co-locate within the new My Place building (due for completion in February 2022 dependant on a successful outcome of Council's recent submission to the GSF). Sixteen EOIs were submitted to Council from organisations and education providers wanting to co-locate either on a permanent or outreach basis at My Place and/or work with Council to advocate for services to extend into Cardinia if not already funded to do so. Eleven youth organisations and education providers are based at, or currently outreach from the existing youth facility and participate in joint secondary consultation meetings with Early in Life Mental Health, Headspace and Council's Youth Services to ensure a holistic model of care is provided to young people from the facility.	Community and Family Services	Jun-20


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

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

Action	Progress Comments	Business Unit	Complete by
Identify the need for new schools annually and advocate to the Victorian Government and local MPs for the allocation of funding in the state budget.	Annual pipeline meeting was held in September with Department of Education and Training and Victorian School Building Authority to identify future school priorities based on local development and community knowledge.	Office of the General Manager - Liveable Communities	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Work with education providers to enhance opportunities for further education for residents of all ages.	Annual funding allocations provided to the Cardinia shire Neighbourhood House cluster, Cardinia U3A and Emerald U3A. Range of funding provided to Senior Citizens groups. Council will continue to support the important work these organisations undertake in creating learning opportunities for all.	Office of the General Manager - Liveable Communities	Jun-20

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Our People

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

To achieve this we will: Support the provision of learning opportunities for all ages and abilities.

Action	Progress Comments	Business Unit	Complete by
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 and senior citizen centres.	Annual funding and support provided to the Cardinia Shire Neighbourhood house cluster and U3A's.	Community Strengthening	Jun-20


We want to Achieve: Improved health and wellbeing for all

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

Action	Progress Comments	Business Unit	Complete by
Facilitate the delivery of an annual action plan to support inclusion for the LGBTIQ+ community in Cardinia Shire.	26/09 - Annual Action Plan was confirmed at LGBTIQ+ Internal Action Group meeting on 22 August 2019. New Action plan of 15 items saved in TRIM INT196805. Budget allocation of \$8k for 19/20 Financial Year.	Office of the General Manager - Liveable Communities	Jun-20
Coordinate health and wellbeing initiatives across the Shire in line with the priorities set in Cardinia Shire's Liveability Plan 2017-29.	The draft Liveability Annual Review has just been completed and will be available to the public soon. It reviews all actions undertaken this past year with particular emphasis on collaborative endeavours. This is a legislative requirement and marks the second year of implementation highlighting the progress made against every policy domain and priority outcome. It also considers specific measures and indicators and provides commentary around what the data is telling us.	Community Strengthening	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Implement the Liveability Plan 'Action Agenda' by November 2019 and complete an annual progress report.	The Liveability Plan Annual Review process took place between June – August 2019. The Draft Annual Review Report has been completed. The 2018-19 Action Agenda resulted in a total of 237 actions. 142 actions (60%) were led by Council and 95 actions (40%) were led by our partner organisations.	Community Strengthening	Jun-20
Cardinia Shire Council	Data collected during the Annual Review process will determine the actions in the 2019-20 annual Action Agenda. Engagement with internal and external stakeholders will take place to consider any new or ongoing developments of actions.		27

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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.

Action	Progress Comments	Business Unit	Complete by
Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning.	Successful completion of the 2019 Community Liveability Survey to collect baseline data about our community, aligning to the Liveability Plan domains. Over 700 households responded to the survey, providing health data for over 1,500 individuals. Initial findings have been used in the Liveability Plan Annual Report and over the next few months, topic-area snapshots will be developed and distributed to assist Council departments with planning.	Community Strengthening	Jun-20


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

Action	Progress Comments	Business Unit	Complete by
Ensure that the needs of children and young people with additional needs are clearly represented within the review of the Child, Youth and Family Strategy and work in partnership with others to ensure that local service delivery is inclusive of their needs - in particular children and young people from CALD communities and those with a disability.	Through implementation of both the CYF Strategy and key Victorian State Government policies, children and young people with a disability, from culturally and linguistically diverse and Aboriginal and Torres Strait Islander communities, and particular groups such as LGBTIQ+ are strongly represented within local service planning and delivery. Collaboration with health and social service agencies is resulting in the improvement of early identification, referral and the development of accessible and inclusive support systems.	Community and Family Services	Jun-20

We want to Achieve: Variety of recreation and leisure opportunities

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

Action	Progress Comments	Business Unit	Complete by
Prepare a master plan for 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 and VSBA has occurred.	Active Communities	Jun-20
PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park.	The demolition of the old depot building to make way for the new car park has been completed. Construction of the new car park is and sealing of the existing car park has been completed and works have reached Practical Completion.	Infrastructure Services	Completed 28


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Our People

We want to Achieve: Variety of recreation and leisure opportunities

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

Action	Progress Comments	Business Unit	Complete by
Prepare a master plan for McMullen Recreation Reserve Officer	Preparation of the McMullen Recreation Reserve master plan is on hold pending negotiations in relation to the purchase of land required to create the new reserve.	Active Communities	Jun-20
Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups.	Working closely with community stakeholders of the Cannibal Creek Biodiversity Project, to manage the natural assets at Mt Cannibal Flora and Fauna Reserve and surrounding roadsides and private land. Raised awareness with the Friends network of the new grant conditions and the increased grant value of \$800. Received funding through the Caring for our Environment fund to roll out training to volunteers (training focus areas to be confirmed).	Environment and Heritage	Jun-20
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	Oct-20
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. The pavilion construction has been tendered.	Infrastructure Services	Jun-20
Work with user groups to design and construct Gembrook Reserve Pavilion	Design complete. Funding from Federal Government and Council secured. Works have been put to tender and tender assessment currently underway.	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 October.	Infrastructure Services	Dec-19
Present options to Council for the potential redevelopment and expansion of Cardinia Life. If approved, proceed with detailed design.	Project on hold until late 2020.	Active Communities	Dec-20


