

16 QUARTERLY PERFORMANCE REPORT

FILE REFERENCE INT2033812

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RECOMMENDATION

The Quarterly Performance Report for Quarter 3 2019-20 be received and noted.

Attachments

1 Quarter 3 Performance Report 2019-20 65 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. However, there has been an increase this quarter in the number of actions that are off-track, some of those due to the current pandemic.

Population growth within the Shire has also declined. There were four families moving to the area per day, for the quarter, and five 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. 30 Council Plan actions are completed and 107 actions are on-track. There are 21 actions that are currently not on-track for delivery by their due dates. *Please refer to Attachment 1 for detailed Council Plan Action progress*

Please refer to *Table 1* for Council Plan action divisional performance statistics, *Table 2* for a summary of off-track Council Plan actions and *Table 3* for proposed updates to Council Plan action completion dates.

Table 1. Council Plan Actions - Performance statistics

	Completed	On Track	Off Track	Total
1. Our People	10	36	11	57
2. Our Community	6	14	1	21
3. Our Environment	7	31	5	43
4. Our Economy	3	19	3	25
5. Our Governance	4	9	1	14
Total	30	109	21	160

Table 2. Council Plan Actions - Off Track

	Action	Business Unit	Executive Comment
1.	5.1.1.3 CP - Implement key outcomes and actions of the Communications Strategy.	Communications	The Communications Strategy was finalised and presented to the Senior Leadership Team for endorsement in December 2019. The outcomes and actions from the strategy are due to be implemented from July 2020 subject to budget approval.
2.	1.1.1.12 CP - Start the design stage of the Integrated Children's Centre at Brunt Road.	Buildings and Facilities	This project is planned to commence in the 2024-25 financial year.
3.	1.1.1.13 CP - Progress the construction and fit-out of the Integrated Children's Centre at Timbertop.	Buildings and Facilities	This project continues to be delayed by land transfer issues. The estimated new end date for this project is December 2021.
4.	1.5.1.6 CP - Construct redevelopment of Cora Lyn Reserve Pavilion	Buildings and Facilities	Council is currently awaiting Ministerial approval of Council's changes to reduce the project scope and loan amount. Council continues to communicate with the State Government seeking updates on this matter. The estimated new end date is March 2022.
5.	1.5.1.11 CP - Progress the construction and fit-out of the KWR Football/Cricket Pavilion.	Buildings and Facilities	Council has progressed the tender documentation and the project is on target to be delivered by June 2021.
6.	1.5.1.12 CP - Progress the construction of the Cora Lynn Reserve Pavilion.	Buildings and Facilities	Duplicate action - Refer to action 1.5.1.6
7.	3.1.3.1 CP - Upgrade of the Gembrook Reserve Sports Pavilion.	Buildings and Facilities	Demolition works have commenced and are progressing well. The project is expected to be completed by March 2021.
8.	3.1.4.1 CP - Review of	Infrastructure	Initial work on this review is progressing

	Action	Business Unit	Executive Comment
	Open Space Asset Management Plan	Services	<p>along with the review of the footpath and bridges Asset Management Plans.</p> <p>It is intended for new draft versions of these 3 plans to be completed by end of September.</p>
9.	3.2.1.5 CP - Lang Lang Bypass - Finalise contractual funding arrangements with sand extraction operators ready to commence operations.	Infrastructure Services	<p>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 Council's Senior Leadership Team to consider options on progressing this project.</p>
10.	3.2.2.6 CP - Commence a Road and Drainage Scheme in Cockatoo pending adequate land owner support.	Infrastructure Services	<p>A Community Meeting was held in Cockatoo in September 2019. Initial community feedback is suggesting good support for the scheme.</p> <p>A scheme in Cockatoo will form part of the sealing the Dandenong Ranges and Surrounds as funded by the Federal Government.</p> <p>A priority list of roads was endorsed at the March 2020 Council meeting.</p> <p>An engagement plan is being reviewed based on the impacts of the Corona Virus and how best to interact with the community.</p> <p>This will now have an impact on ability to initiate schemes prior to council elections.</p>
11.	1.5.1.3 CP - Work with user groups for the design and construct of the Officer Recreation Reserve Social Space	Active Communities	<p>Council officers are working with the reserve users groups regarding the governance and documentation required for Council's contribution to this project and approvals as owner of the land.</p>
12.	1.5.1.5 CP - Present options to Council for the potential redevelopment and expansion of Cardinia Life. If	Active Communities	<p>Planning for the expansion of Cardinia Life will commence in late 2020.</p>

	Action	Business Unit	Executive Comment
	approved, proceed with detailed design.		
13.	1.5.1.6 CP - Complete design for Bunyip Indoor Stadium.	Active Communities	Draft concept plan has been discussed with Committee of Management and Reserve user groups. The Committee of Management has developed an alternative concept for the Bunyip Indoor Stadium. Council officers are working with the Committee of Management in relation to the finalised design.
14.	1.5.1.7 CP - Complete the construction and fit-out of the KWR Bowls Club. This project is dependent on external funding confirmation.	Active Communities	Council applied for a Growing Suburbs Fund grant for this project but has been notified this application was unsuccessful. Council officers will continue to seek alternative funding sources.
15.	1.5.1.8 CP - 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.	Active Communities	Once the finalised design of the project has been approved, the project will go to tender.
16.	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.	Active Communities	Applications for the Arts Grants program will commence in early May 2020, with a closing date of late May 2020.
17.	1.1.1.2 CP - Consult with fathers connected to the universal services around their needs and the accessibility of services for them.	Community and Family Services	Dad's worker position approved and recruitment was to commence in March however, all recruitment postponed due to pandemic.

	Action	Business Unit	Executive Comment
	Implement improvements to service delivery where possible within budget		
18.	3.5.2.1 CP - Ongoing review of PSP's and DCP's and complete the Pakenham East & Pakenham South PSPs. Commence Officer South PSP with the VPA.	Policy, Design and Growth Area Planning	<p>Pakenham East PSP - This has been referred back to an independent planning panel by the Minister for Planning with an undetermined timeframe with regards to approval.</p> <p>Officer South PSP - Preliminary work has commenced by the Victorian Planning Authority. Council officers continue to work with the Victorian Planning Authority.</p> <p>Pakenham South PSP – Council has sought authorisation from the Minister for Planning to exhibit the Planning Scheme Amendment.</p>
19.	4.1.1.1 CP - Undertake review of Cardinia Road Employment precinct to encourage investment & employment opportunities and commence the Officer South PSP. Finalise the Pakenham South PSP.	Policy, Design and Growth Area Planning	Council officers are working with the Victorian Planning Authority (VPA) to understand the context of the review. Review will take place in conjunction with the development of the Officer South PSP.
20.	4.1.3.3 CP - Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Infrastructure Contribution Plan	Policy, Design and Growth Area Planning	Council is awaiting advice from the Victorian Planning Authority on the timing of this project.
21.	4.1.3.4 CP - In partnership with the Victorian Planning Authority, commence development of the Officer South Precinct Structure Plan.	Policy, Design and Growth Area Planning	Preliminary discussions have commenced with the Victorian Planning Authority.

