

## **15 QUARTERLY PERFORMANCE REPORT**

FILE REFERENCE INT2010628

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### **RECOMMENDATION**

The Quarterly Performance Report for Quarter 2 2019-20 be received and noted.

### **Attachments**

1 Quarter 2 Performance Report 64 Pages

### **EXECUTIVE SUMMARY**

Council has committed to undertake work on 160 Council Plan actions during the 2019-20 financial year. A high number of actions that are currently in progress are on-track to be completed by their due date.

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

### **BACKGROUND**

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

#### **Council Plan Performance**

There are 160 Council Plan actions to implement during the 2019-20 financial year. 21 Council Plan actions are completed and 130 actions are on-track. There are 9 actions that are currently not on-track for delivery by their due dates. *Attachment 1* reports detailed Council Plan Action progress.

Please refer to *Table 1* for Council Plan action performance statistics and *Table 2* for a summary of off-track Council Plan actions.

***Table 1. Table 1. Council Plan Actions - Performance statistics***

	Completed	On Track	Off Track	Total
1. Our People	5	48	4	57
2. Our Community	6	13	2	21
3. Our Environment	3	37	3	43
4. Our Economy	3	22		25
5. Our Governance	4	10		14
<b>Total</b>	<b>21</b>	<b>130</b>	<b>9</b>	<b>160</b>

**Table 2. Council Plan Actions - Off Track**

	Action	Executive Comment
1.	1.1.1.13 CP - Progress the construction and fit-out of the Integrated Children's Centre at Timbertop.	<p>This project continues to be delayed due to the developer not transferring land to Council. The estimated new end date for this action is December 2021.</p> <p>20/12 - Continuing to work towards resolving the land transfer issue. Design documentation is progressing to ensure that once the land transfer is achieved, project is able to be progressed with the target to open the centre in January 2021.</p> <p>25/10/2019 - There is a planned VCAT hearing March 2020 re: land transfer from developer.</p> <p>26/09 - Construction pending land acquisition.</p>
2.	1.5.1.6 CP - Construct redevelopment of Cora Lyn Reserve Pavilion	<p>Awaiting Ministerial approval for reduced project scope and loan amount. Delays have been caused by change of scope and loan amount by Council, then providing requested information to State Government, back and forth.</p> <p>We keep sending follow up emails to the State Government but cannot do anything else until we get the Ministerial decision. The estimated new end date is March 2022. This new date includes consideration for the Councillor election period.</p> <p>20/12 - No further progress on this project at this stage. 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.</p> <p>26/09 - Awaiting confirmation from club representatives on the Concept plan.</p>
3.	1.5.1.11 CP - Progress the construction and fit-out of the	The next stage of design is currently being completed and presentation to stakeholders organised for

	KWR Football/Cricket Pavilion.	<p>3/2/20. There will then be a period for formal stakeholder comment before progressing to detailed design and contract documentation stage.</p> <p>Delays have been caused by a complete change of scope for this project, from a retrofit of an existing building to construction of a completely new building. The project needs to follow the design and engagement process, then tendering process. The estimated new end date will remain as June 2021.</p> <p>20/12 - Project is progressing well with relevant sign-offs achieved and now continuing to prepare design documentation.</p>
4.	1.5.1.12 CP - Progress the construction of the Cora Lynn Reserve Pavilion.	Duplicate action - Refer to action 1.5.1.6

	<u>Action</u>	<u>Executive Comment</u>
5.	3.1.2.1 CP - Progressively implement the recommended actions from the adopted Shade Structures strategy.	<p>Contractors have now been appointed. Shade sails being installed Feb/March 2020. There is no delay to the completion date for this action.</p> <p>20/12 - First year priorities implemented as of December 2019, with required maintenance plan for same now being quoted.</p> <p>26/09 - First year priorities are being progressed with quotes being obtained.</p>
6.	3.1.3.1 CP - Upgrade of the Gembrook Reserve Sports Pavilion.	<p>Site establishment is commencing. On site works are expected to commence in the next 4 weeks.</p> <p>The delays with this project were caused by issues with the documentation supplied by the consultant appointed by the user groups. This project is now in construction period. The estimated new end date is March 2021.</p> <p>20/12 - Contractor to start site works has been engaged and will begin works on site early 2020.</p>
7.	3.2.1.5 CP - Lang Lang Bypass - Finalise contractual funding arrangements with sand extraction operators ready to commence operations.	Funding arrangements with surrounding quarries have been ongoing for a number of years and are driving the delivery of the road. Negotiations with quarries continues to occur. A report is being prepared for SLT to consider options to progress this project.

8.	2.1.3.4 CP - 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.	Further direction regarding the implementation of this program was sought and was provided by the General Manager on 17 January. It is proposed to develop a grants program to support arts within the Shire. The delays with the implementation of this program were caused by high workload of staff connection with CCC redevelopment and relaunch. There is no delay to the completion date for this action.  20/12 - Initial discussion has commenced regarding this new program.
9.	2.2.1.2 CP - Commence development of the first Community Vision for Cardinia Shire in accordance with Local Government Act	Council Plan engagement process is currently scoping the feasibility. The delivery of a Community Vision is dependent on the passing through Parliament of the new Local Government Bill and Act. Council will await the Bill being enacted for further advice.

### **Growth Summary**

Residential land development in the Shire had varied results this quarter. There were 476 residential subdivision lot applications this quarter, 96% higher than the previous quarter. Despite the rise in lot applications this quarter, annual figures are 26% lower compared to the same time last year. There were 252 residential lots issued a statement of compliance this quarter. Results are 12% lower than the previous quarter and 52% lower than the same time last year.

The growth in both the Officer Precinct and the Cardinia Road Precinct to date is lower than DCP projections. The total number of titled lots, in the Cardinia Road Precinct, by December 2019 (8,550) is below the total number of lots that were projected to be titled by 2020 (9,212). Similarly, the total number of titled lots, in the Officer Precinct, by December 2019 (3,308) is now well below the total number of lots that were projected to be titled by 2020 (8,373).

Residential building completions are trending downwards, with 333 residential building completions processed this quarter. While results are 29% lower than last quarter, annual figures are 13% lower than the same time in the 2017-18 financial year.

The family growth rate in the Shire remained at six families per calendar day for the quarter. The annual figure also remains stable at six families per calendar day. There were 304 births in the Shire this quarter, 29% lower than last quarter and 17% lower than last year. Enrolments to Maternal and Child Health are 32% lower than last quarter and 18% lower than last year.

### **POLICY IMPLICATIONS**

Nil.

### **RELEVANCE TO COUNCIL PLAN**

A major component of the Quarterly Performance Report details progress in achieving the actions adopted to deliver the Council Plan. The Quarterly Performance Report is part of Council's efforts to embrace and demonstrate effective governance and transparency.



**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**

Council has adhered to its legislative requirement to produce a Quarterly Performance Report.



Cardinia Shire Council

# Quarterly Performance Report

Quarter 2 October - December 2019-20

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## CEO's Report

I'm pleased to report that Cardinia Shire Council continued to deliver results across all five key areas of our Council Plan in the second quarter of 2019-20.

### Major projects

A number of key projects across the shire were completed this quarter, and others progressed well.

Our premier environment education and recreation destination at Deep Creek Reserve in Pakenham was completed and officially opened to our community. This 48 hectare site features an all-abilities play space, the Cardinia Community and Education Centre, which also houses the Pakenham Golf Club and Cardinia Environment Coalition, new holes at the golf course, landscaping and planting.

The redeveloped Cardinia Cultural Centre was also completed and the community gathered to celebrate its official launch in November. The centre has been transformed into a hub for digital artists, musicians, dancers and the arts of the new millennium with the addition of a new contemporary art gallery, artists' studio, workshop, new entrance and foyer space, new amenities and car parking.

Work on the new community and sports hub at James Bathe Recreation Reserve in Pakenham was also completed and officially launched in November. Work started on the regional sporting hub at Comely Banks Recreation Reserve in Officer, and a number of other projects continued to move ahead, including the Hills Hub development at Emerald, as well as construction of new pavilions at Bunyip Recreation Reserve, Lang Lang Recreation Reserve and Worrell Reserve. Work on the redevelopment of the Gembrook Leisure Park also neared completion.

### Roads

Roads continue to be one of our major strategic priorities. With a sealed road network of more than 700 kilometres, the growth of our sealed road network is due to both subdivision development and Council's sealing of unsealed roads.