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Our People

We want to Achieve: Variety of recreation and leisure opportunities

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

Action	Progress Comments	Business Unit	Complete by
Construction Bunyip Soccer Stadium	<p>26/09 - Ahead of construction schedule and at present expected to deliver in early part of 2020.</p> <p>28/06 - Construction progressing with further consultation with residents.</p> <p>21/03 - Tender awarded. Project on budget and on time. Site set up expected late March mid April.</p> <p>20/12 - Tenders have been received. Evaluation will be undertaken in January 2019 with site start in March 2019. The tender documentation is being prepared in readiness to go out to market for pricing in December.</p>	Buildings and Facilities	Mar-20
Construct redevelopment of Cora Lyn Reserve Pavilion	<p>26/09 - Awaiting confirmation from club representatives on the Concept plan.</p> <p>28/06 - Concept plans have been updated in accordance with recently updated Sports Facility Standards. Meeting with club officials in July to review revised docs.</p> <p>21/03 - No further action at this stage. 20/12 - Please refer to 1.5.1.4 CP above. This project is awaiting finalisation of design documentation before being able to proceed to construction start. Concept plans have been prepared as part of a government low interest funding application and are awaiting approval with 2 other projects before year end.</p>	Buildings and Facilities	Dec-20
Resurface and upgrade current Recreation Sports Ovals - Officer (ROC) Oval	The works have been substantially completed and the oval over sown before winter. Final sprigging is planned for October/Nov to ensure effective growth.	Infrastructure Services	Dec-19
Complete design for Bunyip Indoor Stadium.	Draft concept plan discussed with Committee of Management and Reserve user groups. COM has developed an alternative concept for the Bunyip Indoor Stadium. Council officers are working with the COM and user groups regarding comments on this alternative concept.	Active Communities	Jun-20
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 October as well as final sprigging of the ovals.	Infrastructure Services	Dec-19
Complete the construction and fit-out of the SWR Bowling Club. This project is dependent on external funding confirmation.	Council has resolved to apply for a Growing Suburbs Fund grant for this project. The 2018 Concept and cost estimate were updated and the grant application prepared. The grant application was submitted by the deadline of 30 September 2019.	Active Communities	30 Jun-20

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Our People

We want to Achieve: Variety of recreation and leisure opportunities

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

Action	Progress Comments	Business Unit	Complete by
Lang Lang Community and Recreation Precinct - Commence building the pavilion.	26/09 - Construction commenced late January 2019 with expected completion December 2019.	Buildings and Facilities	Jun-20
Commence the construction and fit-out of the extension of the Bunyip Basketball Stadium. The timing of this project is subject to external funding confirmation.	Draft concept plan discussed with Committee of Management and Reserve user groups. COM has developed an alternative concept for the Bunyip Indoor Stadium. Council officers are working with the COM and user groups regarding comments on this alternative concept design.	Active Communities	Jun-20
James Bathe Reserve (Pakenham) – commence construction of the pavilion.	26/09 - Defect period in place with final completion early October 2019.	Buildings and Facilities	Jun-20
Implement recommendations of Recreation Reserves management and maintenance review.	The Section 86 Project Officer has been appointed and commenced. The project implementation plan has been prepared and meetings held with all 16 Section 86 Committees.	Active Communities	Jun-20
Commence the construction of the Worrell Reserve Sports Pavilion.	26/09 - Construction is progressing well and will meet deadline for completion.	Buildings and Facilities	Jun-20
Commence preparation of Open Space Strategy.	A project implementation plan for the preparation of the Open Space Strategy has been prepared. Community engagement and consultation is scheduled to take place in October/November 2019.	Active Communities	Jun-20
Deep Creek Reserve (Pakenham) - commence construction of indigenous plant nursery.	Works on the nursery commenced in August 2019 and are scheduled for completion in November.	Infrastructure Services	Completed
Complete the construction and fit-out of the Emerald Netball Pavilion.	26/09 - Report ready to go to October Council meeting.	Buildings and Facilities	Jun-20
Progress the construction and fit-out of the KWR Football/Cricket Pavilion	26/09 - Awaiting feedback from club representatives to progress from Concept planning.	Buildings and Facilities	Jun-20

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Our People

We want to Achieve: Variety of recreation and leisure opportunities

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

Action	Progress Comments	Business Unit	Complete by
Progress the construction of the Cora Lynn Reserve Pavilion.	Duplicate action - Refer to action 1.5.1.6	Buildings and Facilities	Apr-21


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

Action	Progress Comments	Business Unit	Complete by
Comely Banks Reserve - undertake detailed civil design.	Detailed design works are now completed.	Infrastructure Services	Completed
Commence Construction of Comely Banks Reserve Pavilion.	26/09 - Contractor selected and preparing for start on site.	Buildings and Facilities	June-20
Comely Banks Reserve - commence construction of playing fields and associated works.	The detailed design of the sporting fields, civil works and pavilion has been approved. The tender for the construction of the pavilion has been awarded by Council. Construction of the pavilion is scheduled to commence by end October 2019.	Active Communities	Jun-20

We want to Achieve: Increased awareness of safety

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

Action	Progress Comments	Business Unit	Complete by
Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.	Incorporated in new and existing PSPs. Implemented through permit applicants.	Policy, Design and Growth Area Planning	Jun-20