Table 3. Council Plan Actions - proposed updates to completion dates to a future financial year

	Action	Business Unit	Original End Date(s)	New End Date
1	4.1.1.1 CP - Undertake review of Cardinia Road Employment precinct to encourage investment & employment opportunities and commence the Officer South PSP. Finalise the Pakenham South PSP.	Policy, Design and Growth Area Planning	30-Jun-2019 30-Mar-2020	30-Jun-2021
2	4.1.3.3 CP - Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Infrastructure Contribution Plan	Policy, Design and Growth Area Planning	30-Jun-2019 30-Mar-2020	30-Jun-2022

Council Activity Summary

Coronavirus (COVID-19) pandemic

The world-wide Coronavirus (COVID-19) pandemic has impacted our community, local business and Council.

Like all other local councils – and all levels of government in fact – we’ve had to do our best to respond to this rapidly-changing situation. We have been working closely with government health agencies and following their direction and guidelines.

We have had to change and modify some of our services and programs, with the health and safety of our community and staff at the forefront of everything we do. We are working hard to deliver essential services to our community as we continue to adapt to these challenging and ever-evolving circumstances.

Supporting our community and business through these difficult times is our priority. We developed a virtual relief centre, our Coronavirus Online Help Hub, which offers many useful resources to our community and we took important first steps in developing a support package to assist community and business through this challenging time.

We will continue to work closely with health authorities and advocate for state and federal support for our community.

Advocacy

Council continues to advocate for the needs of our shire. We are continuing to seek grant support from the Victorian and Australian governments, as well as lobby for action on important issues for the benefit of our community.

We also continue to work with other groups of councils, such as South East Melbourne and the Interface Group of Councils, to facilitate investment in the broader region.

Grants

We welcomed the announcement of \$6.7 million in funding for local community projects in Cardinia Shire through the Victorian Government’s 2019–20 Growing Suburbs Fund.

Projects to receive funding include the expansion of the My Place youth centre (\$3 million), construction of the Rix Road Family and Children’s Centre (\$1.5 million) and the development of the

Officer District Park (\$2.2 million). The Victorian Government's Growing Suburbs Fund provides much-needed support towards local infrastructure in the fast-growing outer suburbs, and these grants will accelerate the delivery of critical community infrastructure and complement other funding sources.

Major projects

Major projects across the shire continued to progress well this quarter.

The construction of the Hills Hub at Emerald was completed, and the upgraded Gembrook Leisure Park was officially launched.

The major recreation and sporting precinct Lang Lang Community Recreation Reserve neared completion and construction of a new pavilion as part of stage one works at Comely Banks Recreation Reserve progressed. Bunyip Recreation Reserve soccer pavilion construction was completed and detailed design for two new soccer pitches is now underway.

Roads

As one of our major strategic priorities, roads projects across the shire continued to progress well this quarter. We continued work on our annual road resurfacing program to extend the life of local roads and improve our local road network.

We will also soon start the consultation and information process for our hills' road sealing project. Approximately 100 kilometres of unsealed roads in the shire will be sealed over the next 10 years as part of the project. The Australian Government has committed \$150 million in funding to Council to seal priority roads in the hills and to help subsidise residential contributions to special charge schemes. We look forward to the progress of this project.

Growth Summary

Residential land development in the Shire had varied results this quarter. There were 257 residential subdivision lot applications this quarter, 46% lower than the previous quarter. Annual figures are 34% lower compared to the same time last year. There were 530 residential lots issued a statement of compliance this quarter, 110% higher than the previous quarter. Despite the significant rise, annual results are 8% lower than the same time last year.

Residential building completions are trending downwards, with 248 residential building completions processed this quarter. Results are 39% lower than last quarter, annual figures are 11% lower compared to the same time last year.

The family growth rate in the Shire has decreased to four families per calendar day for the quarter. The annual figure has also decreased from six to five families per calendar day. There were 452 births in the Shire this quarter, 4% higher than last quarter and 2% lower than last year. Enrolments to Maternal and Child Health are 3% higher than last quarter and 5% 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

The actions from the Council Plan are funded through the approved budget of Council. Growth data informs the planned expenditure of Council for community assets and services.

CONCLUSION

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



Cardinia Shire Council

Quarterly Performance Report

Quarter 3 January - March 2019-20

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CEO's Report

The third quarter of 2019-20 has presented a number of challenges to both Council and our community, but we have continued to work hard to deliver results across all five key areas of our Council Plan.

Coronavirus (COVID-19) pandemic

The world-wide Coronavirus (COVID-19) pandemic has impacted our community, local business and Council.

Like all other local councils – and all levels of government in fact – we've had to do our best to respond to this rapidly-changing situation. We have been working closely with government health agencies and following their direction and guidelines.

We have had to change and modify some of our services and programs, with the health and safety of our community and staff at the forefront of everything we do. We are working hard to deliver essential services to our community as we continue to adapt to these challenging and ever-evolving circumstances.

Supporting our community and business through these difficult times is our priority. We developed a virtual relief centre, our Coronavirus Online Help Hub, which offers many useful resources to our community and we took important first steps in developing a support package to assist community and business through this challenging time.

We will continue to work closely with health authorities and advocate for state and federal support for our community.

Advocacy

Council continues to advocate for the needs of our shire. We are continuing to seek grant support from the Victorian and Australian governments, as well as lobby for action on important issues for the benefit of our community.

We also continue to work with other groups of councils, such as South East Melbourne and the Interface Group of Councils, to facilitate investment in the broader region.

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Recreation Reserve progressed. Bunyip Recreation Reserve soccer pavilion construction was completed and detailed design for two new soccer pitches is now underway.

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We will also soon start the consultation and information process for our hills' road sealing project. Approximately 100 kilometres of unsealed roads in the shire will be sealed over the next 10 years as part of the project. The Australian Government has committed \$150 million in funding to Council to seal priority roads in the hills and to help subsidise residential contributions to special charge schemes. We look forward to the progress of this project.