In addition to the sealed road network, Council maintains a large unsealed road network of more than 870 kilometres. With an annual maintenance budget of more than \$4 million, maintenance includes grading and re-sheeting in line with our Road Management Plan.

Our annual footpath program is also well underway, with a number of paths now completed.

### Our environment

We continued to implement our Aspirational Energy Transition Plan this quarter, with the installation of a 40kW solar energy system at Hollins Children's Centre in Pakenham. The system comprises 128 solar electricity panels and is expected to reduce energy costs as well as greenhouse gas emissions by 53 tonnes of CO<sub>2</sub>e per year.

The development of our Biolink Plan continues to move ahead. Three targeted community and stakeholder workshops were held in November and December and the results of these workshops will inform the development of the draft Biolink Plan.

**Connecting our community**

We continue our work in relation to the collective impact initiative Together We Can. The Together We Can Community Leadership Summit was held in October, with representative from across the community participating, including businesses, sport and recreation groups, members of our culturally and linguistically-diverse community, government, community services, volunteers, committees and groups. The March Against Violence was held in November, and it was wonderful to see approximately 300 people participating in this event.

We have also progressed our work on a number of key strategies. Our new Cultural Diversity Action Plan 2019-23 was endorsed by Council in December and 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. Community consultation for our new draft Reconciliation Action Plan 2020-21 was extended until December, with feedback being incorporated into the draft plan which has been forwarded to Reconciliation Australia for input.

During this quarter, we also launched our new online engagement platform 'Creating Cardinia'. This is a new way for community members to submit feedback and ideas to Council and replaces our 'have your say' page on our website.

**Recognising local businesses**

This quarter we continued to facilitate networking opportunities for local businesses through the Casey Cardinia Business Network. The 2019 Casey Cardinia Business Awards were held in October, with a number of Cardinia Shire businesses recognised. The awards are a partnership between Cardinia Shire Council and the City of Casey and celebrate the outstanding achievements of local businesses in the region.

**Advocating for our community**

Council continues to advocate strongly for the needs of our shire and is working closely with all levels of government to plan, deliver and maintain our infrastructure.

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

Further details regarding Council's progress for the second quarter of 2019-20 can be found in the following report.

**Carol Jeffs**

Chief Executive Officer  
Cardinia Shire Council

## **Government interaction**

### **Government Advocacy**

Council relies heavily on rate revenue to fund the provision of infrastructure and services. Due to the Victorian Government's rate cap Council is limited in the amount of revenue it is able to achieve through rates and is required to have a strong focus on seeking grant support and advocating to other levels of government 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 23 grant applications have been lodged for a total of \$4.7M.

### **Legislative Program**

The Local Government Bill 2019 was introduced to Parliament in November and will be further debated in the Legislative Council once Parliament resumes in 2020.

The replacement of the 1989 Act is long overdue, the new Act will be more enabling piece of legislation and will remove much of the prescription contained in the 1989 Act which is 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.

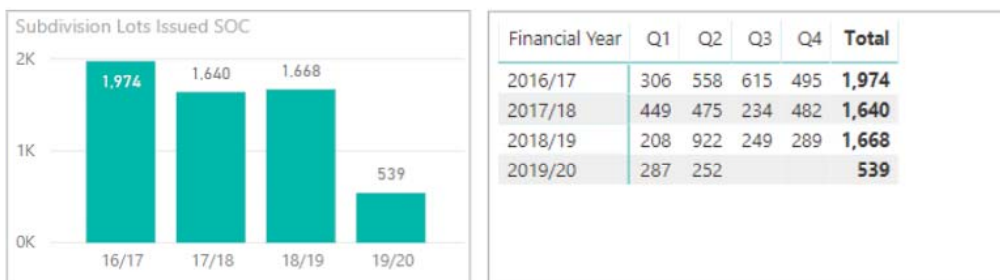
Figure 1 illustrates that there were 476 lots in application for the certification of plans of subdivision this quarter. Results are 96% higher than the previous quarter and 26% lower than the same time last year.

**Figure 1. Residential lots – applications**



Figure 2 illustrates that there were 252 lots for which a statement of compliance was issued this quarter, allowing for the sale and development of individual lots. Results are 12% lower than the previous quarter and 52% lower than the same time last year.

**Figure 2. Residential lots – statement of compliance**





**Planning applications**

Figure 3 highlights the level of development activity in relation to applications for planning permits. There were 200 planning applications this quarter, 3% higher than the previous quarter. The year to date figure is 12% 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 427 building permits issued this quarter. That is a decrease of 6% from the previous quarter and 29% lower than the same time last year.

**Figure 4. Total building permits issued**



Figure 5 illustrates that there were 333 residential building completions this quarter. That is a decrease of 29% from the previous quarter and 13% lower than the same time last year.

**Figure 5. Residential building completions**



Figure 6 illustrates that there were 116 non-residential building completions this quarter. That is a decrease of 1% from the previous quarter and 14% lower than the same time last year.

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



### Residential land development indicators

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

The data in Figure 7 is based on the quarter on quarter information beginning from the July quarter 2014-15.

**Figure 7. Residential land development indicators**



The average number of **lots lodged for subdivision** (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 355 but this is expected to increase as the Officer Precinct development progresses.

The average number of **lots issued statement of compliance** (black) and released onto the market has been steadily increasing since the first quarter of 2014-15. Numbers have increased to an average of 408 lots released this quarter, following a pattern of decline from the second quarter of 2018-19.

The average number of **building completions** (red) is 324. 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 2,121 certificates issued this quarter, 1% lower than the previous quarter. Year to date results are 3% 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 552 new bins requested this quarter, 4% lower than last quarter. The year to date total is 6% lower 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 720 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 1.88km of sealed roads constructed this quarter, 21% lower than the previous quarter. The year to date total is 71% 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 75.1 km in length, with an estimated average growth rate of 44 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 3.01km of footpaths constructed this quarter, 16% lower than the previous quarter. The year to date total is 78% 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.

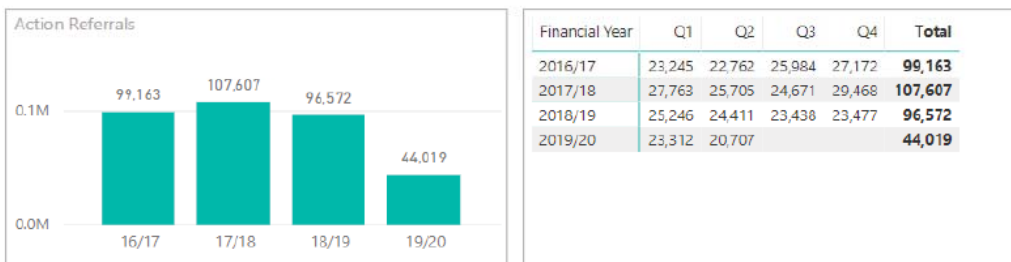
Figure 12 illustrates that an average of 93% of Action Referrals were acknowledged within 10 days this quarter, 1% higher than the previous quarter. Performance reports are distributed to all managers on a fortnightly basis and this is contributing to a higher level of consistency in relation to actioning 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 20,707 action referrals this quarter, 11% 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.

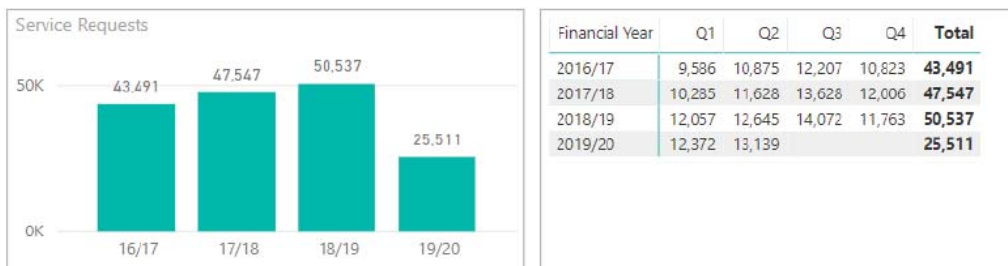
Figure 14 indicates that 86% of service requests were finalised in time for the quarter, slightly below the 90% target.

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



Figure 15 illustrates that there were 13,139 service requests this quarter, 6% 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.