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Our People

We want to Achieve: Increased awareness of safety

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

Action	Progress Comments	Business Unit	Complete by
<p>Support the implementation of family violence projects in the Shire at a local, regional and state level including the Together We Can initiative.</p> <p>Cardinia Shire Council</p>	<p>Together We Can</p> <ul style="list-style-type: none"> • Council has commenced progression of the Workplace Equality and Respect Standards. • A presentation was made to Councillors on Together We Can and the emerging themes of Gender Equality, Healthy Masculinities and Bystander Action. Encountering resistance was discussed and all Councillors were asked to attend the Here4U Bystander Action Training in either September or November 2019. 4 Councillors have registered with 2 attending the September sessions. • At the invitation of Bass MP and TWC Round Table Member, Jordan Crugnale, Minister Gabrielle Williams visited Cardinia Shire on 3 July to hear about Together We Can and its approach to addressing Family Violence and Gender Equality in the Shire. • On 7 August the 16 members of TWC Round Table met and were presented with a summary and update of the Respectful Relationships Program in Cardinia Shire schools. The Communications Strategy was reviewed and updates given on the October Leadership Summit with local initiatives including Aligned Leisure's led Community Solution – 'He Can So We Can Too'. A third Here 4 U, a Bystander Action training program, was delivered by Family Life's Heartlinks program on 3 and 10 September. A partnership with Bridgewood Primary School, Our Place, sees the Healthy Families Healthy Relationships program being delivered to families with sessions scheduled for November. • A practice paper to support Healthy Families Healthy Relationships for Together We Can, and the region, has been developed in partnership with WHISE. A small group of practitioners met on 24 September to discuss and test the findings and the potential to expand the paper as a working document for working with emerging faith/culture groups. • Late July, an Expression of Interest was prepared and submitted to Family Safety Victoria identifying 3 potential locations for The Orange Door to be located in Cardinia Shire. • 2 members of the Backbone team participated in a Community of Practice on 30 July to expand knowledge and skills on Collective Impact. • Facilitator attended a presentation by Victoria Police on the newly revised Family Violence reporting requirements for Victoria Police. The impact of the new reports is likely to identify more children exposed to family violence and improved identification of people with a disability. Reports are now assessed, using the traffic light system, at the time of making more appropriate and timely interventions. • David Sollberger, Chaplain at the Pakenham Football Netball Club, presented at the August Biggest Blokes Lunch. He spoke about life as a man and how expectations have changed over 	<p>Community Strengthening</p>	<p>Jun-20</p> <p>33</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
Cardinia Shire Council	<p>the years, self-reflection on behaviours that lead to family violence, and taking responsibility and endorsed Together We Can as the way we can all support one another.</p> <ul style="list-style-type: none"> • A comprehensive survey was conducted by MAV on Gender Equality in Local Government and included mandatory reporting on family violence initiatives included in Municipal Public Health and Wellbeing Plans. This was completed and submitted with contributions from a variety of different Business Units and Teams. • Community Solution Group 1 have completed the development of a tool kit for supporting people with low literacy or a disability to identify and gain support if experiencing violence or abuse. This will be launched at the October Summit. • Community Solutions Group 3 have distributed around 30 posters in and around Pakenham Main Street shop windows demonstrating their support for TWC and offering passive support by way of phone numbers, websites and apps. At least 2 people have seen the posters (from different locations) and made enquiries from them. • Community Solution Group 8 facilitated a Together We Can football / netball round on 24 August at the Pakenham Football Netball Club. Around 180 members were addressed by the Mayor, TWC facilitator and club officials on leadership, taking action, supporting one another and building a club culture based on respect and equality. On 14 September, the Pakenham Eels Rugby Club hosted Victoria Police in a Men of League charity day, where they aligned their event with Together We Can. • A series of short videos featuring the voices of children and gender equality has been produced and will be presented at the TWC Leadership Summit on 10 October. • Star News Group published an 8 page wrap around feature in the Pakenham Gazette and Officer-Pakenham Star News on 18 and 19 September. Articles included Q&A's from Round Table Members, summary of the upcoming summit, the impact of family violence on children (re-published), the He Can So We Can campaign, David Sollberger's Biggest Blokes Lunch address, Respectful relationships in schools, supports for people with a disability, and support services and tips on healthy and unhealthy relationships. • Support was given towards the application of funding for the Officer District Park, addressing Gender Equality. • A \$900,000 funding application has been submitted to the Department of Social Services for the Men as Role-Models funding stream. This focus is a part of the National Plan to Reduce Violence against Women and their Children. The project is a partnership between Casey, Cardinia and Family Life as the lead agency. • A second Department of Social Services funding application is drafting which aims to build 		34


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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>Gender Equality in Cardinia Shire's Early Years Services.</p> <ul style="list-style-type: none"> The Together We Can Facebook Page increased its number of likes and followers by 72 over this period, with a total of 296 likes and 303 followers. The TWC Summit event has had a reach of 1.6K since publishing. <p>White Ribbon</p> <ul style="list-style-type: none"> Together We Can are continuing the planning with the Casey Cardinia Family Violence Network to deliver the 2019 March Against Violence on 22 November 2019 The Family Violence Action Team are leading White Ribbon Re-accreditation. <p>- White Ribbon (Day) Night event was held on 4 July in partnership with Outlook and Aligned Leisure. Over \$3500 was raised and around 90 people participated.</p> <p>Preventing Violence Together Regional Strategy</p> <ul style="list-style-type: none"> Council is participating in a new working group has been established on the prevention of family violence that will contribute both to the outcomes of the Southern Melbourne Regional Integration Committee (SMRIC) and also, be a part of achieving the outcomes in the third year of the Regional Prevention Action Plan Preventing Violence Together. Under the third year of the WHISE Regional Strategy (Preventing Violence Together) there will be two new Communities of Practice which, at this stage, will undertake learning and capability building around working with diverse and multicultural communities and, healthy masculinities. 		
<p>Continue to work with key agencies and partners to maintain our designation as an International Safe Community and address safety issues within Cardinia Shire.</p>	<p>The newly established Safer Communities Partnership Committee meets monthly to identify and address safety issues with Cardinia Shire. Key areas of focus for this committee includes but is not limited to, Crime and perception of crime, Alcohol and Other Drugs, Road Safety and Crime Prevention Through Environmental Design (CPTED). The committee will continue to work towards maintaining Councils current designation as an International Safe Community.</p>	<p>Community Strengthening</p>	<p>Jun-20</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.

Action	Progress Comments	Business Unit	Complete by
Engage with communities to help them better understand their known risks through the delivery of the annual Community Emergency Resilience Forum and through alignment with Resilient Melbourne.	Council continues to engage with communities across the shire through the delivery of community education sessions that can include showcasing fire behaviour modelling. A community resilience forum will be held in 2020.	Community Strengthening	Jun-20

We want to Achieve: Minimised impact of emergencies

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

Action	Progress Comments	Business Unit	Complete by
Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their effectiveness in relation to the Shire's risk profile. Review the Municipal Emergency Management Plan and sub plans in line with their review cycle.	Following the Bunyip Complex Fires Council has undertaken a review of the Cardinia Shire Municipal Emergency Management plan and arrangements to ensure their effectiveness in relation to the Shire's risk profile. Council staff will participate in an emergency relief centre exercise in October 2019.	Community Strengthening	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Continue to implement the long term plan for burning on Council land. Conduct annual fire inspection program.	Council is currently in discussion with the Country Fire Authority to identify appropriate areas for fuel reduction through planned burns for the 19/20 season. The Fire Hazard inspection program will commence in November 2019.	Community Strengthening	Jun-20


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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.