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

Carol Jeffs

Chief Executive Officer
Cardinia Shire Council

Government interaction

Government Advocacy

Council is working collaboratively with the State Government in responding to the Coronavirus (COVID-19) pandemic, and is closely following advice being received, the situation is rapidly evolving.

Our actions are aiming to support the health and wellbeing of our staff and community, and the continuation of essential services.

Council continues to rely 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. Council also works with other groups of Councils, such as South East Melbourne and 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. For the current financial year 31 grant applications have been lodged for a total of \$13.75M for a range of projects.

Legislative Program

After a prolonged delay, the Local Government Act 2020 was finally passed by Parliament and received Royal Assent on 24 March.

There will be a staged implementation of the provisions: 6 April 2020, 1 May 2020, 24 October 2020 and 1 July 2021. Some of these provision may be deferred due to the Coronavirus (COVID-19) pandemic.

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 257 lots in application for the certification of plans of subdivision this quarter. Results are 46% lower than the previous quarter and 34% lower than the same time last year.

Figure 1. Residential lots – applications

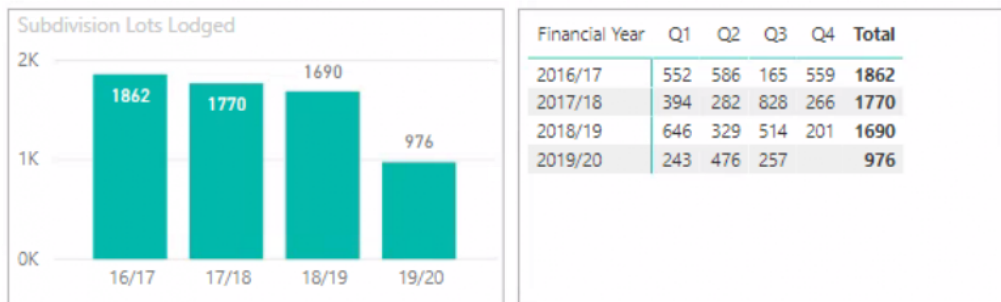
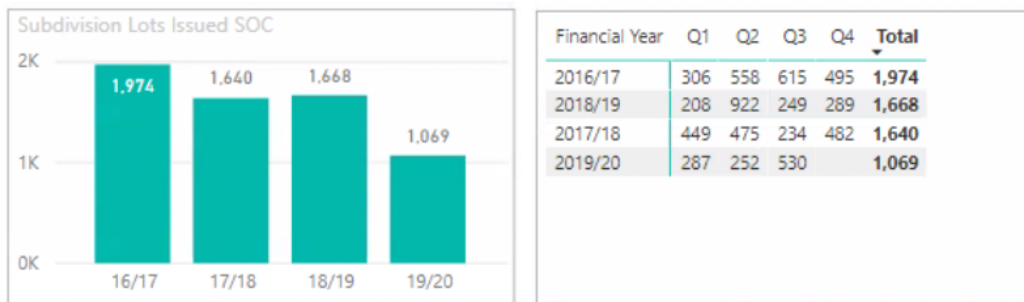


Figure 2 illustrates that there were 530 lots for which a statement of compliance was issued this quarter, allowing for the sale and development of individual lots. Results are 110% higher than the previous quarter and 8% lower than the same time last year.

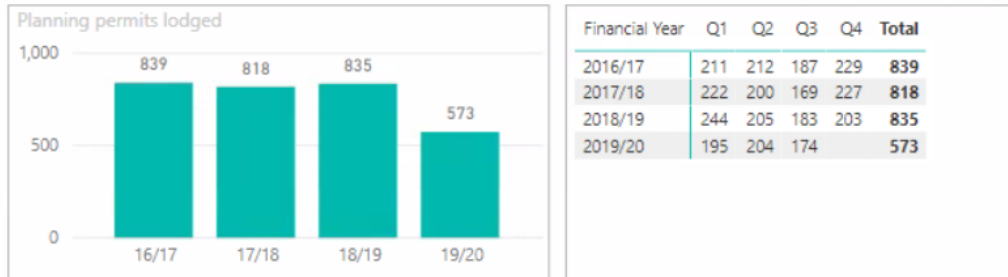
Figure 2. Residential lots – statement of compliance



Planning applications

Figure 3 highlights the level of development activity in relation to applications for planning permits. There were 174 planning applications this quarter, 15% lower than the previous quarter. The year to date figure is 8% 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 207 building permits issued this quarter. That is a decrease of 62% from the previous quarter and 36% lower than the same time last year.

Figure 4. Total building permits issued

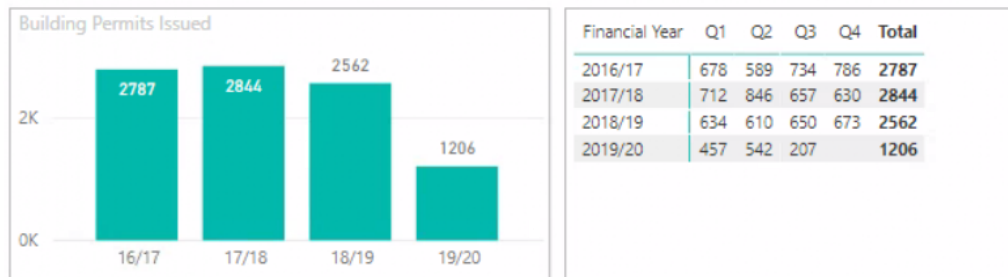


Figure 5 illustrates that there were 248 residential building completions this quarter. That is a decrease of 39% from the previous quarter and 11% lower than the same time last year.

Figure 5. Residential building completions



Figure 6 illustrates that there were 189 non-residential building completions this quarter. That is an increase of 8% from the previous quarter and 7% higher than the same time last year.

Figure 6. Non-residential building completions



Residential land development indicators

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

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

Figure 7. Residential land development indicators



The average number of **lots lodged for subdivision** (green) reached a record high in the first quarter of 2016-17 with 665 lots submitted for subdivision. The current average number of lots is 338 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 decreased to an average of 329 lots released this quarter, following a pattern of decline from the second quarter of 2018-19.

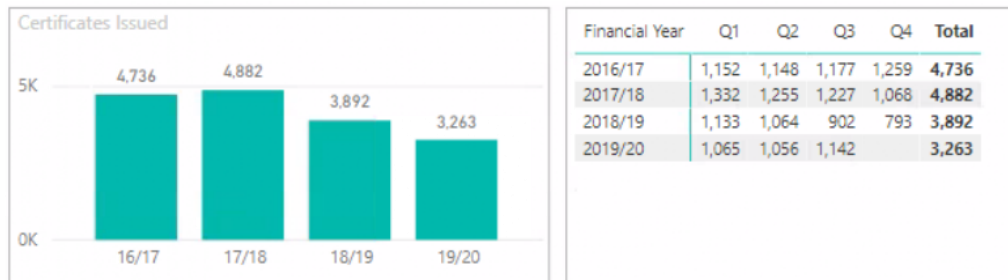
The average number of **building completions** (red) is 379. This is a lag indicator and is expected to continue to rise within 6 to 12 months as land development progresses.