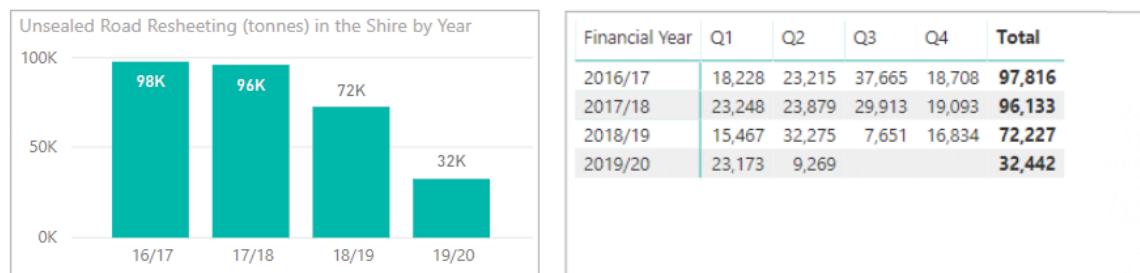
Figure 16 illustrates that there was 735km of unsealed road grading this quarter, 6% lower than last quarter and 2% lower than the same time last year. While the length of road graded is lower than the same period last year, this doesn't reflect the significant intensity of effort associated with the road refurbishments undertaken. That is, the complete rebuilding of roads using existing materials along with a move toward heavier grading rather than lighter maintenance grading. This change in method takes additional production time per km but is yielding more superior results. The re-occurrence of defects has been significantly reduced in some situations.

**Figure 16. Unsealed road grading (kilometres)**



Figure 17 illustrates that there was 9,269 tonnes of unsealed road resheeting this quarter, 60% lower than last quarter and 32% lower than the same time last year. This is principally due to the implementation of an innovative road refurbishment program. The reduction in tonnage has been off-set by a process that recovers more materials that are able to be re-used in the roads maintenance program. This results in a more sustainable program. A feature of the revised model of service delivery is that it results in improvements in road side drainage efficiency. The approach is premised on recycling material that has been displaced rather than consuming new materials

**Figure 17. Unsealed road resheeting (tonnes)**



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

Figure 18 illustrates that there was 25,485 linear metres of surface drain clearing this quarter, 44% lower than last quarter and 24% lower than the same time last year. The drop in clearance results this quarter is due to the rotary drainer tool not being utilised. When this tool is used it 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 304 birth notices this quarter, 29% lower than the previous quarter. The year to date figure is 17% lower 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 335 enrolments this quarter, 32% lower than last quarter. The year to date figure is 18% lower than last year.

**Figure 20. Maternal and Child Health new enrolments**



### Engagement with Young People

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. Figures 21 to 25 illustrate 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 graphs reflect the total number of contacts, rather than each individual contact with a young person.

Figure 21 illustrates that there were 1,132 contacts with young people accessing MyPlace, 10% lower than last quarter and 13% lower than last year.

**Figure 21. MyPlace interactions**



Figure 22 illustrates that there were 674 contacts with young people accessing after school programs, 11% lower than last quarter and 29% higher than last year. Events this quarter included, Carols by Candle light and the PRIDE Formal.

**Figure 22. After school programs interactions**

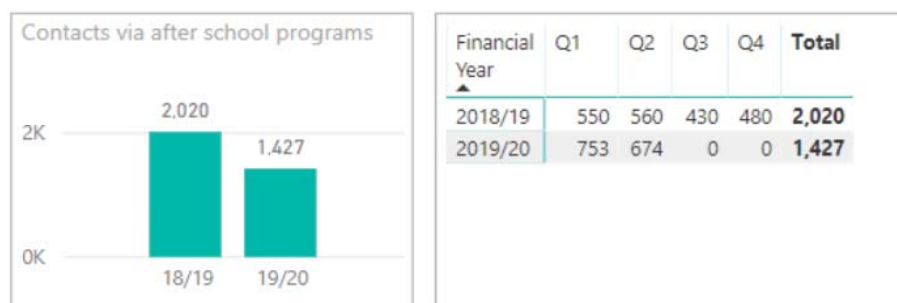


Figure 23 illustrates there were 1,383 contacts with young people accessing in school programs/workshops, 84% higher than last quarter and 19% higher than last year. There were a number of workshops delivered to large groups of students during this reporting period resulting in an increase in contacts this quarter.

**Figure 23. In School programs/workshop interactions**

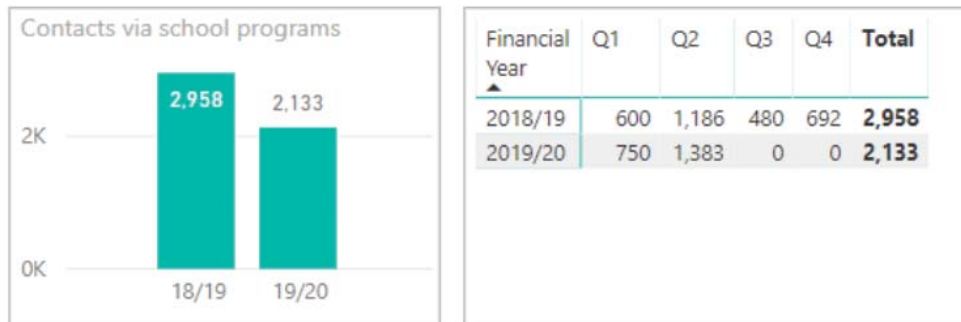


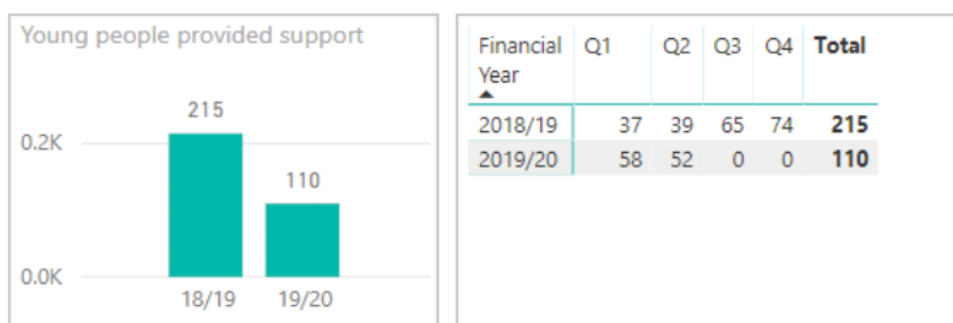
Figure 24 illustrates that there were 56 contacts with young people accessing the teenage school holiday program/Portsea Camp, 78% lower than last quarter and 29% lower than last year. There were only 2 activities held in October as part of these school holidays.

**Figure 24. Teenage school holiday program/Portsea Camp interactions**



Figure 25 illustrates that there were 52 young people provided with more the one episode of support from a dedicated Youth Support Officer, 10% lower than last quarter and 45% higher than last year.

**Figure 25. Youth support program**





## Waste Management

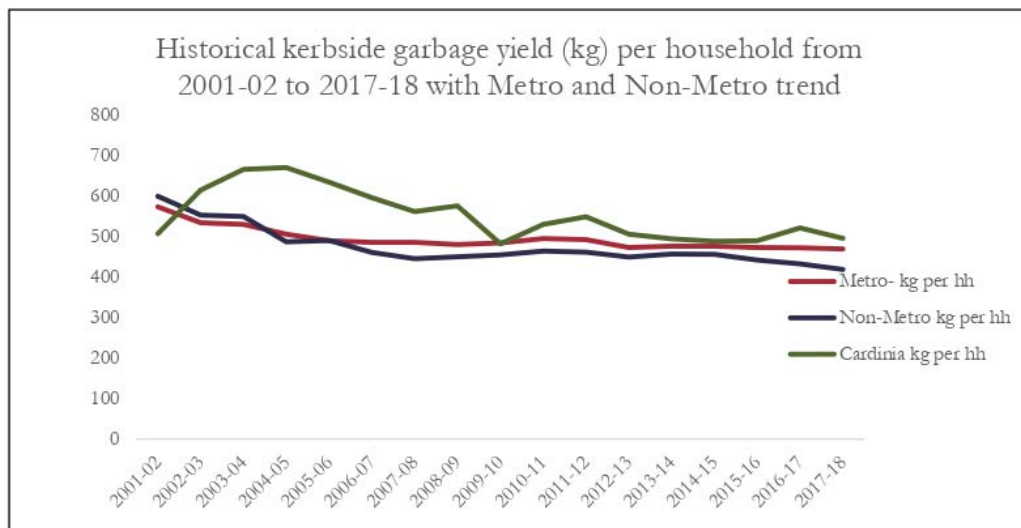
Indicators in this section relate to our behaviour with waste disposal and resource recovery. That is, how much waste we send to landfill and how much is recycled or composted. These figures are monitored on a monthly basis.