Action	Progress Comments	Business Unit	Complete by
Support community preparedness initiatives and assist communities to develop community emergency management plans with a particular focus on high risk communities. Utilise social media and publications to promote awareness of safety measures to support residents in the areas of heat health, thunderstorm asthma, fire preparation activities etc.	Council has actively supported high risk communities and building the capacity of residents to develop emergency management plans. This is evidenced through a community resilience project for Menzies Creek and Clematis, and through the development of an Emergency Preparedness Kit shared across various groups in the shire.	Community Strengthening	Jun-20

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Our Community

We want to Achieve: Our diverse community requirements met

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

Action	Progress Comments	Business Unit	Complete by
Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database (i.e. factsheets, population projection updates and social health profile).	A range of demographic data snapshots and insights have been collated and shared including youth cultural background, family violence, housing, small area population data and healthy ageing.	Community Strengthening	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Deliver the actions in the Social and Affordable Housing Strategy.	The newly established Social and Affordable Partnership Group met for the first time in September. The purpose of the group is to provide strategic guidance and advice to progress implementation of the action plan. The Partnership Group is Chaired by Cr Leticia Wilmot and comprises of representatives from private and public housing sector, designated Council officers, Councillors and community members.	Community Strengthening	Jun-20


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

Action	Progress Comments	Business Unit	Complete by
Complete construction of the Cardinia Arts Space at CCC.	26/09 - Late changes caused a delay in completion now expected first week of October 2019. 28/06 - Construction program tracking well with expected completion August 2019. 21/03 - Project on target as per previous report. Additional Council funding has been provided to complete the project. 20/12 - Project is on target to be completed by FY end. Construction has been commenced and is on track.	Buildings and Facilities	Aug-19

Plan and implement a Shire-wide Public Art Program which includes both permanent and ephemeral public art outcomes, including the planning for a new public art commission for Port Ward.	Discussions and planning for the Port Ward art has commenced. Public art is also being installed as part of the building works at the CCC, James Bathe, Hills Hub and Deep Creek Reserve.	Active Communities	Jun-20
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Our Community

We want to Achieve: Our diverse community requirements met

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


Action	Progress Comments	Business Unit	Complete by
Curate and activate the Shire's new arts facilities including Hills Hub Artspace, CCC Artspace, CCC Dance/Rehearsal studios, and Officer Community Hub; as well as beginning to activate outdoor sites with arts initiatives such as Emerald Lake Park, Lakeside Pakenham and other suitable sites.	Planning has been undertaken for the new arts space within the new Hill Hub development. The CCC redevelopment is currently being finalised with a relaunch of the new centre including first exhibition in November 2019. The first art exhibition was held at the Officer Community Hub in September 2019 and was very successful.	Active Communities	Jun-20
Create and implement an overarching Arts Grants Program including support for professional arts residencies (working with the community); community artists, organisations and festivals; and new creative industry initiatives.	Initial discussion has commenced regarding this new program. The implementation of this new program is linked to the development of the new Cardinia Arts and Culture Strategy.	Active Communities	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	A meeting took place in September 2019 with DET, VSBA and relevant Council officers to discuss: forecasted demand, growth and futureproofing of Council community infrastructure; and ways in which to improve the alignment of planning between state and local government. Additionally, pipeline and priorities within the Child and Family Centre Build Plan were highlighted. The Build Plan, informed by current data, is being reviewed and anticipated to be presented to SLT and Council Briefing in February 2020.	Community and Family Services	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Incorporate planning strategies and controls into the planning scheme	Review commenced and reported to Council 16/09/19	Policy, Design and Growth Area Planning	Jun-20 39

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Our Community

We want to Achieve: Engaged communities

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


Action	Progress Comments	Business Unit	Complete by
Commence development of the first Community Vision for Cardinia Shire in accordance with Local Government Act.	Workshop scheduled in Oct and planning underway	Community Strengthening	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Increase Council's ability to engage through online channels by implementing a centralised online community engagement platform.	Online community engagement platform determined and implementation phase commenced.	Community Strengthening	Jun-20
Undertake a review of Connect magazine and consider the introduction of ward or township-based newsletters. Continue to utilise website and social media channels.	Please refer to 5.1.1.2 for further progress updates on this action. Future improvements and suggestions for Connect magazine are included in the development of the 5 year Communications strategy.	Communications	Nov-19
Development of new Digital Communications Strategy	Please refer to 5.1.1.2 for further progress updates on this action. The digital communications strategy is one of the subplans of the overall 5 year Communications strategy currently under development and due for completion by the end of 2019.	Communications	Nov-19
Identify opportunities to expand online and social media interactions with the community.	26/9/2019: Work is ongoing as part of the development of the 5-year Communications Strategy and the roll out of the social media strategy.	Communications	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Deliver the community leadership program in the Shire by providing targeted training for community groups/leaders with the focus of strengthening governance in Section 40 Committees.	Community Leadership program commenced for 2019/20 in partnership with Leadership Victoria.	Community Strengthening	Jun-20

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Our Community

We want to Achieve: Increased levels of community participation

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

Action	Progress Comments	Business Unit	Complete by
Finalise and implement the Cultural Diversity Action Plan.	The new Cultural Diversity Action Plan 2019-23 builds on our commitment to our culturally and linguistically diverse communities. The four-year plan focuses on inclusion, partnership building, strengthening community participation, promoting, and celebrating diversity. This new Cultural Diversity Plan is in draft and is currently open for community consultation.	Community Strengthening	Jun-20
Finalise consultation with key stakeholders for the development of the new Reconciliation Action Plan.	The first draft of the Reconciliation Action Plan has been open for community consultation since August 2019. Engagement opportunities have included 'our say' on Council's website and one on one meetings with key stakeholder groups. The consultation will continue to the end of October 2019.	Community Strengthening	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Host annual Mayoral Volunteer Reception to recognise and value the contribution of volunteers in our Shire.	Reception will be held in May 2020	Governance	May-20


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

Action	Progress Comments	Business Unit	Complete by
Review and update Community Engagement Framework and Toolkit.	Community engagement framework and toolkit updated in line with recommendations from VAGO audit and new online engagement tool.	Community Strengthening	Jun-20

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

To achieve this we will: Enhance food literacy and security within the community

Action	Progress Comments	Business Unit	Complete by
Implement the Cardinia Community Food Strategy.	The Cardinia Community Food Strategy Action Plan has a total of 67 actions that are led or supported by over 20 organisations. Currently there are 4 actions complete, 54 actions are ongoing and 9 in progress.	Community Strengthening	Jun-20
Cardinia Shire Council	New or emerging actions include the development of the United African Farm, the initiation of the Garfield Community Garden and planning celebrations for National Agriculture Day on 21 November.		41