Land information certificates

Land Information Certificates are required whenever a property changes owners. This figure includes both first home buyers and subsequent owners. It shows both growth and churn in the property market.

Figure 8 illustrates that there were 1,142 certificates issued this quarter, 8% higher than the previous quarter. Year to date results are 5% higher than the same time last year.

Figure 8. Land information certificates



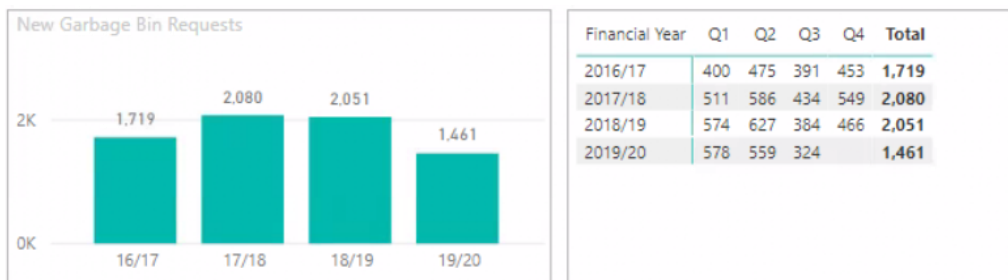
Household garbage service

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 324 new bins requested this quarter, 42% lower than last quarter. The year to date total is 8% lower than the same time last year.

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

Figure 9. New household garbage service volumes



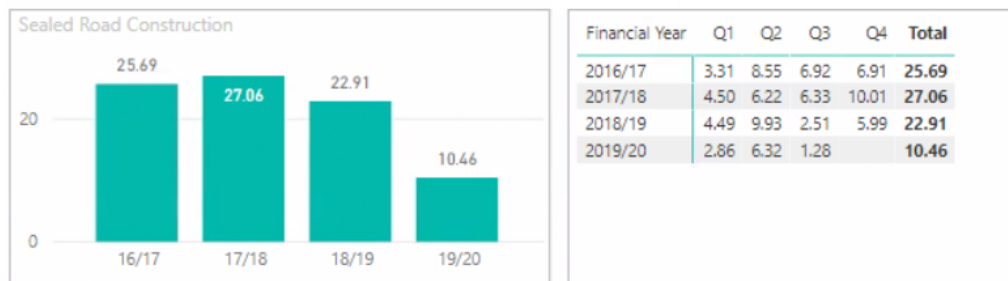
Roads and footpaths

Sealed roads

The sealed road network is approximately 727 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 1.28km of sealed roads constructed this quarter, 80% lower than the previous quarter. The year to date total is 33% 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

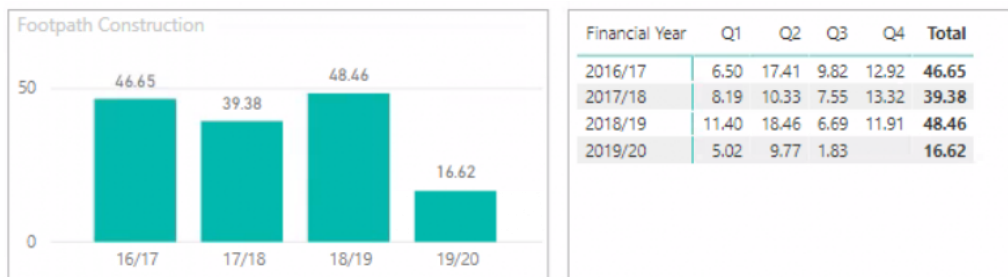


Footpaths

Footpaths are an important means of improving community cohesion by providing for pedestrian traffic around our communities. The footpath network is approximately 76.1 km in length, with an estimated average growth rate of 45 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 1.83km of footpaths constructed this quarter, 81% lower than the previous quarter. The year to date total is 55% 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 91% of Action Referrals were acknowledged within 10 days this quarter, 4% higher than the previous quarter. Performance reports are distributed to all managers on a fortnightly basis and this is contributing to a higher level of consistency in relation to actioning correspondence.

Figure 12. Inwards correspondence –action referrals in time: KPI percentage by quarter



The volume of inwards correspondence is expected to increase, due to our population growth and as Council’s services are expanded and enhanced to meet the growing needs of our community. Despite this, Figure 13 illustrates that there were 20,192 action referrals this quarter, 12% lower than the previous quarter. The year to date total is 8% 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 84% of service requests were finalised in time for the quarter, below the 90% target.

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



Figure 15 illustrates that there were 14,266 service requests this quarter, 9% 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 1,069km of unsealed road grading this quarter, 45% higher than last quarter and 7% higher than the same time last year. The increase reflects the effort undertaken by Operations managing its predictive maintenance program which is enabling roads to be proactively graded before a complaint is lodged. This is evident by the low volumes of customer requests received over this quarter.

Figure 16. Unsealed road grading (kilometres)

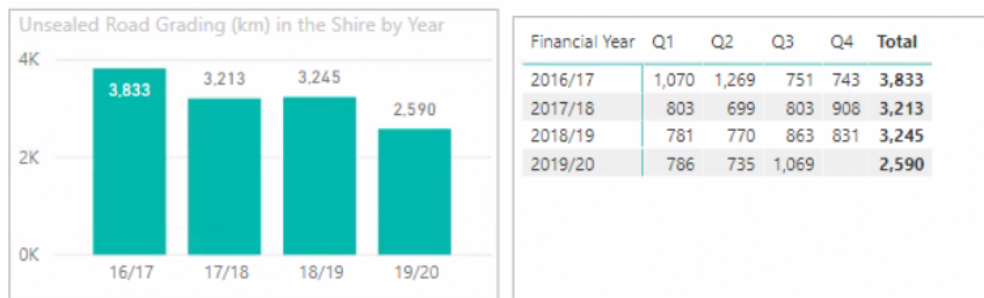
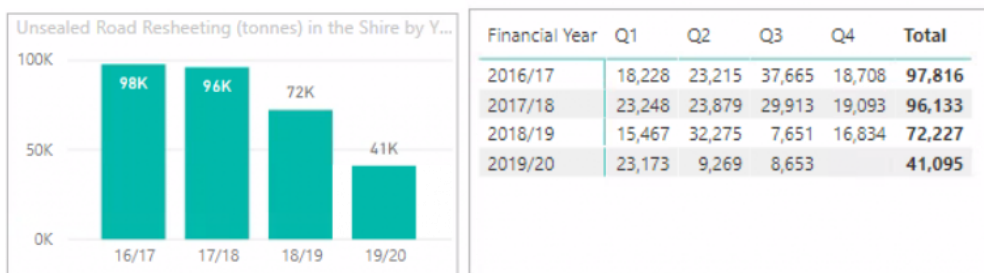


