

4 UPDATED COUNCIL PLAN AND COUNCIL PLAN ACTIONS

FILE REFERENCE INT2026896

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RECOMMENDATION

That Council:

1. Adopt the following changes to the Council Plan as draft and released for public comment:
 - Updates to the Council Plan in the areas of demographic data, key activities of Council, services provided by Council and strategies, policies, and plans that support the Council Plan and;
 - Updates to the Council Plan Actions that identify key initiatives to implement the Council Plan, and;
 - Updates to the Strategic Resource Plan (SRP) to align with Budget papers.
2. Hear any persons that wish to speak in support of their submission made, in accordance with Section 223 of the Local Government Act 1989, at a Meeting to be held in the Council Chamber on 25th May 2020.

Attachments

- | | |
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| 1 Updated Council Plan (Including Revised Strategic Resource Plan) | 20 Pages |
| 2 Updated Council Plan Actions | 9 Pages |

EXECUTIVE SUMMARY

Since September 2019, Council Staff and Councillors have been working together to review the Council Plan and associated Council Plan Actions. As a result, a number of minor revisions have been proposed. It is recommended the updated Council Plan (including the revised Strategic Resource Plan) and Council Plan Actions documents be adopted as draft and released for public comment.

BACKGROUND

Under the provisions of Section 125 of the Local Government Act, Council is required to consider whether any adjustments to the Council Plan are needed on an annual basis, as part of the annual planning/budgetary cycle. Since September 2019, Council Staff and Councillors have been working together to review the existing Council Plan and Council Plan Actions, in conjunction with Council's annual review of activities, finances and future direction. This review resulted in a number of minor updates which are reflected in the updated Council Plan and Council Plan Actions documents. The Strategic Resource Plan has also been revised, in order to plan the resources required to achieve the Council's strategic objectives detailed in the Council Plan. A copy of the revised Strategic Resource Plan is included in the updated Council Plan document, and mirrors the information contained in the proposed Budget document.

The attached Council Plan and Council Plan Actions were developed prior to the COVID-19 pandemic, and are therefore not reflective of any potential restrictions imposed by the pandemic or any of the consequences of it.

POLICY IMPLICATIONS

Nil.

RELEVANCE TO COUNCIL PLAN

The recommendations are a key part of the annual review of the Council Plan.

CONSULTATION/COMMUNICATION

Council considers a variety of information when reviewing the Council Plan and associated Council Plan Actions. These include the views of residents, Council staff and existing strategy plans. Feedback is sought during the public exhibition period.

FINANCIAL AND RESOURCE IMPLICATIONS

The development and revision of the Budget and associated financial documents has been coordinated across the consultation process for the revisions of the Council Plan and Council Plan Actions, and the revised Strategic Resource Plan reflects these revisions.

CONCLUSION

It is recommended that Council adopts the updated Council Plan and updated Council Plan Actions documents as draft and approves the release for public comment. It is recommended that Council considers any public submissions, and hear any persons that wish to speak in support of their submission made, in accordance with Section 223 of the Local Government Act 1989, at a Meeting to be held in the Council Chamber on 25th May 2020.

The attached Council Plan and Council Plan Actions were developed prior to the COVID-19 pandemic, and are therefore not reflective of any potential restrictions imposed by the pandemic or any of the consequences of it.



Cardinia Shire Council

Creating the future

Council Plan 2020

April 2020

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Please Note

This Council Plan and all associated Council Plan Actions were developed prior to the COVID-19 pandemic, and are therefore not reflective of any potential restrictions imposed by the pandemic or any of the consequences of it.

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Message from your Council

It is an honour and a privilege to be elected by the community to represent this great and diverse municipality. Our aim is to make Cardinia Shire the best possible place to live, work, raise a family and do business. As we work with our community to build a sustainable Shire for present and future generations, Council understands the importance of managing its financial responsibilities while meeting our identified challenges. Balancing our growth and maintaining our diverse rural communities is a major focus.



Developing Cardinia Shire

We support programs and activities that promote, develop and improve the wellbeing of our growing communities. Council continually advocates to Australian and Victorian governments and other agencies. In the life of this plan we will focus on securing funding and increasing access to improved services like roads, transport, technology and education. Efforts will also be made to expand community programs and events as well as sporting and artistic activities. This will help and inspire residents and people who have a connection with our Shire. Working closely with Council's senior leadership team, all residents, businesses, community groups and other levels of government are important as we continue to plan, deliver and maintain the necessary infrastructure and transport connections in a sustainable way.

Protecting and enhancing our environment

Council will work closely with our community and stakeholders to carefully plan and manage our growth to ensure we cater for present and future generations of residents while also considering the natural and built environment. Initiatives to reduce energy consumption, greenhouse gas emissions and waste, while improving sustainable water practices and enhancing local biodiversity are among the priorities of this plan.

Connecting our communities

Council will foster and encourage a sense of community and belonging across Cardinia Shire's 30 townships. There will be a focus on partnership building and linking people. This will be achieved through engagement and effective communication as well as advocacy and support for local services, transport, education and employment.

Securing our economy

Council will continue to create, support and advocate for economic development opportunities that will bring investment to Cardinia Shire. We recognise that business growth and investment are vital to building sustainable communities and we will continue to support business and tourism to foster local employment.

Leading the way through our governance

Council will govern in a transparent and accountable way with a high value on community engagement that will ensure our residents help determine the direction of Council's activities. Being financially sustainable is a high priority for Council. This will influence how effectively we support our communities now and into the future. Council values and recognises its role as leaders in the community. As your representatives, we will be strong advocates to Australian and Victorian governments and will continue to lobby for action on important local issues.

An exciting future

The future is more than growth, more than change; it is about creating a quality of life with great expectations of fulfilment and economic stability for our families and future generations. We will continue to work with – and for – the benefit of all our communities to ensure Cardinia Shire is healthy, safe and connected. We hope you will join us on this journey.

Our vision

Cardinia Shire will be developed in a planned manner to enable present and future generations to live healthy and productive lives and to enjoy the richness of the diverse and distinctive characteristics of the Shire.