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Our Community


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

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

Action	Progress Comments	Business Unit	Complete by
Work with partners to ensure local health and wellbeing priorities are being addressed.	The Liveability Partnership group continues to meet on a regular basis. The Partnership group consists of over 20 local community organisations that provide health and wellbeing services to the local community. This group not only deliver specific actions on the Action Agenda but also collaborate on local initiatives and identified emerging needs, which include infrastructure opportunities. The Mental Health and Wellbeing Strategic Partnership group is now in its second year. The group consisting of over 15 mental health organisations working in or outreaching to Cardinia Shire collaborate on all mental health issues and jointly provided a submission to the Royal Commission on Mental Health. The groups main purpose is to provide executive direction and to advocate to State and Federal Governments.	Community Strengthening	Jun-20

To achieve this we will: Support the provision of services by Council or others for people of all abilities.

Action	Progress Comments	Business Unit	Complete by
Implement the Disability, Access and Inclusion Action Plan.	Council in conjunction with the Cardinia Access and Inclusion Advisory Committee continue to monitor and implement the Disability, Access and Inclusion Action Plan. Recent works include overseeing access upgrade works across the shire, working with Outlook Org it deliver Emergency Preparedness Sessions and reviewing Council's Disability Training for staff.	Community Strengthening	Jun-20

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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.	On track and inspections and defect resolution generally in compliance with KPI's	Operations	Jun-20
Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans.	The tender has been let for the resealing and rehabilitation works for 2019-20, with a report to be presented to the November Council meeting	Infrastructure Services	Jun-20

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
Progressively implement the recommended actions from the adopted Shade Structures strategy.	26/09 - First year priorities are being progressed with quotes being obtained.	Buildings and Facilities	Jun-20
Commence the new Parks and Gardens Maintenance Contract.	Tender advertised and assessed. Briefings pending for SLT and council prior to decision expected at November council Meeting. start date for new contracts 1/3/20	Operations	Jun-20

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.	26/09 - Supplementary documentation being prepared. Contractor planned to be appointed December 2019. 28/06 - Funding agreement by Government now signed providing remainder monies for project development. Tender documents prepared to go to market in July 2019. 21/03 - The Club is managing this project with Design consultants now appointed and progressing with documentation. 20/12 - Design documentation is yet to commence. Form B is awaiting processing. 20/09 - The design stage is underway, but tendering and construction is unknown at this stage due to budget not being finalised and formalised. Note this action relates only to the design stage for this project.	Buildings and Facilities	Mar-20
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Our Environment


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

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

Action	Progress Comments	Business Unit	Complete by
Formally open the new Hills Hub and commence operations with stakeholders.	Hills Hub official opening planned for March 2020. Construction to be completed by end of 2019. Hills Hub Place Maker to be appointed by end of 2019.	Community Strengthening	Jun-20
Conduct a program of resurfacing of playing surfaces at recreation reserves in accordance with program.	Works on Officer Rec Reserve are well progressed and will be complete in January 2020. Koo Wee Rup school ovals, even though not included in the program, have commenced but have been held up due to inclement weather, works expected to be completed early 2020	Infrastructure Services	Jun-20
Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse community. Works will meet enhanced and over and above Disability Discrimination Act requirements where feasible.	26/09 - Annual priorities have been identified and quotes are being obtained.	Buildings and Facilities	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Review of Open Space Asset Management Plan	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 2019-2020 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
Continue to support the conservation of sites of heritage significance	Council Heritage Grants 2019 applications assessed and issued- supporting the restoration and maintenance of two community heritage assets including; Maryknoll 'Pooley Hall' and Lang Lang 'Mallow House'. Mallow House is home to the Kooweerup Historical Society and is currently closed due to works required. The grant will allow the required works to be completed so the museum can reopen to the public.	Environment and Heritage	Jun-20 44

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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 Road Asset Management Plan and Buildings Asset Management Plan.	Building AMP review will commence after condition assessment of all buildings by Campeyn has been completed and modelling reviewed. Condition assessment due to be complete by end of 2019.	Infrastructure Services	Jun-20

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 Westport Road to McDonalds Track, including Milner's Road.	Deferred - Construction will commence after funding is secured.	Infrastructure Services	Jun-20
Implement recommendations from revised Road Safety Strategy, including cyclist awareness program.	Advocacy has resulted in a commitment for improved bicycle facilities at Beaconsfield Rail Station as part of the station improvements.	Infrastructure Services	Jun-20
Lang Lang Bypass - Finalise contractual funding arrangements with sand extraction operators ready to commence operations.	Funding agreements with some operators have been established. Further funding required to enable works to proceed.	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>
Begin construction of O'Sullivan's Road, Hill Street and Peet Street (Pakenham) including associated works.	Construction works commenced ahead of time in early 2019.	Infrastructure Services	Completed
Commence a Road and Drainage Scheme in Cockatoo pending adequate land owner support.	Community Meeting was held in Cockatoo for the 18th September. Initial community feedback is suggesting good support for the scheme.	Infrastructure Services	Jun-20

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Our Environment

We want to Achieve: Transport Linkages connecting towns

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


Action	Progress Comments	Business Unit	Complete by
Proposed Implementation of Road Development Program to seal rural collector roads	Final list of roads to be included in Connect Cardinia has been presented to Council. The preparation of concept plans, review and finalisation of tender documentation is under way and it is planned that the tender will be let early November. The project is expected to be carried out over a two to three year period.	Infrastructure Services	Completed
Implementation of Road Development Program to seal rural collector roads.	Contract documents have been prepared and are expected to be advertised in November 2019 for award early 2020.	Infrastructure Services	Completed

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

Action	Progress Comments	Business Unit	Complete by
Upgrade pathways and walking tracks across the Shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy.	Initial footpath works have commenced, with 5 footpaths already been completed	Infrastructure Services	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Provide information when required to the Interface Councils' Group and South Eastern Metro Integrated Transport Group to support advocacy campaigns regarding the frequency and coverage of public transport within Cardinia Shire and the South East region.	Information has been provided relating to public transport issues to support a regional paper being prepared on this topic.	Infrastructure Services	Jun-20