### 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 26 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.

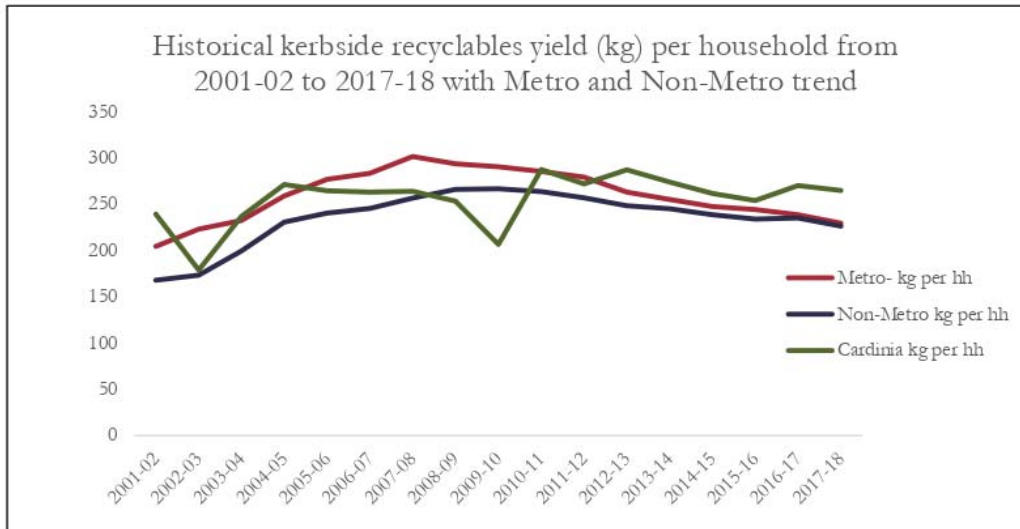
**Figure 26. Cardinia Shire garbage generated compared with other metro and non-metro Victorian councils**



\* Annual Local Government survey - Sustainability Victoria

Figure 27 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.

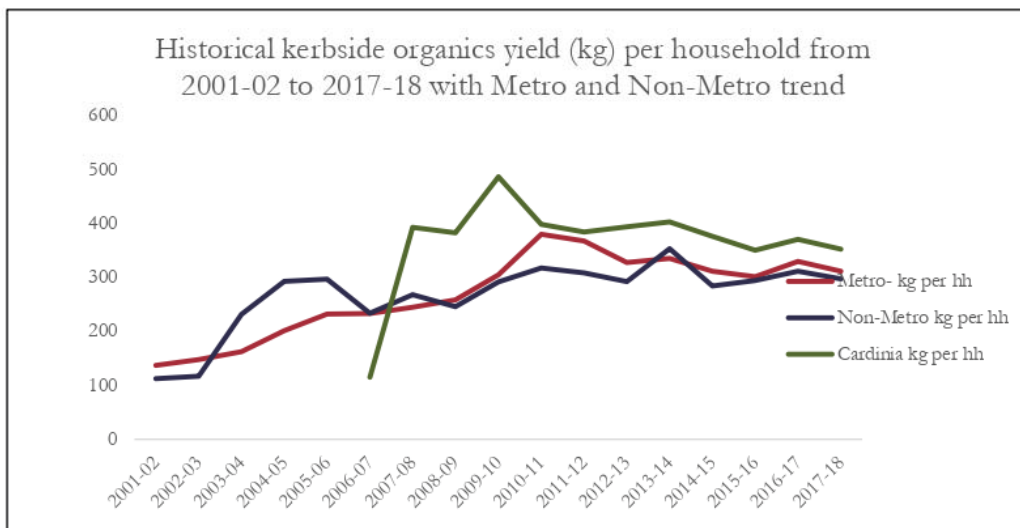
**Figure 27. Cardinia Shire recyclables generated compared with other metro and non-metro Victorian councils.**



\* Annual Local Government survey - Sustainability Victoria

Figure 28 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 28. Cardinia Shire organic material generated and recovered compared with other metro and non-metro Victorian councils.**



\* Annual Local Government survey - Sustainability Victoria



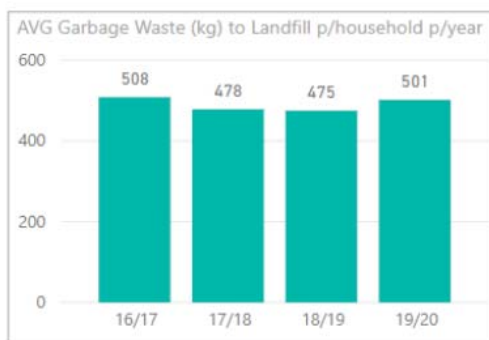
## Garbage to landfill

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 29 illustrates that the average volume of garbage to landfill per household is 501kg to date this financial year. This is a 5% 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 29. 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 30 illustrates that there were 6,156 tonnes of garbage waste to landfill collection this quarter, 2% lower than last quarter. The year to date figure is 34% higher than last year.

**Figure 30. Garbage waste to landfill – tonnes collected**

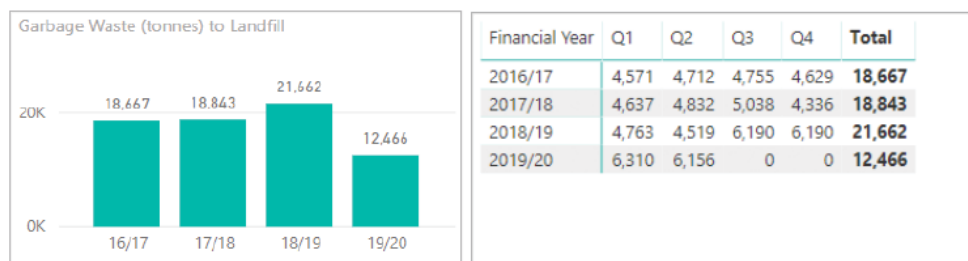


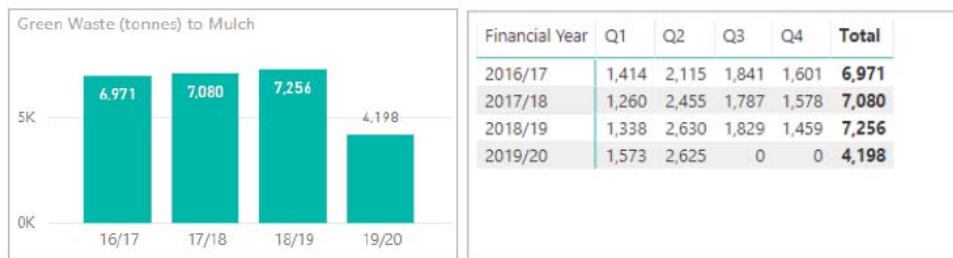
Figure 31 illustrates that there were 2,003 tonnes of recycle waste collection this quarter, 57% higher than last quarter. The year to date figure is 37% lower than last year.

**Figure 31. Recycle waste – tonnes collected**



Figure 32 illustrates that there were 2,625 tonnes of green waste collection this quarter, 67% higher than last quarter. The year to date figure is 6% higher than last year. Green waste collection is seasonal and is based on weather and garden growth rates.