Our commitment

Council will provide leadership, including community engagement with stakeholders, to ensure the long-term sustainability of our communities and townships. We will be mindful of the social, environmental and economic impacts of our decisions and ensure future generations benefit from our decisions. We will practise good governance and meet recognised standards of excellence. Council will work diligently to achieve excellence in every aspect of its activities.

Key challenges

Council has identified the following major challenges for the coming years:

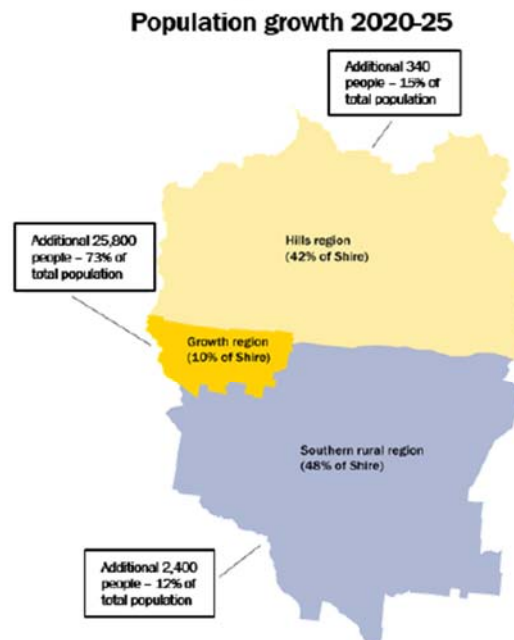
- managing population growth
- managing the natural and built environment, including climate change
- developing a prosperous local economy and creating employment
- reducing the impact of family violence on our community
- long-term financial sustainability
- supporting and increasing agricultural productivity
- timely delivery of infrastructure, transport options and services
- encouraging residents to improve their health and wellbeing
- encouraging community engagement in Council's decision making

Managing population growth

Cardinia Shire is experiencing significant population growth. Our population is predicted to increase by 24 per cent (28,624 people) to 149,183 people by 2025. Our population is located in three distinct areas: the hills, the growth area and southern rural sub-regions.

Over this time the population in our three sub-regions will change at differing rates.

Our growth area forms part of the Casey-Cardinia growth corridor which is one of five metropolitan growth areas. By 2025, Cardinia Shire's growth area specifically will increase by about 25,800 people (an increase of 31%) and represent 73 per cent of our total population. In the same period, the hills region will increase by about 340 people (2%) and represent 15 per cent of our people. The southern rural region will increase by about 2,400 people (15%) to around 12 per cent of the total population. Council's major challenge is to balance the need for services, facilities and other infrastructure for the growth area with the needs of our existing rural communities.



Managing the natural and built environment, including climate change

The quality of our natural and built environments affects our communities. They must be developed and managed in a way that contributes to the health and safety of present and future generations. Existing natural environmental values such as biodiversity and waterways need to be protected and improved. Planning for built environments must achieve sustainable outcomes, particularly minimising the use of energy and water as well as enhancing the broader natural environment. Understanding and adapting to climate change impacts are challenges both now and into the future. The Australian Government's Climate Commission 2013 report 'The angry summer' highlights the link between climate change and the impacts of extreme weather on people, property, communities and the environment. The report outlines the consequences of failing to address these changes. Cardinia Shire has experienced an increase in flood, storm, fire and heatwave incidents in recent years. Climate change is affecting our agricultural areas, community health, parks and recreational facilities. We must work with our community and relevant agencies to prepare ourselves to respond against these threats and mitigate the climate change risks.

Developing a prosperous local economy and creating employment

A strong and diverse economy is important to ensuring financially stable, independent and proud communities. As our population continues to grow, demand for local employment also increases. In 2012, approximately 70 per cent of our community travelled outside the Shire to work. Council continues to lobby other levels of government and seek to attract a variety of services and industries. We want to ensure employment options for our people who want and need to work locally. The designated employment precinct between Officer and Pakenham is being planned and developed to provide jobs for up to 55,000 people.

Reducing the impact of family violence on our community

Our community experiences high rates of reported incidents of family violence¹. Family violence impacts all ages, cultures and income levels. It occurs on a continuum from psychological, economic and emotional abuse through to physical and sexual violence. Addressing family violence requires a whole of community approach in prevention and supporting impacted residents. We are achieving this through partnering with community leaders, workplaces, and other organisations challenging current attitudes and behaviours towards condoning violence against women, men's control of decision making limiting women's independence, rigid gender roles and stereotyped ideas of masculinity and femininity and male peer relations that disrespect women². This is a collective impact approach and has been shown to reduce complex social problems such as family violence. The initiative is called 'Together We Can', and operates under a 'no logo - no ego' philosophy enabling every resident to play their part to 'stop, prevent and end family violence'.

Long-term financial sustainability

Council governs for both the present and future. Financial decisions today must consider the long-term sustainability of the Shire. All planning must balance the variety of growing and changing needs of our communities in a financially responsible way. These decisions must also achieve a fair balance of costs and benefits between present and future generations.

¹ Victorian Crime Statistics Agency
<https://www.crimestatistics.vic.gov.au/family-violence-data-portal/download-data-tables>

² Victorian State Government Free From Violence Prevention Strategy.
https://w.www.vic.gov.au/system/user_files/Documents/fv/Free%20from%20violence%20%20Victoria's%20preventio%20strategy.pdf

Supporting and increasing agricultural productivity

With the majority of Cardinia Shire's land being rural, the hills and southern rural regions are important to the economy at a local and national level. Council needs to protect and strengthen these areas, and recognises that agriculture is facing pressure from the changing world economy, changing climate and other environmental conditions, as well as the demands of development and the ageing of our farming community. Council will take up every opportunity to enhance agricultural production particularly in the southern rural region (Bunyip Food Belt) by using recycled water from the Eastern Treatment Plant at Carrum.