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Our Environment


We want to Achieve: Enhanced natural environment

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

Action	Progress Comments	Business Unit	Complete by
Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce council and community energy use).	<p>SECCCA completed a feasibility study to investigate the viability of aggregating energy loads of member Councils to inform the suitability of a large scale renewable energy project in the south east. The study concluded that a large scale renewable energy project is a viability option. Following the completion of the feasibility study SECCCA was unable to secure load commitment from member Councils to progress to progress project.</p> <p>A case study has been developed to showcase the effectiveness of SECCCA's ecological sustainable design (ESD) matrix for council facilities, to provide improvements in the comfort and wellbeing of occupants, while also reducing environmental impacts. This case study provides analysis and comparison of Arena Child and Family Centre to a 14 year old centre of comparable size. The Cardinia case study will be used by SECCCA to promote the ESD matrix to other organisations.</p>	Environment and Heritage	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Implement the Aspirational Energy Transition Plan including, energy saving retrofits and solar power for council buildings.	<p>Cardinia Life has undergone an LED lighting upgrade the installation of a dehumidification unit in the pool hall is complete. The high efficiency LED lights will help to brighten the pool hall and reduce the energy cost while the dehumidification unit will control the moisture and temperature of the pool area.</p> <p>This year the installation of a solar system at the Council depot will be completed.</p>	Environment and Heritage	Jun-20


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Our Environment

We want to Achieve: Enhanced natural environment

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

Action	Progress Comments	Business Unit	Complete by
<p>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.</p>	<p>26/09 - Enhanced Standard Sustainable Buildings is fully drafted. Council staff consultation is complete. The Standard next progression stage is to have it presented to Council's Senior Leadership Team, prior to presentation to Council for adoption.</p> <p>28/06 - Consultation is ongoing. 70% framework drafted.</p> <p>21/03 - Consultation has taken place with the Heritage & Environment team with reference to the ESD and operation framework. 30% of the framework has been drafted and further consultation is planned.</p> <p>20/12 - The ESD Matrix is now complete and implemented for use. Currently developing the strategy together with the policy documentation.</p> <p>20/09 - The Matrix is the first document to be finalised in order to inform on the Strategy document. The Matrix has been developed in conjunction with other Councils and is being tested across various areas before the development of the Strategy is able to commence.</p>	Buildings and Facilities	Dec-19
<p>1) Continue to implement ESD strategy for all new and existing Council buildings 2) Continue to work in conjunction with Planning & Development Division and Environment unit to develop a local policy to formalise Sustainable Design Assessment in the Planning Process (SDAPP) through the undertaking of a planning scheme amendment.</p>	<p>26/09 - The Buildings and Facilities team continues to support the Environment & Heritage and Planning teams with the inclusion of sustainable design assessments in the planning process (SDAPP). The review of planning applications to date is improving environmental outcomes. A report will be presented to the Council's Senior Leadership in October 2019 regarding formalising SDAPP in Cardinia Shire.</p> <p>Sustainable Design continues to be incorporated into new Council developments providing improved environmental outcomes and reducing ongoing operating expenses.</p>	Buildings and Facilities	Jun-20


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Our Environment

We want to Achieve: Enhanced natural environment

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

Action	Progress Comments	Business Unit	Complete by
Provide waste and resource recovery education, material, and support to schools and early learning centres to improve engagement, knowledge and resource recovery capacity.	Engagement with Schools and ELC ongoing. Updated education and engagement materials in development.	Infrastructure Services	Jun-20
Undertake tender process for kerbside garbage/recycling/organics waste collection services and recycling processing, considering outcomes of food diversion review. Design and commence delivery of behaviour change program.	Contract documentation has been updated. Collections tender advertised in September. Council has been briefed on the introduction of food waste collection which has been built into the contract. Council to be briefed in November 2019. Bin inspection and community engagement program has been developed. due to start September	Infrastructure Services	Jun-20
Ensure ongoing benefit of 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).	E-waste recovery systems in place across Shire. DrumMuster and Detox Your Home programs planned for October and April. Actively involved in collaborative procurement (facilitated by State Government) for improved recycling management. Research and Development opportunities and options being investigated for source separation of recycling. Design of annual Waste and Resource Recovery guide for residents underway.	Infrastructure Services	Jun-20
Collaborate on regional project with South East councils and MWRRG to procure landfill and alternative to landfill services, focusing on maximum resource recovery for commencement post 2021.	Council has signed a memorandum of understanding to be part of the joint procurement for alternate to waste facility. Officers have been working with the Metro Group around Cardinia's involvement in the upcoming joint procurement for landfill services. Council to be briefed in October to join this joint procurement.	Infrastructure Services	Jun-20

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Our Environment

We want to Achieve: Enhanced natural environment

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

Action	Progress Comments	Business Unit	Complete by
Implement the Integrated Water Management Plan including the installation of information boards at chosen WSUD sites and water efficiency upgrades to council facilities.	Council continues to be an active member of the Westport Integrated Water Management forum. Council is working in partnership with City of Casey, Melbourne Water and the Victorian Government (Department of Environment, Land, Water and Planning) to find ways of reducing the amount of water flowing into our water ways, specifically Pakenham East in Cardinia Shire. South East Water have hosted an initial discussion to consider the value of a Melbourne Water lead project o investigate suitable locations for future aquifer recharge.	Environment and Heritage	Jun-20

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


Action	Progress Comments	Business Unit	Complete by
Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program. Advocate to South East Water for the timely delivery of the Officer Township backlog program.	Councils Environmental Health team continue to advocate to SEW, Councils DWMP will be completed 2019, this document will further assist in Councils advocacy	Development and Compliance Services	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Enhance biodiversity across the Shire via long term strategic planning and offering community participation opportunities and incentives.	1. Peri Urban Weed Partnership Project in now in its fourth consecutive year, enhancing and protecting the riparian zone around the Cardinia creek corridor. This project has an active Community Reference Group participation. 2. An ecological consultant has been engaged to develop a Biolinks corridors plan across the Shire. This will include liaison with the community and government stakeholders with workshops commencing in Spring 2019.	Environment and Heritage	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Preserve and improve natural environment by undertaking weed management and indigenous	Preparations for engagements and works complete and on ground works commenced.	Operations	Jun-20

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Our Environment

We want to Achieve: Enhanced natural environment

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

Action	Progress Comments	Business Unit	Complete by
Facilitate investment in farm practises and work with State Government to review regulatory system whilst implementing the Green Wedge Management Plan.	Advocacy continues	Policy, Design and Growth Area Planning	Jun-20