**Figure 32. Green waste to mulching – tonnes collected**



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### Our People

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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	Dec-19
Start the design and in part the construction of the Integrated Children's Centre at Timbertop.	20/12 - Continuing to work towards resolving the land transfer issue. Design documentation is progressing to ensure that once land transfer is achieved, project is able to be progressed with the target to open the Centre in January 2021. 20/09 - This project is in partnership with the VSBA and is awaiting on Government's approval to proceed. In the meantime design documentation is underway.	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. The Committee has now met three times and have established 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 has provided data and identified service gaps that will inform decision making for the group. An internal workshop was facilitated with Council officers across a number of business units to confirm service gaps and identify a process to attract identified services to the Shire.	Community Strengthening	Jun-20
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. Dec 2019 Update: Proposal currently awaiting approval to employ a Dad's worker in January 2020 to support engagement of Dad's in the MCH service. As a result consultation with Dad's is on hold until the appointment of this position	Community and Family	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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building. The Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.	20/12 - The planning and implementation of this annual renewal program is on target for completion by the end of this financial year.	Buildings and Facilities	Jun-20
Start the design stage of the Integrated Children's Centre at Brunt Road.	20/12 - No change or further progress on this matter is required currently, until the appropriate year of this project's delivery which is in 24/25FY.  25/10/2019 - The Brunt Road Integrated Children's Centre is a future facility, which is planned in consultation with the VSBA and is jointly delivered, depending on the pipeline Capital Works program. This project is scheduled to be delivered by January 2024 and preliminary discussions with the VSBA are taking place as part of the overall pipeline program. Family & Children's Services are our clients and waiting on further instruction.	Buildings and Facilities	Jun-20
Progress the construction and fit-out of the Integrated Children's Centre at Timbertop.	20/12 - Continuing to work towards resolving the land transfer issue. Design documentation is progressing to ensure that once the land transfer is achieved, project is able to be progressed with the target to open the centre in January 2021.  25/10/2019 - There is a planned VCAT hearing March 2020 re: land transfer from developer.  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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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	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 progress of 2019-2020 strategic actions is scheduled for January 2020.	Community and Family	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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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.	The new Ageing Well Strategy 2019-2025 is currently being collated to reflect community consultations, data analysis, including internal and external stakeholder feedback. A draft strategic document including an action plan is on track to provide an opportunity for public consultation in early 2020.	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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Review the advocacy efforts for a range of education, training and development opportunities and report on gaps.	<p>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.</p> <p>Uniting (organisation) will commence delivering a three day a week education program for young people at The Point commencing January 2020. Youth Services advocating for ICT infrastructure to support the delivery of education, training and development opportunities for young people from The Point.</p> <p>Two cool for school program operates from My Place one day per week. Service to continue throughout 2020.</p>	Community and Family	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:** Advocate for an increase in locally based health and wellbeing services to support young people.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Measure and report on effectiveness of current integrated service provision for young people in the Shire.	<p>The Youth Support Snap Shot, comparing data across the 2018-2019 period, shows the effectiveness of the current 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.</p> <p>Evaluations collected throughout 2019 from young people have demonstrated that program and service outcomes are being achieved.</p> <p>Identified service gap for young people - Lack of drug and alcohol services for young people in Cardinia. YSAS currently outreach 1 day per week to Cardinia from corrections office. At capacity with referrals from youth justice. Meeting scheduled between Team Leader Youth Services and Manager at YSAS to encourage additional outreach and develop partnership to strengthen advocacy efforts in this area.</p> <p>The Point has provided opportunity to increase mental health services to young people in Cardinia (EACH- Headspace and Monash Health - Early in Life Mental Health). Headspace have recently announced funding for a Headspace Satellite in Pakenham which will increase the number of mental health clinicians in the Shire. To be operational by June 2020. GP to be made available at My Place. The learnings from the existing co-located youth facility will inform the development of the future model for My Place (new build) including the design, layout, fit out, governance arrangements and service delivery model which will be based on co-location and collaboration.</p>	Community and Family	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.	Currently in design stage, with designs being evaluated and to be awarded in the New Year and works programmed to start in April.	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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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 EOLs 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. Youth Services to partner with YSAS to strengthen advocacy for increase drug and alcohol services in Cardinia for young people (currently outreach 1 day per week). The Point program space has provided a base for a range of programs and activities to take place for young people including church on weekends, an education/learning program to commence early 2020 and recreational programs and events.	Community and Family	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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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. Ongoing discussion occurring regarding school funding	Office of the General	Jun-20
<b>To achieve this we will:</b> Advocate to residents	Advocate to Australian and Victorian governments for post-compulsory and vocational training that meets the needs of local employers and residents		
<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Work with education providers to enhance opportunities for further education for residents of all ages.	Annual funding allocations provided to the Cardinia shire Neighbourhood House cluster, Cardinia U3A and Emerald U3A. Range of funding provided to Senior Citizens groups. Council will continue to support the important work these organisations undertake in creating learning opportunities for all.	Office of the General	Jun-20

Cardinia Shire Council

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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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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. Funding is also provided through the Volunteer Subsidised Training Program.	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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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	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 Liveability Plan Annual Review was completed and will be available to the community. 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. Some key highlights aligned to the health priorities in the Plan include the launch and implementation of the Cardinia Community Food Strategy, as well as the Services for Success prospectus which has attracted 20 new services or service providers to the shire. The Liveability Plan Annual Review Report has been submitted to DHHS and received a positive response. Both internal and external stakeholders have been engaged and the 2019-20 Action Agenda has been drafted.	Community Strengthening	Jun-20

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## Our People

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Implement the Liveability Plan 'Action Agenda' by November 2019 and complete an annual progress report.	<p>The Liveability Plan Annual Review process took place between June – August 2019. The Draft Annual Review Report was presented to SLT who have endorsed the report which was presented at Councillor Briefing on 28 October.</p> <p>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.</p> <p>Data collected during the Annual Review process will now determine the actions in the 2019-20 Action Agenda. Engagement with both internal and external stakeholders has taken place to consider any new or ongoing developments of actions. The 2019-20 Liveability Plan Action Agenda has been drafted and will remain a live document.</p>	Community Strengthening	Jun-20

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning.	Findings from the 2019 Community Liveability Survey continue to be analysed and distributed to assist Council departments with planning. Findings will be presented to Council in February and available on Councils website in March 2020.	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.

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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 and sealing of the existing car park has been completed and works have reached Practical Completion.	Infrastructure Services	Completed
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.	Providing ongoing support to the Cannibal Creek Biodiversity Project. Works will focus on pest plant and animal control including deer, fox and rabbit control, weed control on private land and Mt Cannibal Flora and Fauna reserve. Delivered the annual bushland volunteers end of year function in late November. The event was held at Deep Creek and attended by over 80 community members.	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 has been completed and is now under establishment. Council officers are working with the reserve users groups to finalise the design of the social space and implementation of the project.	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 awarded.	Infrastructure Services	Jun-20
Work with user groups to design and construct Gembrook Reserve Pavilion	Works have been put to tender and tender assessment completed. Tender awarded at the December Council meeting.	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, building and golf course works are complete. An opening occurred in October 2019.	Infrastructure Services	Completed

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### Our People

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Present options to Council for the potential redevelopment and expansion of Cardinia Life. If approved, proceed with detailed design.	Project on hold until late 2020.	Active Communities	Dec-20
Construction Bunyip Soccer Stadium	20/12 - This project is progressing on target and is expected to be completed in early part of 2020.	Buildings and Facilities	Mar-20
Construct redevelopment of Cora Lyn Reserve Pavilion	20/12 - No further progress on this project at this stage. 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. 26/09 - Awaiting confirmation from club representatives on the Concept plan.	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. Sprigging was completed on the 6th December.	Infrastructure Services	Completed
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 and Council officers have provided advice regarding the alternative concept.	Active Communities	Jun-20
James Bathe Recreation Reserve - Finalise civil works of ovals and car parks	Construction is substantially complete with the turf currently establishing	Infrastructure Services	Dec-19
Complete the construction and fit-out of the KWR Bowls Club. This project is dependent on external funding confirmation.	Council has applied for a Growing Suburbs Fund grant for this project.	Active Communities	Jun-20
Lang Lang Community and Recreation Precinct - Commence building the pavilion.	20/12 - This project will now be delivered in the first quarter of 2020. All parties have been kept informed on required change. 26/09 - Construction commenced late January 2019 with expected completion December 2019.	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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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 have provided advice regarding the alternative concept.	Active Communities	Jun-20
James Bathe Reserve (Pakenham) – commence construction of the pavilion.	20/12 - Project has been successfully completed.	Buildings and Facilities	Completed
Implement recommendations of Recreation Reserves management and maintenance review.	This project is being implemented in accordance with the implementation plan developed. Meetings with all 16 Section 86 Committees have been held. More detailed information is being collected and analysed. An update on this project is being provided to Councillors in February 2020.	Active Communities	Jun-20
Commence the construction of the Worrell Reserve Sports Pavilion.	20/12 - Project is progressing well and will be completed by due date.	Buildings and Facilities	Jun-20
Commence preparation of Open Space Strategy.	A very extensive and successful community engagement and consultation process for the preparation of the open space strategy took place during 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 Feb 2020	Infrastructure Services	Completed
Complete the construction and fit-out of the Emerald Netball Pavilion.	20/12 - Project approved by Council and is now being made ready by the successful contractor to begin construction works on site.	Buildings and Facilities	Dec-20
Progress the construction and fit-out of the KWR Football/Cricket Pavilion	20/12 - Project is progressing well with relevant sign-offs achieved and now continuing to prepare design documentation.	Buildings and Facilities	Jun-20
Progress the construction of the Cora Lynn Reserve Pavilion.	Duplicate action - Refer to action 1.5.1.6	Buildings and Facilities	Apr-21

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### Our People

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Comely Banks Reserve - undertake detailed civil design.	Detailed design works are now completed.	Infrastructure Services	Completed
Commence Construction of Comely Banks Reserve Pavilion.	20/12 - Project is progressing on target, with contractor commencing site works as expected. 26/09 - Contractor selected and preparing for start on site.	Buildings and Facilities	Jun-20
Comely Banks Reserve - commence construction of playing fields and associated works.	Construction of the pavilion has commenced.	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.