Timely delivery of infrastructure, transport options and services

As our population grows, Council is aware of the importance in providing necessary infrastructure, transport options and family services. We recognise that transport mobility is socially, environmentally and economically important. With a growing population, accessing education, employment, recreation, business and community services and participating in social activities requires efficient, safe and connected transport options. New infrastructure and services need to be funded and provided by Council and relevant agencies in a timely manner to support development. We are mindful that this needs to be balanced with the maintenance and renewal of existing infrastructure and facilities.

Supporting residents to improve their health and wellbeing

Locally and nationally, we are experiencing increasing negative trends in the overall health of the population. Reversing these trends will provide positive benefits for individuals and families. There are financial and environmental benefits in promoting good health and wellbeing that builds a community that is resilient, safe and affordable, with a thriving economy. Council plays an important role through partnerships with all levels of government, businesses and service providers in planning for liveable, healthy neighbourhoods, raising awareness, changing behaviours and providing diverse, inclusive and equal opportunities for our residents.

Encouraging community engagement in Council's decision making

A key focus for Council is to reflect the views of its diverse communities in key decision making processes. Our community is changing both geographically and culturally. We are committed to strengthening our engagement with the community to provide valuable input that informs our decisions.

Delivering the plan

Council will deliver this plan through a four-year action plan which covers five key strategic objectives:

- Our people
- Our community
- Our environment
- Our economy
- Our governance

Council has prepared this plan based on resident and business involvement and current economic conditions. It will be our guiding document for the next four years and will be reviewed annually to ensure the changing economic circumstances and other factors affecting our communities are reflected.

Measuring our success

We will measure our progress in achieving our plan by:

- monitoring the financial performance of the organisation against the annual budget and longer term financial outlooks.
- reporting on progress toward achieving the outcomes contained in this plan.
- measuring how satisfied our community is with our performance.

Our annual and quarterly performance reports will inform the community of our progress. Where commitments are not achieved, we will provide the reasons why in clear and transparent reporting.

Key success indicators

By monitoring key indicators, we can gauge our performance in delivering outcomes in this plan. Our quarterly and annual reports will detail our performance on these indicators.

1 Our people

We support a variety of needs and lifestyles through programs and activities that promote and develop the wellbeing of Cardinia Shire's people.

What we want to achieve and how we will achieve it:

1.1 Access to a variety of services for all

- 1.1.1 Continually review services to ensure those provided by Council meet community needs.
- 1.1.2 Routinely review overall community needs for services and either deliver or advocate for others to provide services to meet those needs.
- 1.1.3 Deliver Ageing Well initiatives that support older adults to live longer in their own homes and reduce social isolation.

1.2 Access to support services and programs for young people

- 1.2.1 Ensure Council either provides or advocates for others to provide employment, recreation and leisure opportunities for young people.
- 1.2.2 Advocate for an increase in locally based health and wellbeing services to support young people.
- 1.2.3 Investigate opportunities for allied services to be co-located with Council facilities.

1.3 Learning opportunities for all ages and abilities

- 1.3.1 Advocate to the Victorian Government to partner with Council during the development of new primary and secondary schools.
- 1.3.2 Advocate to Australian and Victorian governments for post-compulsory and vocational training that meets the needs of local employers and residents.
- 1.3.3 Support the provision of learning opportunities for all ages and abilities.

1.4 Improved health and wellbeing for all

- 1.4.1 Source funding and deliver a range of initiatives that promote health and wellbeing.
- 1.4.2 Develop the new Municipal Public Health and Wellbeing Plan and review annually.
- 1.4.3 Routinely investigate community health and wellbeing issues to inform Council's planning and activities.
- 1.4.4 Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities.

1.5 Variety of recreation and leisure opportunities

- 1.5.1 Provide active and passive recreation facilities to meet the needs of residents.
- 1.5.2 Increase opportunities for residents to participate in a range of sport, recreation and leisure activities.

1.6 Increased awareness of safety

- 1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.
- 1.6.2 Improve awareness of township safety in local communities.

1.7 Minimised impact of emergencies

- 1.7.1 Implement plans that support people in times of emergency.
- 1.7.2 Implement effective plans and procedures that minimise the impact of all emergencies in the Shire.
- 1.7.3 Protect against the impacts of emergencies through effective preparation and community planning and education.

The following strategies, policies and plans relate to this strategic objective:

- Access and Inclusion Plan
- Age Friendly Strategy
- Arts and Culture Policy
- CCTV Policy
- Child Youth and Family Strategy

- Community Engagement Policy
- Cultural Diversity Plan
- Deep Creek Reserve Master Plan
- Domestic Animal Management Plan
- Emerald Lake Precinct Strategic Plan
- Equestrian Strategy
- Fencing Policy
- Fishing Policy
- Liveability Plan
- Municipal Dam Safety Emergency Plan
- Municipal Emergency Animal Management Plan
- Municipal Emergency Management Plan
- Municipal Fire Management Plan
- Municipal Flood and Storm Plan
- Municipal Heat Health Plan
- Municipal Relief and Recovery Plan
- Naturestrip Policy
- Neighbourhood House Policy
- Neighbourhood Safer Places Plan
- Open Air Burning Policy
- Open Space Management Framework
- Pandemic Influenza Plan
- Pedestrian and Bicycle Strategy
- Playspace Strategy
- Public Art Policy
- Recreation Reserve Management and Usage Policy
- Regional Soccer Strategy
- Shade Policy
- Skate and BMX Strategy
- Social Justice & Equity Policy
- Sport Facility Standards Policy

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Ageing Well
- Aquatic and recreation facilities
- Arts and cultural services
- Child & Family services
- Community Development
- Community recreation
- Compliance services
- Development services
- Domestic waste water
- Emerald Lake Park
- Emergency management
- Environmental Health
- Immunisation Services
- Libraries
- Maternal and Child Health
- Open space planning and development
- Recreation planning
- Social Policy
- Sports development
- Youth services

2 Our community

We will foster a strong sense of connection between Cardinia Shire's diverse communities.