Figure 17 illustrates that there was 8,653 tonnes of unsealed road resheeting this quarter, 6% lower than last quarter and 25% lower than the same time last year. This is principally due the time of the year where Council's tip truck fleet have been converted to water carts to enable unsealed road maintenance over the drier period of the year. This reduction is also a result of the road refurbishment program, where in-situ materials are being recovered and reused. 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.

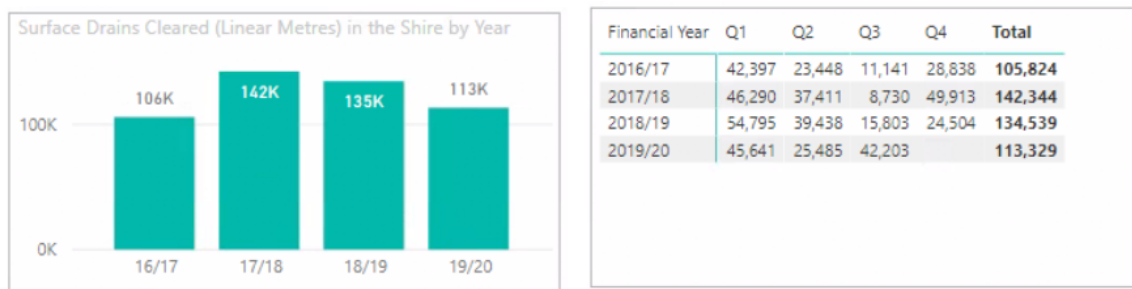
Figure 17. Unsealed road resheeting (tonnes)



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 42,203 linear metres of surface drain clearing this quarter, 66% higher than last quarter and 3% higher than the same time last year. The length of drains cleared from January through to March is generally lower. During the summer months the ground conditions are not suitable to use the rotary drainer tool, which requires softer ground to work effectively. However, due to an unseasonal wet summer, the tool was utilised enabling long sections of surface drains to be de-silted quickly therefore increasing the drains cleared this quarter.

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 452 birth notices this quarter, 4% higher than the previous quarter. The year to date figure is 2% 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 482 enrolments this quarter, 3% higher than last quarter. The year to date figure is 5% 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 1,273 contacts with young people accessing MyPlace, 12% higher than last quarter and 6% lower than last year.

Figure 21. MyPlace interactions

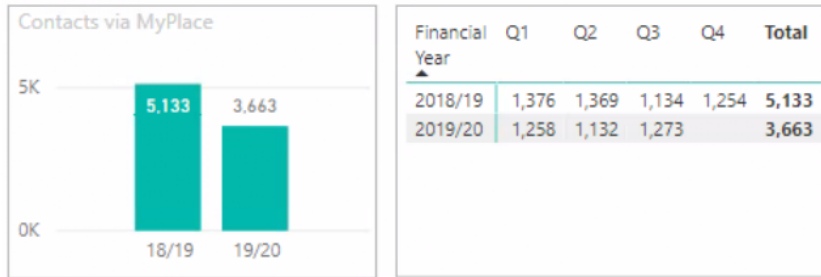


Figure 22 illustrates that there were 534 contacts with young people accessing after school programs, 21% lower than last quarter and 27% higher than last year. There was a decrease in the number of events held this quarter.

Figure 22. After school programs interactions

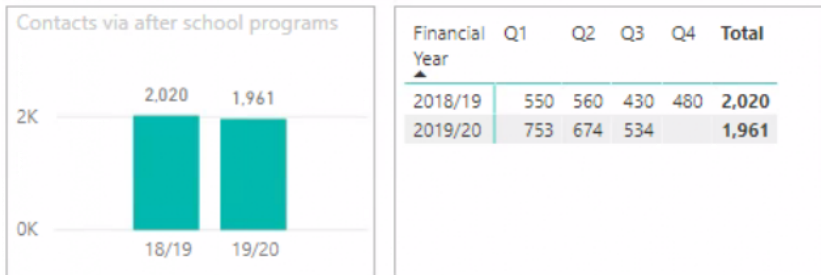


Figure 23 illustrates there were 908 contacts with young people accessing in school programs/workshops, 34% lower than last quarter and 34% higher than last year.

Figure 23. In School programs/workshop interactions

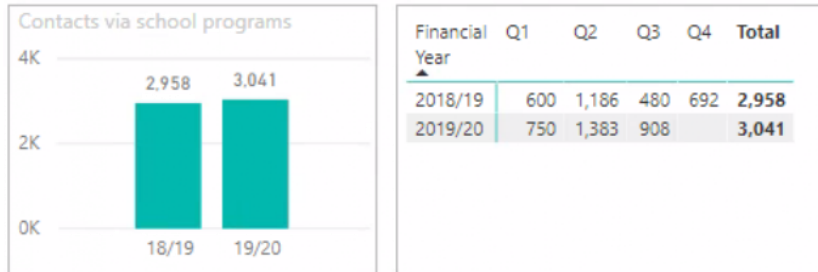


Figure 24 illustrates that there were 198 contacts with young people accessing the teenage school holiday program/Portsea Camp, 254% increase than last quarter and 20% lower than last year.