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

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


Action	Progress Comments	Business Unit	Complete by
Implementation of environmental sustainable design elements into infrastructure works and new buildings.	26/09 - The Sustainable Design process continues to be applied in new Council developments, reducing environmental impact and operating costs.	Buildings and Facilities	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental initiatives.	Two editions of Down to Earth newsletter have been published in 2019/20 financial year to date.	Environment and Heritage	Jun-20

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
Commence developing planning policies coming out of the Municipal Strategic Statement review.	Policies have commenced from the review of MSS	Policy, Design and Growth Area Planning	Jun-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: 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
Complete review of Councils Municipal Strategic Statement into the Planning scheme.	Authorisation requested.	Policy, Design and Growth Area Planning	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Ongoing review of PSP's and DCP's and complete the Pakenham East & Pakenham South PSPs. Commence Officer South PSP with the VPA.	Pakenham East PSP has been finalised and reviewed by Planning Panels Victoria. Panel decision released. Awaiting decision by the Minister for Planning . Awaiting advice from the VPA regarding the commencement of the Officer South PSP. Date amended to 30.03.2020 as per GM approval	Policy, Design and Growth Area Planning	Mar-20
Ongoing review of Precinct Structure Plans and Development Contribution Plans in conjunction with the Victorian Planning Authority.	Review will continue through life of this action.	Policy, Design and Growth Area Planning	Jun-20
Implement approved structure plans for the growth area including implementation of developer contributions in an orderly manner.	Action occurring	Policy, Design and Growth Area Planning	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Review of township strategies in line with the adopted program	Commenced review of railway towns. Draft background document has been finalised. Exhibition - May 2019	Policy, Design and Growth Area Planning	Mar-20
Review of township strategies in line with the adopted program.	Duplicate action - Refer to action 3.5.3.1	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: Ensure the planning of rural (green wedge) areas protects and enhances important agricultural, environmental, natural resource, infrastructure and recreational values.

Action	Progress Comments	Business Unit	Complete by
Implement the Westport Green Wedge Management Plan and continue to advocate for a Green Wedge Management Plan for the remainder of Cardinia Shire.	Western Green Wedge being implemented.	Policy, Design and Growth Area Planning	Jun-20

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Our Economy

We want to Achieve: Increased business diversity in Cardinia Shire

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


Action	Progress Comments	Business Unit	Complete by
Undertake review of Cardinia Road Employment precinct to encourage investment & employment opportunities and commence the Officer South PSP. Finalise the Pakenham South PSP.	Working with the VPA to understand the context of the review. Review will take place in conjunction with Officer Sth. Date amended to 30.03.2020 as per GM approval.	Policy, Design and Growth Area Planning	Mar-20
Commence the review of Cardinia Road Employment precinct to encourage investment and employment opportunities.	Commenced.	Policy, Design and Growth Area Planning	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Facilitate business networking opportunities through the Casey Cardinia Business Network and relevant stakeholders and individuals.	Each year Eco Dev Facilitate a series of networking events, These continue to be held every couple of months, The latest Breakfast event featured Samuel Johnson and the Business Awards evening is coming up in late October.	Economic Development	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Finalise planning scheme amendment to incorporate Pakenham South Precinct Structure Plan into the Cardinia Planning Scheme.	The timing of this PSP has been delayed whilst working through traffic and drainage issues. Date amended to 30.03.2020 as per GM approval.	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 VPA that works have commenced on this project. Date amended to 30.03.2020 as per GM approval.	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 for a staged development of the Officer–Pakenham employment precinct.

Action	Progress Comments	Business Unit	Complete by
Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Infrastructure Contribution Plan	Awaiting advice from VPA on the timing of this project. Date amended to 30.03.2020 as per GM approval.	Policy, Design and Growth Area Planning	Mar-20
In partnership with the Victorian Planning Authority, commence development of the Officer South Precinct Structure Plan.	Commenced	Policy, Design and Growth Area Planning	Jun-20
Work with the Victorian Planning Authority to complete the Pakenham South Employment Precinct Structure Plan and Infrastructure Contribution Plan.	Project commenced public exhibition to occur in 2020	Policy, Design and Growth Area Planning	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
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	Completed
Facilitate development of key sites in the core commercial areas in Officer and Pakenham.	Advocacy continues	Policy, Design and Growth Area Planning	Jun-20
Work with the Victorian Planning Authority to complete the Pakenham East Precinct Structure Plan	Awaiting approval from Minister for Planning	Policy, Design and Growth Area Planning	Jun-20
Complete the review of the Pakenham South Structure Plan and Infrastructure Contribution Plan	Duplicate action - Refer to action 4.1.3.5	Policy, Design and Growth Area Planning	Jun-20 55

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Our Economy

We want to Achieve: Increased business diversity in Cardinia Shire

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

Action	Progress Comments	Business Unit	Complete by
Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy, whilst working with the South Eastern Metropolitan Partnership to attract jobs and investment to the region.	Actions from the strategy are yielding a great increase in local jobs. Investment confirmed from International company into Pakenham as well as 3 new subdivisions in South East Business Park and the final subdivision stage in Greenhills estate. The Sette Industrial estate is also seeing good growth in smaller factories and warehouses.	Economic Development	Jun-20
Advocate to State Government regarding the development of a suitable site within Cardinia Shire for an airport.	Continuing to advocate for the state government to identify a suitable site in Cardinia for an International Airport for the South East of Melbourne. The state has identified this need as a medium term action in the Infrastructure Victoria report (2016) to be started by 2021.	Economic Development	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Ensure that tender documentation and consideration includes weighting for local products and services.	Tender documentation and consideration continues to include weighting for local products and services.	Finance	Jun-20


We want to Achieve: Maintained strong agricultural activities

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

Action	Progress Comments	Business Unit	Complete by
Implement the actions of the Green Wedge Management Plan.	Duplicate action - Refer to action 3.5.4.16	Policy, Design and Growth Area Planning	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension.	Continuing to work with the City of Casey and other neighbouring councils to highlight the need for better infrastructure. The Federal Government has invited the South East Councils to participate in City Deal negotiations to ensure that a long term approach to much needed infrastructure is delivered regardless of political persuasions.	Economic Development	Jun-20 56