What we want to achieve and how we will achieve it:

2.1 Our diverse community requirements met

- 2.1.1 Monitor and research emerging community trends to help plan for the needs of residents.
- 2.1.2 Promote access to and encourage, a mix of housing types to cater for the varying needs of people in the Cardinia community.
- 2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities.
- 2.1.4 Plan for the provision of facilities to service and support the changing community.
- 2.1.5 Work with local communities to review and implement township strategies that contribute to meeting the needs of those communities.

2.2 Engaged communities

- 2.2.1 Provide a range of opportunities that encourage community participation in Council policy and strategy development.
- 2.2.2 Communicate the activities and decisions of Council to the residents in a variety of ways.
- 2.2.3 Embrace and support community leadership.

2.3 Increased levels of community participation

- 2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.
- 2.3.2 Recognise, support and promote the value of volunteerism in our communities.
- 2.3.3 Strengthen Council's community engagement through the development, implementation and promotion of effective practices.

2.4 Improved health and wellbeing of our residents

- 2.4.1 Increase the communities understanding of health issues and options to help them make appropriate decisions.
- 2.4.2 Enhance food literacy and security within the community.
- 2.4.3 Help establish partnerships and social infrastructure opportunities that improve health and wellbeing outcomes for residents.
- 2.4.4 Support the provision of services by Council or others for people of all abilities.

The following strategies, policies and plans relate to this strategic objective:

- Access and Inclusion Plan
- Age Friendly Strategy
- Beaconsfield Structure Plan
- Cardinia Road Employment Precinct Structure Plan
- Community Engagement Policy
- Community Food Strategy
- Cultural Diversity Plan
- Emerald Lake Precinct Strategic Plan
- Liveability Plan
- Municipal Emergency Management Plan
- Reconciliation Action Plan
- Safer Communities Strategy
- Social and Affordable Housing Strategy
- Social Justice and Equity Policy
- Western Port Green Wedge Management Plan

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Arts and cultural services
- Community development
- Community grants program

- Community resilience
- Events
- Family and community services
- Social and community planning

3 Our environment

We will continue to plan and manage the natural and built environment for present and future generations.

What we want to achieve and how we will achieve it:

3.1 Provision and maintenance of assets on a life-cycle basis

- 3.1.1 Maintain all Council roads and supporting infrastructure in accordance with the Road Management Act 2004.
- 3.1.2 Develop new and maintain existing parks, gardens and reserves in a sustainable way.
- 3.1.3 Provide accessible facilities to meet identified community needs.
- 3.1.4 Manage Council's assets like roads, drainage, footpaths and buildings, etc. in a way that ensures they are adequately maintained over their life.

3.2 Transport linkages connecting towns

- 3.2.1 Upgrade Council roads to improve safety while considering the traffic demand of the community.
- 3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.
- 3.2.3 Develop transport networks that incorporate effective public transport.
- 3.2.4 Prioritise multi-use pathways, where practicable, to create networks that connect destinations.
- 3.2.5 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.

3.3 Enhanced natural environment

- 3.3.1 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.
- 3.3.3 Reduce Council's energy consumption and help the community to do likewise.
- 3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.
- 3.3.5 Manage water in an integrated way, including the reduction of potable water consumption by Council and households.
- 3.3.6 Promote water catchment management practices that improve the quality of our waterways.
- 3.3.7 Protect and improve biodiversity by increasing the area of natural ecosystems across the Shire.
- 3.3.8 Preserve and improve our bushland and natural environment by implementing weed management programs and continuing work on high conservation bushland reserves and roadsides.
- 3.3.9 Manage agricultural land use by supporting farmers to utilise sustainable farming practises.

3.4 Natural and built environments supporting the improved health and wellbeing of our communities

- 3.4.1 Plan and develop built environments that support improved health and wellbeing of our communities through implementation of the Healthy by Design guidelines.
- 3.4.2 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.
- 3.4.3 Advocate for changes in the state planning scheme which support development of local policies which reduce health-detracting environments (gaming, liquor, fast food).

3.5 Balanced needs of development, the community and the environment

- 3.5.1 Review the Municipal Strategic Statement and the Cardinia Planning Scheme regularly to ensure it continues to meet Council objectives.

- 3.5.2 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.
- 3.5.3 Provide for the sustainable development of rural townships while taking into account their existing character and community needs.
- 3.5.4 Ensure the planning of rural (green wedge) areas protects and enhances important agricultural, environmental, natural resource, infrastructure and recreational values.

The following strategies, policies and plans relate to this strategic objective:

- Aspirational Energy Transition Plan
- Asset Management Policy
- Asset Management Strategy
- Beaconsfield Structure Plan
- Biodiversity Conservation Strategy
- Bridge Asset Management Plan
- Building Asset Management Plan
- Building Over Easement Policy
- Buildings and Facility Maintenance Policy
- Cardinia Road Employment Precinct Structure Plan
- Cardinia Road Precinct Structure Plan
- Community Engagement Policy
- Domestic Wastewater Management Plan
- Drainage Asset Management Plan
- Emerald District Strategy
- Emerald Lake Precinct Strategic Plan
- Environmentally Sustainable Design and Operation Policy
- Equestrian Strategy
- Fishing Policy
- Integrated Water Management Plan
- Liveability Plan
- Naturestrip Policy
- Officer Precinct Structure Plan
- Open Space Asset Management Plan
- Pathway Asset Management Plan
- Road Asset Management Plan
- Road Management Plan
- Road Safety Strategy
- Special Charge Scheme Policy
- Sustainable Environment Policy
- Tree Management Policy
- Waste and Resource Recovery Strategy
- Weed Management Strategy
- Western Port Green Wedge Management Plan

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Asset management
- Bridges
- Building management
- Cleansing
- Development services
- Development Contribution Plans
- Drainage maintenance
- Emerald Lake Park – Maintenance and operations
- Engineering services

- Environment maintenance and programs
- Environment management
- Footpaths and street furniture - operations
- Green waste
- Growth area planning
- Infrastructure services
- Operations management
- Parks and gardens operations
- Passive reserves
- Planning policy and projects
- Safe and inclusive communities
- Sealed roads and bridges
- Strategic planning
- Unsealed roads
- Waste management
- Weed management

4 Our economy

We will create and support local employment and business opportunities for our community and the wider region.