Figure 24. Teenage school holiday program/Portsea Camp interactions

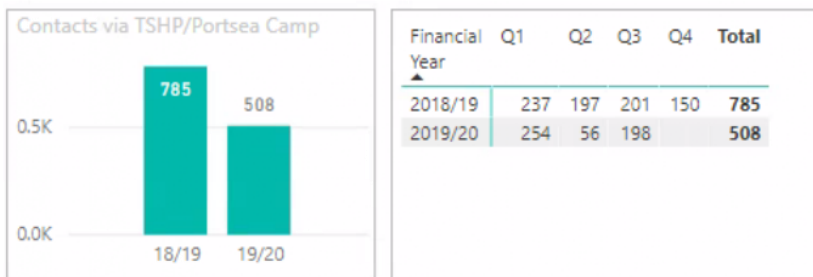
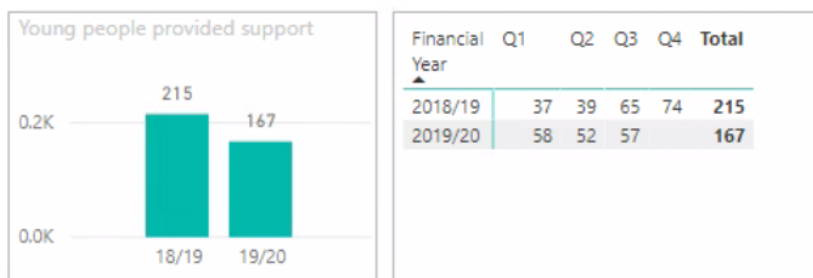


Figure 25 illustrates that there were 52 young people provided with more the one episode of support from a dedicated Youth Support Officer, 10% higher than last quarter and 18% higher than last year.

Figure 25. Youth support program



Waste Management

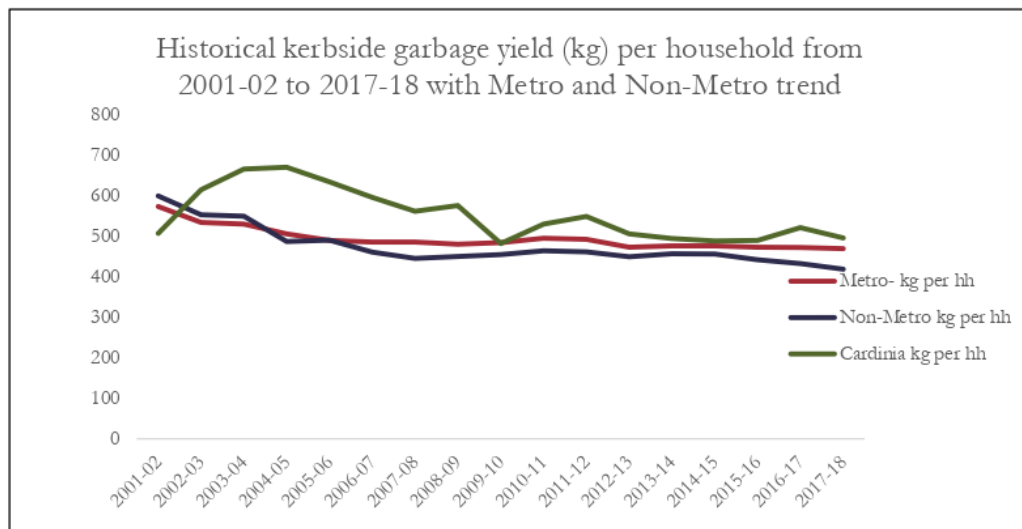
Indicators in this section relate to our behaviour with waste disposal and resource recovery. That is, how much waste we send to landfill and how much is recycled or composted. These figures are monitored on a monthly basis.

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.

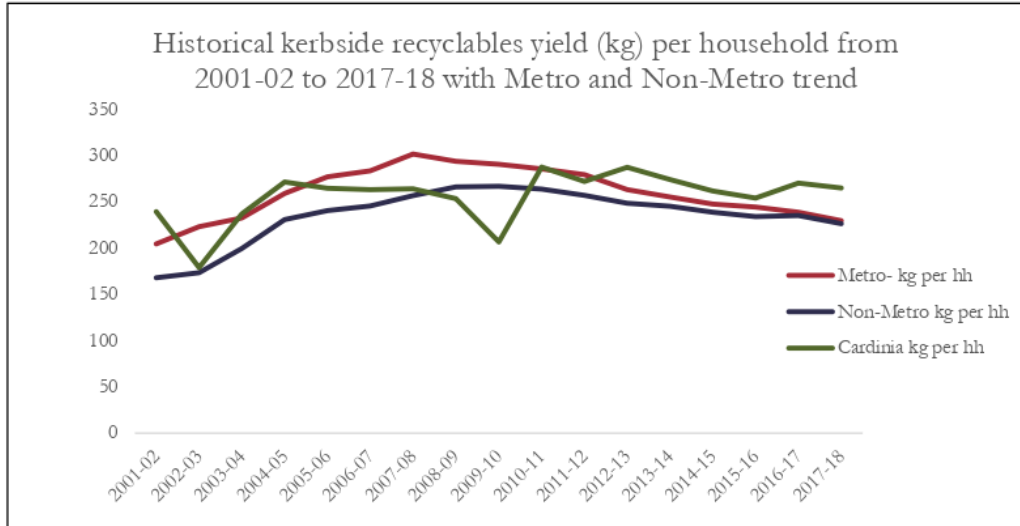
Figure 26. Cardinia Shire garbage generated compared with other metro and non-metro Victorian councils



* 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.

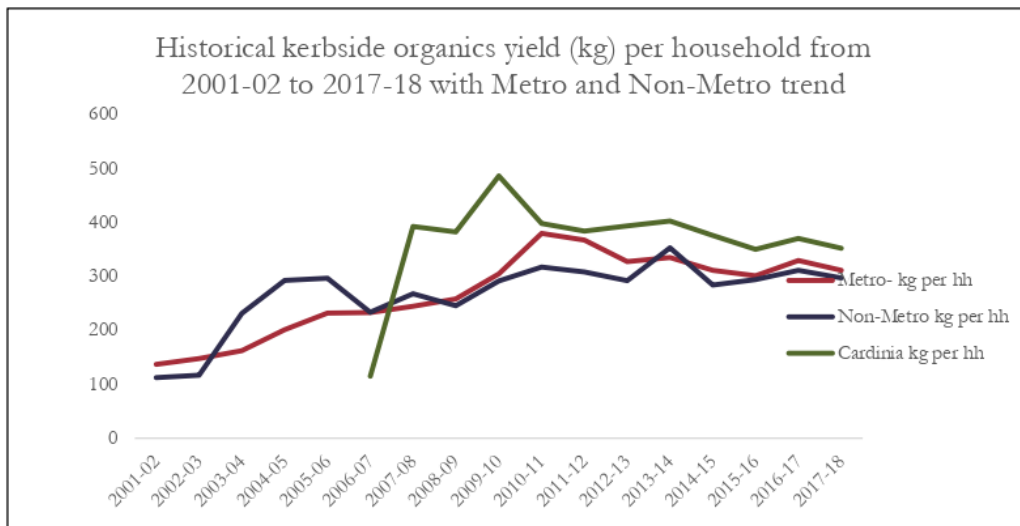
Figure 27. Cardinia Shire recyclables generated compared with other metro and non-metro Victorian councils.