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
<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>Together We Can (TWC)</p> <ul style="list-style-type: none"> <li>Facilitator attended Prevention in Practice training to gain further knowledge of Our Watch's Change the Story Framework, Intersectionality and Backlash and Resistance. This was 3 day training facilitated by the Domestic Violence Resource Centre.</li> <li>The fourth Here4U training, facilitated by Family Life, was delivered to 6 staff and 1 community member on 12 and 19 November. A total of 2 (TWC Round Table Representatives) of the 9 councillors attended the training.</li> <li>A partnership with Bridgewood Primary School, Our Place, saw the Healthy Families Healthy Relationships program delivered to families in November. Week-1 had 13 participants, week-2 had 17 participants, and week-3 had 9 participants.</li> <li>The 2019 Leadership Summit was held on 10 October 2019. The event commenced at 9.30am and concluded at 2.30pm and was held in the Lakeside and Gallery Rooms at the Cultural Centre.</li> <li>94 attended the event with cross representation from the community including businesses, sport and recreation, faith and culturally and linguistically diverse, government and community services, groups, volunteers and committees. Community Solutions were initiated, including 'Gender Equality Week', a Maternal Child Health Father's Group, Social Media Campaigns, and Bystander Action.</li> <li>The main theme focused on Healthy Masculinities with supporting presentation targeting intersectionality through local solutions supporting people with a disability and from diverse cultural and faith contexts. The video on Voices of Children and gender equality was completed and presented at the TWC Leadership Summit and received applause.</li> <li>A \$355,000 funding application has been submitted to the Department of Social Services for the Community Partnerships 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 Kindergarten Cluster Managers, Dept. Education and Training, Community and Family Services (Council) and Together We Can and aims to build Gender Equality in Cardinia Shire's Early Years Services.</li> <li>The Cardinia Casey Family Violence Network met on 14 October. Key note address focused on Intersectionality with the LGBTIQ+ community</li> <li>Work continues Women's Health in the South East (WHISE) and Sikh Australia Support for Family Violence (SASFV) on the Train the Trainer package for the Healthy Families Healthy Relationships program. Draft Session Plans and trainer notes have been produced and were tested at the sessions with Bridgewood PS.</li> <li>A progress report was submitted to State Government following WHISE and SASFV review,</li> </ul>	<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:** Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
	<p>and as per our contractual agreement with State Government.</p> <ul style="list-style-type: none"> <li>• 31st October was the final day for the Municipal Association of Victoria (MAV) Stakeholder Sessions, an obligation under the State Government's Free From Violence LG Grant. The focus was on the Final Action Plans and Evaluation which is now being conducted by Australian National Research Organisation for Women's Safety (ANROWS).</li> <li>• The October TWC Round Table Meeting was cancelled due to its closeness to the October Summit. On 4 December, attending members discussed the Community Solutions devised at the summit, including the opportunity to apply for a Vic Health Healthy Masculinities Grant.</li> <li>• Facilitated the 16 Days of Activism Campaign with Social Media posts (Reach of 4766). And printed 2000 Respect Women – Call it out bookmarks that were distributed to all Casey Cardinia Libraries. MAV funded council \$1500 to facilitate the campaign.</li> <li>• The Cardinia Casey Family Violence Network's March Against Violence occurred on 22 November in fine weather and attracted around 300 people. It was led by the Cleanaway TWC branded truck and followed by a Vic Police vehicle. Following the walk, around 12 activities were provided for families along with a free BBQ by Rotary. TWC and Council supported the event through the provision of funds and coordination of the Traffic Management, Public Liability, Venue hire and the BBQ. Youth Services provided the True Grit Program concurrently to around 15 male students from Beacon Hills Secondary College which focused on Healthy Masculinities via the Sport and Life Training (SALT) program. The students also attended the march as a part of their program.</li> <li>• Facilitator attended 'Coffee with a cop' event in Bunyip on 19 November. Around 20 people attended including the Junior President of the Football Club who expressed an interest in pursuing Gender Equality in their club.</li> <li>• Facilitator presented at the Division 3 Victoria Police Forum for women on 12 November. Around 120 Female Victoria Police Officers attended with the theme being 'Empowering Women'.</li> <li>• Star News Group published articles pre and post the TWC Summit, pre and post the March Against Violence and campaign ads for the 'He Can So We Can Too' campaign.</li> <li>• Facilitator attended and supported with set-up of Main Street Project Launch.</li> <li>• Facilitator attended and participated in internal Community Services (Service Attraction) Summit.</li> <li>• Facilitator attended and participated in the Casey Cardinia Housing Summit.</li> <li>• Facilitator attended an Outer Eastern Region Dept. Education and Training Respectful Relationships, Critical Friends information session. This is to extend support to Emerald and</li> </ul>		35

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**Our People**

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
	<p>Cockatoo Primary Schools who are partner RR Schools. Discussions occurring for this model for the Southern Metro Region also.</p> <ul style="list-style-type: none"> <li>The Together We Can Facebook Page increased its number of likes and followers with a total of 319 likes and 334 followers. Two posts regarding the March Against Violence had a reach of 3500 combined (1500 and 2000). The TWC Summit event has had a reach of 1.6K since publishing.</li> </ul> <p>White Ribbon</p> <ul style="list-style-type: none"> <li>White Ribbon announced they were liquidating, resulting in a pause towards re-accreditation.</li> <li>The new Disclosures Policy, a disclosures flowchart, a Support Plan and Safety Checklist has been forwarded to an HR Consultant for review. HR Manager and Project Officer have had discussions with the consultant on including a Gender Lens on all HR / OD Policy reviews.</li> <li>Council held an internal event for International Day for the Elimination of Violence Against Women on 25 November. Around 50 people participated. The event also marked Day 1 of the 16 Days of Activism. Intranet posts were made in the site feed most days of the campaign. The event also publically announced council's commitment to advancing the implementation of Our Watch's Workplace Equality and Respect Standards.</li> <li>TWC Facilitator attended the MAV Preventing Violence Against Women Network, which had a sport and recreation Gender Equality focus.</li> </ul> <p>Preventing Violence Together Regional Strategy</p> <ul style="list-style-type: none"> <li>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. A meeting was held on 29 November where a discussion was held on Gender Equality in the Early Years and how council's could influence policy in this area.</li> <li>Participated in a Regional Discussion regarding the Vic Health Healthy Masculinities funding opportunity (applicants due Feb 2020) with The Jesuit Society.</li> </ul>		



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### Our People

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Continue to work with key agencies and partners to maintain our designation as an International Safe Community and address safety issues within Cardinia Shire.	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 designation as an International Safe Community.	Community Strengthening	Jun-20

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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. Councils Emergency Management Team deliver 10 Emergency Preparedness Sessions from September to November, to the townships of Pakenham, Officer, Emerald, Gembrook, Koo Wee Rup and Bunyip.	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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their 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 participated in an emergency relief centre exercise in October 2019 and significant training was delivered during an internal Emergency Management Action Month also within October 2019.	Community Strengthening	Jun-20

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### Our People

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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 commenced in November 2019 with approximately 1400 properties inspected.	Community Strengthening	Jun-20
<b>To achieve this we will:</b> Protect against the impacts of emergencies through effective preparation and community planning and education.			
<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Support community 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 Clematit, 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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database ( i.e. factsheets, population projection updates and social health profile).	A range of demographic data snapshots and insights have been collated and shared including youth support, small area population profiles, safety, domestic violence, and poverty. Data has also been prepared for Open Air Burning survey, Cockatoo weed management, Municipal Heat Health Plan, Open Space and PB Ronald Reserve.	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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Deliver the actions in the Social and Affordable Housing Strategy.	The newly established Social and Affordable Partnership Group have met twice this year.. 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. The Group are currently considering the Action Plan and prioritising projects for 2020.	Community Strengthening	Jun-20