What we want to achieve and how we will achieve it:

4.1 Increased business diversity in Cardinia Shire

- 4.1.1 Plan for and support local employment opportunities.
- 4.1.2 Support the development of existing and new businesses within the Shire.
- 4.1.3 Plan for a staged development of the Officer-Pakenham employment precinct.
- 4.1.4 Plan the development of Officer and Pakenham town centres.
- 4.1.5 Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.
- 4.1.6 Encourage procurement of local products and services.

4.2 Maintained strong agricultural activities

- 4.2.1 Support our farmers and growing agricultural industry in adapting to the changing economy and climate.
- 4.2.2 Identify innovative ways to value-add to the region's primary production and transportation.
- 4.2.3 Advocate for the development of roads and infrastructure required for primary production.
- 4.2.4 Develop a local food brand for Cardinia Shire in partnership with the community.

4.3 Diverse and resilient business community

- 4.3.1 Support small businesses to remain viable in rural townships.
- 4.3.2 Encourage the establishment of tourism and hospitality in appropriate areas of the Shire.
- 4.3.3 Advocate for the delivery of small and large scale projects that enhance and drive economic activity.
- 4.3.4 Work with others to grow economic activity and attract new enterprises.
- 4.3.5 Support businesses and organisations to enhance their skills.

4.4 A local economy supporting the improved health and wellbeing of our communities

- 4.4.1 Lead by example as a health promoting workplace.
- 4.4.3 Support tourism and local businesses that deliver health and wellbeing initiatives.
- 4.4.4 Encourage the procurement and consumption of local food.

The following strategies, policies and plans relate to this strategic objective:

- Beaconsfield Structure Plan
- Cardinia Road Employment Precinct Structure Plan
- Cardinia Road Precinct Structure Plan
- Casey Cardinia Economic Development Strategy
- Casey Cardinia Visitation Strategy
- Community Engagement Policy
- Emerald District Strategy
- Emerald Lake Precinct Strategic Plan
- Liveability Plan
- Officer Precinct Structure Plan
- Western Port Green Wedge Management Plan

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Active communities management
- Business and Economic development services
- Business support
- Business events
- Strategic planning

5 Our governance

We will consult with the community, as appropriate, in an open and accountable way to help in determining the key direction of Council.

What we want to achieve and how we will achieve it:

5.1 An engaged community

- 5.1.1 Develop a policy which details how Council will inform and engage consistently with the community on important matters.
- 5.1.2 Enhance the community's confidence in Council's community engagement.

5.2 Open governance

- 5.2.1 Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential.
- 5.2.2 Govern and make decisions in the best interests of the Cardinia Shire community.

5.3 Long-term financial sustainability

- 5.3.1 Make financial decisions that achieve the objectives of Council and long-term financial sustainability.
- 5.3.2 Make financial decisions that are fair and ethical and balance costs and benefits between present and future generations.
- 5.3.3 Manage the municipality's finances and assets in a responsible way.
- 5.3.4 Identify and implement programs to achieve Council's debt reduction policy.
- 5.3.5 Identify ways to contain Council's cost base by a focus on innovation and efficiency.

5.4 Appropriate funding and support from all levels of government

- 5.4.1 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.
- 5.4.2 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.

The following strategies, policies and plans relate to this strategic objective:

- Budget and Strategic Resource Plan
- Councillor Code of Conduct
- Councillor Expenses and Entitlements Policy
- Election Caretaker Period Policy
- Fraud Control and Prevention Policy
- Information Privacy Policy
- Leasing Policy
- Procurement Policy

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Communications
- Corporate management
- Customer service
- Finance management and planning
- Fleet and workshop
- Governance
- HR and learning and organisation development
- Information services
- Mayor and Councillors support
- Property and valuation

- Purchasing and procurement
- Rates and revenue services
- Records management
- Rental properties
- Risk, health and safety
- Service planning and improvement

[REVISED SRP TO BE INSERTED ONCE FINALISED]

DRAFT

Key priority Area	Outcome	Activity	Action 2020-21
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	Commence the design of the Children's Centre at Brunt Road.
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	Commence the construction of a Children's Centre in Timbertop.
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	Evaluate and report on the utilisation of all community places and facilities; participation rates for three and four year kindergarten; and universal and enhanced maternal and child health.
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	Document outcomes and learnings for integrated service models such as My Place and Child and Family Centres to inform future developments.
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.
1 Our People	1.1 Access to a variety of services for all	1.1.2 Routinely review overall community needs for services and either deliver or advocate for others to provide services to meet those needs.	Implement final year of the Child, Youth and Family Strategy (2017 -2021), utilising learnings from previous years to inform future development and set key priorities.
1 Our People	1.1 Access to a variety of services for all	1.1.3 Deliver Ageing Well initiatives that support older adults to live longer in their own homes and reduce social isolation.	In line with WHO guidelines, work in partnership with older people to develop and deliver the first year of action of the Ageing Well Strategy 2019-2024.
1 Our People	1.2 Access to support services and programs for young people	1.2.1 Ensure Council either provides or advocates for others to provide employment, recreation and leisure opportunities for young people.	Evaluate local data and evidence in consultation with key stakeholders, including the Youth Strategic Reference Group, to assess current and emerging needs of young people to secure employment in the Shire, including the identification of gaps and opportunities for joint funding and advocacy.
1 Our People	1.2 Access to support services and programs for young people	1.2.2 Advocate for an increase in locally based health and wellbeing services to support young people.	Implement priorities within the Playground Strategy and playground renewal program. Projects nominated include: Keith Ewenson Park, Upper Beaconsfield, Kath Roberts Reserve, Beaconsfield, Redwood Rd Reserve, Gembrook and Jim Parks Reserve, Beaconsfield.
1 Our People	1.2 Access to support services and programs for young people	1.2.2 Advocate for an increase in locally based health and wellbeing services to support young people.	Undertake a local review of youth needs through the Youth Forum Survey in partnership with local steering committees and networks.
1 Our People	1.2 Access to support services and programs for young people	1.2.3 Investigate opportunities for allied services to be co-located with Council facilities.	Continue to support relevant agencies and service providers from across the region to co-locate at My Place, with consideration being given to facility capacity and availability.
1 Our People	1.3 Learning opportunities for all ages and abilities	1.3.1 Advocate to the Victorian Government to partner with Council during the development of new primary and secondary schools.	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.
1 Our People	1.3 Learning opportunities for all ages and abilities	1.3.2 Advocate to Australian and Victorian governments for post-compulsory and vocational training that meets the needs of local employers and residents.	Advocate where possible regarding the challenges of access to higher education in the interface regions.
1 Our People	1.3 Learning opportunities for all ages and abilities	1.3.3 Support the provision of learning opportunities for all ages and abilities.	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.
1 Our People	1.4 Improved health and wellbeing for all	1.4.1 Source funding and deliver a range of initiatives that promote health and wellbeing.	Coordinate health and wellbeing initiatives across the Shire in line with the priorities set in Cardinia Shire's Liveability Plan 2017-29.
1 Our People	1.4 Improved health and wellbeing for all	1.4.1 Source funding and deliver a range of initiatives that promote health and wellbeing.	Facilitate the delivery of an annual action plan to support inclusion for the LGBTIQ+ community in Cardinia Shire.