* 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

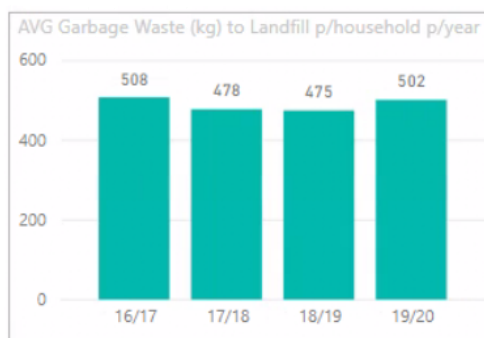
Garbage to landfill

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 502kg to date this financial year. This is a 6% 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 year 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 2019 all of the material from kerbside recycling bins in Cardinia Shire Council went to landfill. From early September 2019 to mid-December, just over 50% of the Shire's kerbside recycling was able to be processed via a short term contract with an alternative processor.

Since the beginning of this quarter we have returned to processing and recovering 100% of our kerbside recycling. Recycled waste has increased this quarter however the previous disruption to normal waste industry operations has contributed to an overall increase in landfill collection and decrease in recycled waste this year. This will be evident in the data until the end of this financial. Once a new financial year begins the data will be based on current year tonnages and assuming there are no more disruptions to the recycling market the tonnages will be back on track.

Figure 30 illustrates that there were 5,577 tonnes of garbage waste to landfill collection this quarter, 9% lower than last quarter. The year to date figure is 17% higher than last year.

Figure 30. Garbage waste to landfill – tonnes collected



Figure 31 illustrates that there were 2,675 tonnes of recycle waste collection this quarter, 34% higher than last quarter. The year to date figure is 13% lower than last year.


Figure 31. Recycle waste – tonnes collected



Figure 32 illustrates that there were 2,806 tonnes of green waste collection this quarter, 7% higher than last quarter. The year to date figure is 21% 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.

Action	Progress Comments	Business Unit	Complete by
Assess and report on the utilisation of community facilities for the benefit of community	Ungerboeck is now being used across facilities. 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	Community and Family Services	Dec-19
Start the design and in part the construction of the Integrated Children's' Centre at Timbertop.	27/03/20 - The detail design documentation has well progressed. No further progress with land acquisition as still awaiting transfer from developer, documentation being considered for planning application.	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 four 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.	March 2020 update- Dad's worker position approved and recruitment was to commence in March however, all recruitment postponed due to pandemic 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 Services	Jun-20


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Our People

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

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

Action	Progress Comments	Business Unit	Complete by
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.	27/03/20 - Progressing with renewal plan as programmed for completion by end of financial year.	Buildings and Facilities	Jun-20
Start the design stage of the Integrated Children's' Centre at Brunt Road.	This project is planned to commence in the 2024-25 financial year.	Buildings and Facilities	Jun-20
Progress the construction and fit-out of the Integrated Children's Centre at Timbertop.	This project continues to be delayed by land transfer issues. The estimated new end date for this project is December 2021.	Buildings and Facilities	Jun-20

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Our People


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

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

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

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

Action	Progress Comments	Business Unit	Complete by
Develop, adopt and launch the Ageing Well Strategy 2019–24 by working with older adults to establish priorities in line with World Health Organisation guidelines in working towards an Age Friendly Community.	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 with current timelines.	Community Strengthening	Jun-20


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Our People

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

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

Action	Progress Comments	Business Unit	Complete by
<p>Review the advocacy efforts for a range of education, training and development opportunities and report on gaps.</p>	<p>March 2020 update - Youth Services are supporting young people through the COVID19 crisis which includes assisting young people to stay connected and motivated with their education and training and maintain positive mental health.</p> <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>	<p>Community and Family Services</p>	<p>Jun-20</p>


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Our People

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

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

Action	Progress Comments	Business Unit	Complete by
Measure and report on effectiveness of current integrated service provision for young people in the Shire.	The Youth Support Snap Shot, comparing data across the 2018-2019 period, shows the effectiveness of the current 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. Evaluations collected throughout 2019 from young people have demonstrated that program and service outcomes are being achieved. 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. 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. Interviews for headspace satellite clinicians undertaken by headspace and council. Youth Services are working collaboratively with the youth sector to maintain connection between professionals and with vulnerable young people during the COVID19 crisis. Examples include; Utilising Zoom for local youth network meeting, developing newsletter of what services and supports are available to young people and how to refer to support services when services are operating differently. Architect contracted for the new My Place Youth Facility build. Young people and professionals will be consulted on the design to ensure it supports a collaborative working environment.	Community and Family 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: Advocate for an increase in locally based health and wellbeing services to support young people.

Action	Progress Comments	Business Unit	Complete by
Implement priorities within the Playground 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.	Designs have been completed and works programmed to start in April and are expected to be completed this financial year	Infrastructure Services	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Continue to support agencies from across the region to locate in Cardinia with consideration to My Place capacity.	<p>March 2020 update - My Place service model and financial model for new building is under development and will be submitted to SLT for approval. Advocacy is ongoing for services to colocate within the existing and future youth facility. 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). Sixteen EOIs were submitted to Council from organisations and education providers wanting to co-locate either on a permanent or outreach basis at My Place and/or work with Council to advocate for services to extend into Cardinia if not already funded to do so. Eleven youth organisations and education providers are based at, or currently outreach from the existing youth facility and participate in joint secondary consultation meetings with Early in Life Mental Health, Headspace and Council's Youth Services to ensure a holistic model of care is provided to young people from the facility.</p> <p>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)</p> <p>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.</p>	Community and Family Services	Jun-20

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Our People

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

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

Action	Progress Comments	Business Unit	Complete by
Identify 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. Continuing ongoing discussion occurring regarding school funding.	Office of the General Manager - Liveable Communities	Jun-20

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

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


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

Action	Progress Comments	Business Unit	Complete by
Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses and senior citizen centres.	Annual funding and support provided to the Cardinia Shire Neighbourhood house cluster and U3A's. 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.