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Complete construction of the Cardinia Arts Space at CCC.	20/12 - Project successfully completed.	Buildings and Facilities	Completed
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 is progressing. Engagement has been undertaken with local community groups in Lang Lang regarding this project. Public art has been 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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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.	The CCC redeveloped has been completed and the centre was relaunched in November 2019. The first exhibitions in the new foyer and gallery are now underway. The provision of the new arts space within the new Hill Hub development is also being progressed.	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 discussions have commenced regarding this new program.	Active Communities	Jun-20

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	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	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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Incorporate planning strategies and controls into the planning scheme from studies.	Servicing strategy EOI placed out for comment	Policy, Design and Growth	Jun-20

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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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Commence development of the first Community Vision for Cardinia Shire in accordance with Local Government Act.	Council Plan engagement process is currently scoping the feasibility. The delivery of a Community Vision is dependent on the passing through Parliament of the new Local Government Bill and Act. Council will await the Bill being enacted for further advice.	Community Strengthening	Jun-20

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Increase Council's ability to engage through online channels by implementing a centralised online community engagement platform.	Online community engagement platform is now launched and implemented.	Community Strengthening	Completed
Undertake a review of Connect magazine and consider the introduction of ward or township-based newsletters. Continue to utilise website and social media channels.	November 2019: Communications Strategy to be presented to Council at a briefing in early 2020, including options for the future of Connect Magazine for discussion/decision by Councillors. The ongoing utilisation of website and social media channels continues, with the planned expansion into Instagram from January 2020.	Communications	Completed
Development of new Digital Communications Strategy	November 2019: Communications Strategy (including Digital Plan) complete and presented to SLT in December 2019. To be presented at a Council briefing in early 2020.	Communications	Completed
Identify opportunities to expand online and social media interactions with the community.	November 2019: Opportunities are identified within the Communications Strategy (Social Media Plan) presented to SLT in December 2019. Actions include expanding into Instagram from early 2020, as well as media releases to Twitter, alongside increased presence, branding and media types on Facebook.	Communications	Completed

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Deliver the community leadership program in the Shire by providing targeted training for community groups/leaders with the focus of strengthening governance in Section 86 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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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 has undergone extensive community consultation and was endorsed by Council on Wednesday the 11th of December. The plan will now go out for printing with a launch planned for the first quarter of 2020.	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. Consultation was extended to December 2019 to allow for the traditional owners to have a voice in the plan. Feedback to date has been incorporated into a draft plan. This plan has been forwarded to Reconciliation Australia for feedback and input.	Community Strengthening	Jun-20

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Host annual Mayoral Volunteer Reception to recognise and value the contribution of volunteers in our Shire.	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.

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

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**Our Community**

**We want to Achieve:** Improved health and wellbeing of our residents  
**To achieve this we will:** Enhance food literacy and security within the community

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Implement the Cardinia Community Food Strategy.	<p>The Cardinia Community Food Strategy provides a collectively developed vision and action plan for the work of Food Circles over the next eight years. It consists of 67 actions that are led or supported by over twenty organisations.</p> <p>Reviewing the Cardinia Food Network and Movement working groups and their current activities, relative to the Community Food Strategy objectives and key actions.</p> <p>Gap analysis of what above activities are on track and on time, and supporting or further understanding what is not, and why. Also, identifying any new and emerging key actions required.</p> <p>Informal gap and needs analysis of CFN working groups and members, to understand their capabilities and training needs, in order to assist with current and future task completion and therefore sub-project community resilience.</p> <p>Site visits to meet and greet CFM leaders and members, to geographically and socially understand how the Food Strategy is informing food systems decisions, and being implemented on the ground - to further understand our role and the community's needs.</p>	Community Strengthening	Jun-20

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### Our Community

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Work with partners to ensure local health and wellbeing priorities are being addressed.	<p>The Liveability Partnership Steering 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 group's main purpose is to provide executive direction and to advocate to State and Federal Governments.</p> <p>A key recommendation from this year's Liveability Plan Annual Review to establish an internal liveability working group has been discussed and is planned for commencement in February 2020. Consisting of Team Leaders or Managers and Chaired by the General Manager of Liveable Communities, this group will meet quarterly and explore ways to keep up the profile in improving health and wellbeing outcomes for the community.</p>	Community Strengthening	Jun-20
<b>To achieve this we will:</b> Support the provision of services by Council or others for people of all abilities.			
<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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 2017-2021. Deliverable actions within this plan are at 73 % completion reflecting organisational wide commitment. An annual report was provided to both CEO, seniors leaders and councillors providing them with a 12 months snapshot of the achievements and opportunities into the future.	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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Inspections and maintenance of the road network in accordance with the Road Management Plan.	On target over the 1st quarter of this financial year. Dec 2019: All inspections completed and unsealed roads are currently in the best overarching condition in last 3 years.	Operations	Jun-20
Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans.	Preparation works are now substantially complete and works have commenced on some of the selected roads.	Infrastructure Services	Jun-20

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Progressively implement the recommended actions from the adopted Shade Structures strategy.	20/12 - First year priorities implemented as of December 2019, with required maintenance plan for same now being quoted. 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.	Dec 2019: Recommendation to appoint Citywide and Landlinks approved by Council in November. Landlinks has commenced. Citywide role over to new contract 1st March. Preparations largely complete for this to occur.	Operations	Jun-20

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Upgrade of the Gembrook Reserve Sports Pavilion.	20/12 - Contractor to start site works has been engaged and will begin works on site early 2020.	Buildings and Facilities	Mar-20
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. Place maker has commenced and met with all user groups and re-established meetings. The group is currently finalising the governance model / room utilisation and branding.	Community and Family	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:** Provide accessible facilities to meet identified community needs.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Conduct a program of resurfacing of playing surfaces at recreation reserves in accordance with program.	Works on Officer Rec Reserve are complete with sprigging having occurred and the grass is in establishment mode now.  Worrell Recreation Reserve works are complete	Infrastructure Services	Completed
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.	Koo Wee Rup school ovals, even though not included in the program, have commenced and works expected to be completed early 2020  20/12 - Annual priorities are progressing as expected and will be completed by end of financial year.	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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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 throughout the Shire.	Dedicated heritage webpages have been created on Council's website. Information available includes: a summary of the key periods in Cardinia Shire history, links to the Casey Cardinia Libraries local history section with access to historic rate and minute books, newspapers and family history. A link to the Victorian Heritage Database includes all properties in Cardinia Shire that are subject to heritage overlay, with their citations from the heritage studies. There are also links to local historical societies and museums and Council's annual heritage grant program.	Environment and Heritage	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:** Manage Council's assets like roads, drainage, footpaths and buildings, etc. in a way that ensures they are adequately maintained over their life.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Review of Road Asset Management Plan and Buildings Asset Management Plan.	Building AMP review will commence after condition assessment of all buildings by Camppeyn has been completed and modelling reviewed. Condition assessment are continuing and progressing.	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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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.	Compliance representatives undertake advocacy with MAV and Councils to review the current School Crossing Supervisor program. Recently discussions were had with Casey Council and Yarra Ranges to undertake a joint review.	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.	Infrastructure Services	Jun-20

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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 & works reached practical completion prior to Christmas 2019.	Infrastructure Services	Completed
Commence a Road and Drainage Scheme in Cockatoo pending adequate land owner support.	A scheme in Cockatoo will form part of the sealing the Dandenong Ranges and Surrounds as funded by the Federal Government. A priority list of roads is currently being finalised before official engagement with residents commences.	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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Proposed Implementation of Road Development Program to seal rural collector roads	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. Designs are currently being prepared on some roads. 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.	Consultants have been engaged to undertake the required detailed design works for the majority of the identified roads and are well underway. Expression of interest for construction of these roads will be advertised in January.	Infrastructure Services	Completed

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Upgrade pathways and walking tracks across the Shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy.	Council's annual footpath program is well underway with a number of paths now 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.