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Key priority Area	Outcome	Activity	Action 2020-21
1 Our People	1.4 Improved health and wellbeing for all	1.4.2 Develop the new Municipal Public Health and Wellbeing Plan and review annually.	Implement and review the Liveability Plan annual 'action agenda' in accordance to the public health and wellbeing Act 2008.
1 Our People	1.4 Improved health and wellbeing for all	1.4.3 Routinely investigate community health and wellbeing issues to inform Council's planning and activities.	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning.
1 Our People	1.4 Improved health and wellbeing for all	1.4.4 Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities.	Completion and activation of the Pakenham Hills Parentzone Hub and the provision of parenting advice, education and support.
1 Our People	1.4 Improved health and wellbeing for all	1.4.4 Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities.	Continue operations and engagement with community stakeholders to activate the Hills Hub.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Lang Lang Community and Recreation Precinct - Finalise the pavilion construction.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Complete the construction and fit-out of the Emerald Netball Pavilion.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Finalise the construction and fit-out for opening of the KWR Football/Cricket Pavilion.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Start the construction and fit-out for opening of the Cora Lynn Reserve Pavilion.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Deep Creek Reserve (Pakenham) - Master Plan – Commence construction of retarding basin, wetlands, pathways and landscaping.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Complete civil works to enable access to Pepi's Land facilities in Emerald.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Continue to implement recommendations of the Recreation Reserves management and maintenance review.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.2 Increase opportunities for residents to participate in a range of sport, recreation and leisure activities.	Comely Banks Reserve - commence the playing fields and associated works.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.2 Increase opportunities for residents to participate in a range of sport, recreation and leisure activities.	Comely Banks Reserve - complete construction of Pavilion.
1 Our People	1.6 Increased awareness of safety	1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.	Support the implementation of family violence projects in the Shire at a local, regional and state level including the Together We Can initiative.
1 Our People	1.6 Increased awareness of safety	1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.	Continue to work with key agencies and partners to maintain our designation as an International Safe Community and address safety issues within Cardinia Shire.

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Key priority Area	Outcome	Activity	Action 2020-21
1 Our People	1.6 Increased awareness of safety	1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.
1 Our People	1.6 Increased awareness of safety	1.6.2 Improve awareness of township safety in local communities.	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.
1 Our People	1.7 Minimised impact of emergencies	1.7.1 Implement plans that support people in times of emergency.	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.
1 Our People	1.7 Minimised impact of emergencies	1.7.2 Implement effective plans and procedures that minimise the impact of all emergencies in the Shire.	Continue to implement the long term plan for burning on Council land. Conduct annual fire inspection program.
1 Our People	1.7 Minimised impact of emergencies	1.7.3 Protect against the impacts of emergencies through effective preparation and community planning and education.	Support community preparedness initiatives and assist communities to develop community emergency management plans with particular focus on high risk communities. Promote awareness of safety measures in the areas of heat health, thunderstorm asthma, fire readiness etc. through a variety of communication methods.
2 Our Community	2.1 Our diverse community requirements met	2.1.1 Monitor and research emerging community trends to help plan for the needs of residents.	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).
2 Our Community	2.1 Our diverse community requirements met	2.1.2 Promote access to and encourage, a mix of housing types to cater for the varying needs of people in the Cardinia community.	Deliver the actions in the Social and Affordable Housing Strategy.
2 Our Community	2.1 Our diverse community requirements met	2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities.	Continue to develop and implement a Shire-wide Public Art Program which includes both permanent and ephemeral public art outcomes, including the implementation of a new public art commission for Port Ward.
2 Our Community	2.1 Our diverse community requirements met	2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities.	Activate the Cardinia Art Space in conjunction with a range of hub and spoke activities to bring art to the community.
2 Our Community	2.1 Our diverse community requirements met	2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities.	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.
2 Our Community	2.1 Our diverse community requirements met	2.1.4 Plan for the provision of facilities to service and support the changing community.	Implement an evidence based process to undertake a six monthly review of the Child and Family Centre Build Plan, including a regular reporting cycle to engage with and inform relevant stakeholders of build progress and capacity to meet current and emerging needs.
2 Our Community	2.1 Our diverse community requirements met	2.1.5 Work with local communities to review and implement township strategies that contribute to meeting the needs of those communities.	Incorporate planning strategies and controls into the planning scheme from studies.
2 Our Community	2.2 Engaged communities	2.2.1 Provide a range of opportunities that encourage community participation in Council policy and strategy development.	Develop a community vision in accordance with the Local Government Act review and implementation.
2 Our Community	2.2 Engaged communities	2.2.2 Communicate the activities and decisions of Council to the residents in a variety of ways.	Implement key outcomes and actions of the Communications Strategy.
2 Our Community	2.2 Engaged communities	2.2.3 Embrace and support community leadership.	Deliver the community leadership program in the Shire by providing targeted training for community groups/leaders.