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Our Economy

We want to Achieve: Maintained strong agricultural activities

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

Action	Progress Comments	Business Unit	Complete by
Advocate to the relevant authority for the development of the priority roads identified to support primary production.	List of potential projects has been identified. Advocacy piece is being prepared.	Infrastructure Services	Jun-20

We want to Achieve: Diverse and resilient business community

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


Action	Progress Comments	Business Unit	Complete by
Continue to work with local businesses within the shire to improve viability.	Continuing to work with local businesses, looking to expand Economic Development Business unit capacity in this space with another part time staff member to be employed	Economic Development	Jun-20

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.	Continuing to offer a broad range of services to businesses through the Casey Cardinia Partnership to local businesses, including a local Jobs portal, free online training seminars via LinkedIn leaning in partnership with Casey Cardinia Libraries, fortnightly business newsletter, try a trade day to encourage skills development in youth and provide small business mentoring via the small business mentoring service.	Economic Development	Jun-20

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.	Continuing to liaise with Invest Assist and other departments to bring investment into the Region. Also working with Development Victoria to facilitate investment into the Officer Town Centre with pre-application meetings and introductions to planners.	Economic Development	Jun-20

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Our Economy

We want to Achieve: Diverse and resilient business community

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.	Through the Casey Cardinia Region we have been able to provide seminars and group training opportunities as well as the Try A Trade Day which attracts over 3000 students from across the region. Also are now providing free access to LinkedIn Learning platform through a partnership with Casey Cardinia Libraries, with in some months attracting over 1200 unique courses being undertaken.	Economic Development	Jun-20

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

To achieve this we will: Lead by example as a health promoting workplace.


Action	Progress Comments	Business Unit	Complete by
Deliver a range of health and wellbeing initiatives across the organisation.	The People and Culture team has delivered a range of partnership wellbeing projects across the business. 'Managing for Team Wellbeing' workshops through the Black Dog Institute to upskill leaders to support mental health in our workplace. Added two online modules around mental health in the workplace that is accessible at any time through iLearn. Introduced lunchtime meditation for 12 months and now have a monthly mindfulness workshop.	People and Culture	Jun-20

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 support a tourism board to guide future development of the sector.	With the Independent Tourism Board now established, resources have been allocated within Eco Dev budget to assist the industry to lead itself as well as support EDRA in activities in the ranges ward to provide outcome for that community. Advertising for a staff member to assist these activities to be completed starts shortly.	Economic Development	Jun-20

To achieve this we will: Encourage the procurement and consumption of local food.

Action	Progress Comments	Business Unit	Complete by
Tender documentation and consideration includes weighting for local products and services.	Tender documentation and consideration continue to include weighting for local products and services. Local suppliers benefit from a 5% positive weighting that is applied after all other tender specific Criteria has been independently assessed and agreed at a Panel meeting.	Finance	Jun-20

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Our Governance

We want to Achieve: An engaged community

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

Action	Progress Comments	Business Unit	Complete by
Commence a review of the Communications Strategy and work with Community Strengthening to develop an Engagement Policy	Please refer to 5.1.1.2 for further progress updates on this action as engagement forms part of the overall Communications Strategy.	Communications	Nov-19
Implementation of new 5-year communications strategy	September 2019. The original development of the strategy was delayed due to shifting organisational priorities - in particular the bushfire event. Since then, a great deal of work has been done by all team members to progress the development of the strategy. SLT received a briefing on the progress of the strategy in September 2019 and confirmed that all elements have been covered and those functions that are out of scope for the strategy have been agreed. It is expected that the full strategy will be completed in late November to early December. Briefings will be held with Council towards the end of the year.	Communications	Nov-19
Implement key outcomes and actions of the Communications Strategy.	26/9/2019: finalising strategy for presentation late 2019 as per 5.1.1.2. It is expected that the rollout of implementation will begin in the 20/21 financial year dependent on financial allocation through budget development processes.	Communications	Jun-20


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

Action	Progress Comments	Business Unit	Complete by
Council will continue to increase its use of online platforms to educate, inform and engage the community. This includes the use of the Shire's website and social media channels to promote community engagement activities, initiatives and outcomes.	New online engagement platform determined and implementation phase commenced. Council continue to utilise a range of digital platforms to promote opportunities for community to provide input into Council decision making, policy, strategy and project development.	Community Strengthening	Jun-20

We want to Achieve: Open governance

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

Action	Progress Comments	Business Unit	Complete by
Cardinia Shire Council Monitor compliance with statutory reporting requirements.	Legislative compliance schedule in place and being monitored	Governance	59 Jun-20

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Our Governance

We want to Achieve: Open governance

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

Action	Progress Comments	Business Unit	Complete by
Maintain and update the register of information to be available to the public.	Register being monitored and updated as required	Governance	Jun-20

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.	Code of Conduct compliance regularly monitored	Governance	Jun-20


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.	The 2020/21 Budget process, incorporating SRP 2021/22 - 2023/24 and the next 10yr LTFP, will commence in November 2019.	Finance	Jun-20

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.	Finance continues to monitor new contracts development and develop procurement guidelines to ensure consideration of a full life cycle cost and not purely driven on any one factor. Tender Assessment Criteria and Weighting are always set prior to opening received Tenders to ensure the evaluations are based upon multi-dimensional factors, including critical attributes such as fit for purpose, quality and innovation.	Finance	Jun-20

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Our Governance

We want to Achieve: Long-term financial sustainability

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


Action	Progress Comments	Business Unit	Complete by
Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council.	The 2020/21 Budget process commencing in November 2019 will include transparent asset management and financial management practices.	Finance	Jun-20

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.	The current Debt Management policy included in the 2019/20 Budget will be reviewed in the next budget process, commencing in November 2019.	Finance	Jun-20

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, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions.	September 2019: The Performance and Improvement team continues to build on their skills in facilitation and process improvement. Quality Circles will soon be rolled-out organisation wide, and the Performance and Improvement team will lead this new approach to improvement.	Customer and Service Improvement	Jun-20

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Our Governance

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

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

Action	Progress Comments	Business Unit	Complete by
Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets, lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community.	Priority projects were provided for both State and Federal government elections. Council will develop an Advocacy Strategy in 2019.	Office of the Executive Manager - Office of the CEO	Jun-20

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.	Council officers attend Interface group meeting and participate in advocacy projects.	Office of the General Manager - Liveable Communities	Jun-20