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce council and community energy use).	SECCCA is progressing a new project focussing on Council asset vulnerability. This project will analyse asset vulnerability to climate change and increased frequency of weather anomalies.  In partnership with SECCCA, a Climate Emergency workshop was held at council's civic centre in November 2019. This workshop was targeted at local government officers providing information on the climate emergency declaration as well as sharing experiences and learning from others.  The New Homes Energy Advisory consultation service was offered to council staff, providing advice at the new home design stage to improve energy efficiency.	Environment and Heritage	Jun-20

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Implement the Aspirational Energy Transition Plan including, energy saving retrofits and solar power for council buildings.	A 40KW solar energy system has been installed at Hollins Children Centre, comprising of 128 solar electricity panels. The system will save approximately \$8,000 in energy costs per annum. This provides a payback period on investment of approximately 6 years. The system will also reduce greenhouse gas emissions by 53 tonnes of CO2e per annum, the same annual emissions as 13 average cars.	Environment and Heritage	Jun-20
1) Finalise the development of a formal ESD strategy for all new and existing Council buildings and commence implementation. 2) Continue to work in conjunction with Planning & Development Division and Environment unit on Sustainable Design Assessment in the Planning Process (SDAPP), to assist them to review planning applications against required sustainability standards to be achieved, including reductions of carbon emissions.	20/12 - On target with presentation to SLT complete and now progressing to present to Council in February 2020.  26/09 - Enhanced Standard Sustainable Buildings is fully drafted. Council staff consultation is complete.	Buildings and Facilities	Dec-19



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## Our Environment

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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.	20/12 - No further change and note that ESD is continuously implemented in new and existing Council buildings and assets as part of annual programs.  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 was presented to the Council's Senior Leadership in October 2019 regarding formalising SDAPP in Cardinia Shire. Sustainable Design continues to be incorporated into new Council developments providing improved environmental outcomes and reducing ongoing operating expenses.	Buildings and Facilities	Jun-20
<b>To achieve this we will:</b> Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.			
<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Provide 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 for new and emerging waste programs 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.	Contracts to be completed. Food waste collection which has been built into the contract. Service to Start 1 Oct 2020. Bin inspection and community engagement program started September 2019. Further pre-service Education programs to begin early 2020.	Infrastructure Services	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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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 completed in October next planned for 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. Annual Waste and Resource Recovery guide for residents complete, to be sent out January 2020. Community Rebate program started to encourage composting, reusable nappies etc. to reduce waste to landfill.	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 endorsed at October Meeting to participate in this joint procurement.	Infrastructure Services	Jun-20
<b>To achieve this we will:</b> Manage water in an integrated way, including the reduction of potable water consumption by Council and households.			
<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Implement the Integrated Water Management Plan including the installation of information boards at chosen WSUD sites and water efficiency upgrades to council facilities.	Council continues to be an active member of the Westernport 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 waterways, specifically Pakenham East in Cardinia Shire. A funding submission has been lodged, seeking financial support for the construction of a board walk and signage at the Deep Creek demonstration wetlands.	Environment and Heritage	Jun-20

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### Our Environment

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program. Advocate to South East Water for the timely delivery of the Officer Township backlog program.	Councils Environmental Health team continue to advocate to SEW, Councils DWMP will be completed early 2020, this document will further assist in Councils advocacy	Development and	Jun-20

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Enhance biodiversity across the Shire via long term strategic planning and offering community participation opportunities and incentives.	The development of the Biolink Plan continues. Three targeted community and stakeholder workshops were held in November and December 2019. The results of these workshops will inform the development of a draft Biolink Plan.	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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Preserve and improve natural environment by undertaking weed management and indigenous plantings.	Planning and engagement of contractors as well as commencement of on ground works is well underway.	Operations	Jun-20

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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	Jun-20

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### Our Environment

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Implementation of environmental sustainable design elements into infrastructure works and new buildings.	20/12 - Environmental sustainable design is being continuously implemented as part of annual programs. 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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental initiatives.	The October and December editions have been published, with articles and information covering Council's activities in the areas of biodiversity, climate change, water, heritage and waste.	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).

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Commence developing planning policies coming out of the Municipal Strategic Statement review.		Policy, Design and Growth	Jun-20

**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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Complete review of Councils Municipal Strategic Statement into the Planning scheme.	On public exhibition currently	Policy, Design and Growth	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:** 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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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	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	Jun-20
Implement approved structure plans for the growth area including implementation of developer contributions in an orderly manner.	Implementation in progress	Policy, Design and Growth	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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Review of township strategies in line with the adopted program	Commenced review of railway towns. Draft background document has been finalised. Exhibition - May 2019 Date amended to 30.03.2020 as per GM approval.	Policy, Design and Growth	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	Mar-20

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Implement the Westernport Green Wedge Management Plan and continue to advocate for a Green Wedge Management Plan for the remainder of Cardinia Shire.	Western Green Wedge Implemented.	Policy, Design and Growth	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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Undertake review of Cardinia Road Employment precinct to encourage investment & employment opportunities and commence the Officer South PSP. Finalise the Pakenham South PSP.	Working with the 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	Mar-20
Commence the review of Cardinia Road Employment precinct to encourage investment and employment opportunities.	Commenced.	Policy, Design and Growth	Jun-20

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Facilitate business networking opportunities through 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 was held successfully in October.	Economic Development	Jun-20

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Finalise planning scheme amendment to incorporate Pakenham South Precinct Structure Plan into the Cardinia Planning Scheme.	The timing of this 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	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	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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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	Mar-20
In partnership with the Victorian Planning Authority, commence development of the Officer South Precinct Structure Plan.		Policy, Design and Growth	Jun-20
Work with the Victorian Planning Authority to complete the Pakenham South Employment Precinct Structure Plan and Infrastructure Contribution Plan.		Policy, Design and Growth	Jun-20

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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	Completed
Facilitate development of key sites in the core commercial areas in Officer and Pakenham.	Advocacy continues	Policy, Design and Growth	Jun-20
Work with the Victorian Planning Authority to complete the Pakenham East Precinct Structure Plan		Policy, Design and Growth	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	Jun-20

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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.

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

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

**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.

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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.	Economic Development	Jun-20

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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.

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

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

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

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Deliver a range of health and wellbeing initiatives across the organisation.	27.12.19 the 2020 health and wellbeing calendar will be published by HR Services by no later than 31.01.2020. This will include a myriad of activities including wellbeing, healthy eating and cultural appreciation activities.	People and Culture	Jun-20

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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. Staff member to assist in this endeavour starts early on this in the new year	Economic Development	Jun-20

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

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

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## Our Governance

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Commence a review of the Communications Strategy and work with Community Strengthening to develop an Engagement Policy	November 2019: Communications Strategy complete and presented to SLT in December 2019. Engagement Policy delivered by Community Strengthening team in mid-2019.	Communications	Completed
Implementation of new 5-year communications strategy	November 2019: Once endorsed by Council, the Communications Strategy has a 5-year roll out plan which is subject to budget considerations.	Communications	Completed
Implement key outcomes and actions of the Communications Strategy.	December 2019: Once endorsed by Council, the Communications Strategy has a 5-year roll out plan which is subject to budget considerations.	Communications	Jun-20

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Council will continue to increase its use of online platforms to educate, inform and engage the community. This includes the use of the Shire's website and social media channels to promote community engagement activities, initiatives and outcomes.	Council 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. New online engagement platform completed. Ongoing training of staff will be provided as required.	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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Monitor compliance with statutory reporting requirements.	Legislative compliance schedule in place and being monitored	Governance	Jun-20
Maintain and update the register of information to be available to the public.	Register being monitored and updated as required	Governance	Jun-20

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## Our Governance

**We want to Achieve:** Open governance

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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 draft 2020/21 Budget and LTFP is on track for Council adoption on 15th June 2020, with the first Councillor workshop complete and SLT workshop to be completed in January 2020.	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.

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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 currently underway incorporates transparent asset and financial management practices including capital works programs based on asset management plans, annual budget analysis, SRP and LTFP.	Finance	Jun-20

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## Our Governance

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Adopt Debt Management Policy.	The current Debt Management Strategy included in the 2019/20 budget is under review as part of the 2020/21 budget process.	Finance	Jun-20

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Develop and maintain 'internal consulting' ability, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions.	December 2019: The Performance and Improvement team continues to build on their skills in facilitation and process improvement. Quality Circles will be rolled-out organisation wide during Q3, and the Performance and Improvement team will lead this new approach to improvement. Senior Analysts will lead the facilitation of each team, while the Manager will monitor and assist.	Customer and Service	Jun-20

**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.

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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.	Completed prior to State and Federal elections.	Office of the Executive	Completed



	<h2>Performance Report</h2>	<p>Quarter 2 Oct - Dec</p>
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### Our Governance

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

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

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
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	Jun-20