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Key priority Area	Outcome	Activity	Action 2020-21
2 Our Community	2.3 Increased levels of community participation	2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.	Implement the Cultural Diversity Action Plan.
2 Our Community	2.3 Increased levels of community participation	2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.	Implement the Reconciliation Action Plan.
2 Our Community	2.3 Increased levels of community participation	2.3.2 Recognise, support and promote the value of volunteerism in our communities.	Host an annual Mayoral Volunteer Reception to recognise and value the contribution of volunteers in our Shire.
2 Our Community	2.3 Increased levels of community participation	2.3.3 Strengthen Council's community engagement through the development, implementation and promotion of effective practices.	Provide training and support to staff across the organisation regarding the Community Engagement Framework and Toolkit to enhance community participation.
2 Our Community	2.4 Improved health and wellbeing of our residents	2.4.1 Increase the communities understanding of health issues and options to help them make appropriate decisions.	
2 Our Community	2.4 Improved health and wellbeing of our residents	2.4.2 Enhance food literacy and security within the community.	Implement the Cardinia Community Food Strategy.
2 Our Community	2.4 Improved health and wellbeing of our residents	2.4.3 Help establish partnerships and social infrastructure opportunities that improve health and wellbeing outcomes for residents.	Work with partners to ensure local health and wellbeing priorities are being addressed.
2 Our Community	2.4 Improved health and wellbeing of our residents	2.4.4 Support the provision of services by Council or others for people of all abilities.	Review the 2017 - 21 Disability, Access and Inclusion Action and undertake consultation to develop the new Action Plan.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.1 Maintain all Council roads and supporting infrastructure in accordance with the Roads Management Act 2004.	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.1 Maintain all Council roads and supporting infrastructure in accordance with the Roads Management Act 2004.	Inspections and maintenance of the road network in accordance with the Road Management Plan.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.2 Develop new and maintain existing parks, gardens and reserves in a sustainable way.	Progressively implement the recommended actions from the adopted Shade Structures strategy.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	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.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	Depot Master Plan (Pakenham) - stage 5 and 6 - construction of plant and light fleet sheds, consolidation of handyman crew, sign crew, workshop functions and compliance issues.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	Upgrade of the Gembrook Reserve Sports Pavilion.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	Conduct a program of resurfacing of playing surfaces at recreation reserves in accordance with program.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	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.

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Key priority Area	Outcome	Activity	Action 2020-21
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.4 Manage Council's assets like roads, drainage, footpaths and buildings, etc. in a way that ensures they are adequately maintained over their life.	Continue to support the conservation of sites of heritage significance throughout the Shire.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.4 Manage Council's assets like roads, drainage, footpaths and buildings, etc. in a way that ensures they are adequately maintained over their life.	Review of Drainage Asset Management Plan.
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.1 Upgrade Council roads to improve safety while considering the traffic demand of the community.	Implement recommendations from revised Road Safety Strategy, including cyclist awareness program.
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.	Commence delivery of the federally funded "Sealing the Dandenong Ranges and surrounds" road construction program.
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.	Finalise the O'Sullivan Road, Hill Street and Peet Street (Pakenham) scheme.
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.3 Develop transport networks that incorporate effective public transport.	Implementation of Road Development Program to seal strategic collector roads.
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.4 Prioritise multi-use pathways, where practicable, to create networks that connect destinations.	Upgrade pathways and walking tracks across the Shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy.
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.5 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.	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.
3 Our Environment	3.3 Enhanced natural environment	3.3.1 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.	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce council and community energy use).
3 Our Environment	3.3 Enhanced natural environment	3.3.3 Reduce Council's energy consumption and help the community to do likewise.	Continue to work in conjunction with Planning & Development Division and Environment Unit to meet any requirements to have a local policy gazetted to formalise Sustainable Design Assessment in the Planning Process (SDAPP) through the undertaking of a planning scheme amendment.
3 Our Environment	3.3 Enhanced natural environment	3.3.3 Reduce Council's energy consumption and help the community to do likewise.	Implement the Aspirational Energy Transition Plan including, energy saving retrofits and solar power for council buildings.
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	Provide waste and resource recovery education, material, and support to schools and early learning centres to improve engagement, knowledge and resource recovery capacity.
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	Implement new services and roll out behaviour change program that reduce food organic waste to landfill.
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	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).

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Key priority Area	Outcome	Activity	Action 2020-21
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	Collaborate on regional projects with South East Councils and MWRRG to procure landfill and alternate to landfill services.
3 Our Environment	3.3 Enhanced natural environment	3.3.5 Manage water in an integrated way, including the reduction of potable water consumption by Council and households.	Implement the Integrated Water Management Plan including investigating water efficiency and alternative water sources.
3 Our Environment	3.3 Enhanced natural environment	3.3.6 Promote water catchment management practices that improve the quality of our waterways.	Reduce off-site discharges by advocating to water authorities to complete the backlog sewer program.
3 Our Environment	3.3 Enhanced natural environment	3.3.7 Protect and improve biodiversity by increasing the area of natural ecosystems across the Shire.	Protect and improve biodiversity across the Shire by increasing the quantity and quality of indigenous flora and fauna and reduce the extent of weeds.
3 Our Environment	3.3 Enhanced natural environment	3.3.8 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.	Preserve and improve natural environment by undertaking weed management and indigenous plantings.
3 Our Environment	3.3 Enhanced natural environment	3.3.9 Manage agricultural land use by supporting farmers to utilise sustainable farming practises.	Facilitate investment in farm practises and work with State Government to review the regulatory system.
3 Our Environment	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.1 Plan and develop built environments that support improved health and wellbeing of our communities through implementation of the Healthy by Design guidelines.	Implementation of Environmental Sustainable Design elements into infrastructure works and new buildings.
3 Our Environment	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.2 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.	Provide information, awareness and engagement opportunities for the community on environmental topics.
3 Our Environment	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.3 Advocate for changes in the state planning scheme which support development of local policies which reduce health-detracting environments (gaming, liquor, fast food).	Continue to review the planning scheme and undertake amendments as required.
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.1 Review the Municipal Strategic Statement and the Cardinia Planning Scheme regularly to ensure it continues to meet Council objectives.	Undertake an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme.
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.2 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.	Ongoing review of Precinct Structure Plans and Development Contribution Plans in conjunction with the Victorian Planning Authority.

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Key priority Area	Outcome	Activity	Action 2020-21
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.2 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.	Implement approved structure plans for the growth area including implementation of developer contributions in an orderly manner.
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.3 Provide for the sustainable development of rural townships while taking into account their existing character and community needs.	Undertake review of township strategies as required.
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.4 Ensure the planning of rural (green wedge) areas protects and enhances important agricultural, environmental, natural resource, infrastructure and recreational values.	Implement the Westernport Green Wedge Management Plan and continue to advocate for a Green Wedge Management Plan for the remainder of Cardinia Shire.
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.1 Plan for and support local employment opportunities.	Continue the review of Cardinia Road Employment precinct to encourage investment and employment opportunities.
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.2 Support the development of existing and new businesses within the Shire.	Facilitate business networking opportunities through the Casey Cardinia region and relevant stakeholders and individuals.
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.3 Plan for a staged development of the Officer–Pakenham employment precinct.	In partnership with the Victorian Planning Authority continue development of the Officer South Precinct Structure Plan.
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.4 Plan the development of Officer and Pakenham town centres.	Facilitate development of key sites in the core commercial areas in Officer and Pakenham.
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.5 Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.	Finalise the new Cardinia Shire Council Economic Development Strategy.
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.5 Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.	Assist businesses and investors to create jobs by activating employment land, advocating for an Airport in the South East region and assist existing businesses to grow.
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.6 Encourage procurement of local products and services.	Ensure that tender documentation and consideration includes weighting for local products and services.
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.1 Support our farmers and growing agricultural industry in adapting to the changing economy and climate.	Implement the actions of the Westernport Green Wedge Management Plan.
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.2 Identify innovative ways to value–add to the region’s primary production and transportation.	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension.
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.3 Advocate for the development of roads and infrastructure required for primary production.	
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.4. Develop a local food brand for Cardinia Shire in partnership with the community.	
4 Our Economy	4.3 Diverse and resilient business community	4.3.1 Support small businesses to remain viable in rural townships.	Continue to work with local businesses within the Shire to improve viability.
4 Our Economy	4.3 Diverse and resilient business community	4.3.2 Encourage the establishment of tourism and hospitality in appropriate areas of the Shire.	

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Key priority Area	Outcome	Activity	Action 2020-21
4 Our Economy	4.3 Diverse and resilient business community	4.3.3 Advocate for the delivery of small and large scale projects that enhance and drive economic activity.	Assist businesses to develop in the Casey–Cardinia region.
4 Our Economy	4.3 Diverse and resilient business community	4.3.4 Work with others to grow economic activity and attract new enterprises.	Work with South East Melbourne Councils and State & Federal Government departments to attract new enterprises and investment into the region to increase economic activity in Cardinia.
4 Our Economy	4.3 Diverse and resilient business community	4.3.5 Support business and organisations to enhance their skills.	Council will help facilitate training opportunities for local businesses.
4 Our Economy	4.4 A local economy supporting the improved health and wellbeing of our communities	4.4.1 Lead by example as a health promoting workplace.	Deliver a range of health and wellbeing initiatives across the organisation.
4 Our Economy	4.4 A local economy supporting the improved health and wellbeing of our communities	4.4.3 Support tourism and local businesses that deliver health and wellbeing initiatives.	Implement the Casey Cardinia Tourism Strategy and support a tourism board to guide future development of the sector.
4 Our Economy	4.4 A local economy supporting the improved health and wellbeing of our communities	4.4.4 Encourage the procurement and consumption of local food.	Tender documentation and consideration includes weighting for local products and services.
5 Our Governance	5.1 An engaged community	5.1.1 Develop a policy which details how Council will inform and engage consistently with the community on important matters.	
5 Our Governance	5.1 An engaged community	5.1.2 Enhance the community's confidence in Council's community engagement.	Council will continue to increase its use of online platforms to educate, inform and engage the community.
5 Our Governance	5.2 Open governance	5.2.1 Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential.	Monitor compliance with statutory reporting requirements.
5 Our Governance	5.2 Open governance	5.2.1 Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential.	Maintain and update the register of information to be available to the public.
5 Our Governance	5.2 Open governance	5.2.2 Govern and make decisions in the best interests of the Cardinia Shire community.	Develop code of conduct with new Council within statutory time period.
5 Our Governance	5.3 Long-term financial sustainability	5.3.1 Make financial decisions that achieve the objectives of Council and long-term financial sustainability.	Develop Council's Strategic Resource Plan and Annual Budget which summarise the resources required for and financial impact of implementing Council Plan objectives, strategies and actions and achieving long-term financial goals.
5 Our Governance	5.3 Long-term financial sustainability	5.3.2 Make financial decisions that are fair and ethical and balance costs and benefits between present and future generations.	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor.
5 Our Governance	5.3 Long-term financial sustainability	5.3.3 Manage the municipality's finances and assets in a responsible way.	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council.
5 Our Governance	5.3 Long-term financial sustainability	5.3.4 Identify and implement programs to achieve Council's debt reduction policy.	Maintain an effective debt management policy.
5 Our Governance	5.3 Long-term financial sustainability	5.3.5 Identify ways to contain Council's cost base by a focus on innovation and efficiency.	Develop and maintain 'internal consulting' ability, and work with internal divisions/teams to facilitate the identification and implementation of innovation and efficiency improvement actions.

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Key priority Area	Outcome	Activity	Action 2020-21
5 Our Governance	5.4 Appropriate funding and support from all levels of government	5.4.1 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.	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.
5 Our Governance	5.4 Appropriate funding and support from all levels of government	5.4.2 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.	Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.