Action	Progress Comments	Business Unit	Complete by
Facilitate the delivery of an annual action plan to support inclusion for the LGBTIQ+ community in Cardinia Shire.	26/09 - Annual Action Plan was confirmed at LGBTIQ+ Internal Action Group meeting on 22 August 2019. New Action plan of 15 items saved in TRIM INT196805. Budget allocation of \$8k for 19/20 Financial Year.	Office of the General Manager - Liveable Communities	Jun-20

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Our People

We want to Achieve: Improved health and wellbeing for all

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


Action	Progress Comments	Business Unit	Complete by
Coordinate health and wellbeing initiatives across the Shire in line with the priorities set in Cardinia Shire's Liveability Plan 2017-29.	The Liveability Plan Annual Review was completed and is 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 was 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 Wellbeing grants are being assessed ensuring alignment to the Liveability Plan. Planning is underway to develop an evaluation framework.	Community Strengthening	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Implement the Liveability Plan 'Action Agenda' by November 2019 and complete an annual progress report.	<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	Completed

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

Action	Progress Comments	Business Unit	Complete by
Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning.	Findings from the 2019 Community Liveability Survey have been analysed and will be presented to Council in April. This will also be made available on Council's website.	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: Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities.

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

We want to Achieve: Variety of recreation and leisure opportunities

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

Action	Progress Comments	Business Unit	Complete by
Prepare a master plan for Gin Gin Bin Reserve Officer	A consultant was appointed and a draft master plan has been prepared. Discussions have been proposed with the Victorian Department of Education and Training in relation to combine master planning for an education precinct and Gin Gin Bin Reserve. The reserve master plan can't be finalised until consultation with the Victorian Department of Education and Training and VSBA has occurred.	Active Communities	Jun-20
PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park.	The demolition of the old depot building to make way for the new car park has been completed. Construction of the new car park is and sealing of the existing car park has been completed and works have reached Practical Completion.	Infrastructure Services	Completed
Prepare a master plan for McMullen Recreation Reserve Officer	Preparation of the McMullen Recreation Reserve master plan is on hold pending settlement of 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 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. Under the Biodiversity Response Planning Project, a project variation was requested and approved by DELWP, due to the Bunyip fires effecting 83% of the project area. The project will now continue until June 2020.	Environment and Heritage	Jun-20


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Our People

We want to Achieve: Variety of recreation and leisure opportunities

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

Action	Progress Comments	Business Unit	Complete by
Work with user groups for the design and construct of the Officer Recreation Reserve Social Space	Council officers are working with the reserve users groups regarding the governance and documentation required for Council's contribution to this project and approvals as owner of the land.	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	Builder has been appointed and has commenced site establishment. Onsite works expected to commence early April 2020.	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.	Infrastructure Services	Completed
Present options to Council for the potential redevelopment and expansion of Cardinia Life. If approved, proceed with detailed design.	Planning for the expansion of Cardinia Life will commence in late 2020.	Active Communities	Dec-20
Construction Bunyip Soccer Stadium	27/03/20 - Project complete.	Buildings and Facilities	Completed
Construct redevelopment of Cora Lyn Reserve Pavilion	Council is currently awaiting Ministerial approval of Council's changes to reduce the project scope and loan amount. Council continues to communicate with the State Government seeking updates on this matter. The estimated new end date is March 2022.	Buildings and Facilities	Dec-20


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Our People

We want to Achieve: Variety of recreation and leisure opportunities

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

Action	Progress Comments	Business Unit	Complete by
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 has been discussed with Committee of Management and Reserve user groups. The Committee of Management has developed an alternative concept for the Bunyip Indoor Stadium. Council officers are working with the Committee of Management in relation to the finalised design.	Active Communities	Jun-20
James Bathe Recreation Reserve - Finalise civil works of ovals and car parks	Practical Completion has been issued for the Civil works	Infrastructure Services	Completed
Complete the construction and fit-out of the KWR Bowls Club. This project is dependent on external funding confirmation.	Council applied for a Growing Suburbs Fund grant for this project but has been notified this application was unsuccessful. Council officers will continue to seek alternative funding sources...	Active Communities	Jun-20
Lang Lang Community and Recreation Precinct - Commence building the pavilion.	27/03/20 - Project complete.	Buildings and Facilities	Completed
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.	Once the finalised design of the project has been approved, the project will go to tender.	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.	An update on this project has been provided to SLT and Councillors. Detailed information gathering and data analysis continuing working with Section 86 Committees.	Active Communities	Jun-20
Commence the construction of the Worrell Reserve Sports Pavilion.	27/03/20 - Project is complete and expecting Certificate of Occupancy in April 2020.	Buildings and Facilities	Jun-20

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Our People


We want to Achieve: Variety of recreation and leisure opportunities

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

Action	Progress Comments	Business Unit	Complete by
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. A consultant is now being engaged to progress the project.	Active Communities	Jun-20
Deep Creek Reserve (Pakenham) - commence construction of indigenous plant nursery.	Works on the nursery have been completed.	Infrastructure Services	Completed
Complete the construction and fit-out of the Emerald Netball Pavilion.	27/03/20 - Building Permit expected by end of March 2020, so that site works can commence. 20/12 - Project approved by Council and is now being made ready by the successful contractor to begin construction works on site. 26/09 - Report ready to go to October Council meeting.	Buildings and Facilities	Dec-20
Progress the construction and fit-out of the KWR Football/Cricket Pavilion	Council has progressed the tender documentation and the project is on target to be delivered by June 2021.	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

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

Action	Progress Comments	Business Unit	Complete by
Comely Banks Reserve - undertake detailed civil design.	Detailed design works are now completed.	Infrastructure Services	Completed
Commence Construction of Comely Banks Reserve Pavilion.	27/03/20 - Project currently on track to be complete by October 2020.	Buildings and Facilities	Jun-20
Comely Banks Reserve - commence construction of playing fields and associated works.	Construction of the pavilion has commenced and is well underway. Tender of construction of playing fields and civil works is being put out to tender 28 March.	Active Communities	Jun-20


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Our People

We want to Achieve: Increased awareness of safety

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

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


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Our People

We want to Achieve: Increased awareness of safety

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

Action	Progress Comments	Business Unit	Complete by
<p>Support the implementation of family violence projects in the Shire at a local, regional and state level including the Together We Can initiative.</p>	<p>Together We Can Round Table meeting was held on 12 February 2020. A number of actions are on hold due to COVID19 but additional key messaging promoted during this time.</p> <ul style="list-style-type: none"> The \$355,000 funding application submitted to the Department of Social Services for the Community Partnerships funding stream was UNSUCCESSFUL. The Men as Role Models Department of Social Services Grant, submitted by Family Life and in partnership with City of Casey and Cardinia Shire (\$900K) was UNSUCCESSFUL. Council in partnership with Aligned Leisure, WHISE, Jesuit Social Services submitted a Vic Health Grant (\$140K) to run a Place Based Healthy Masculinities Certificate at Cardinia Life – Awaiting outcome. Work continues with Women's Health in the South East on the Train the Trainer package for the Healthy Families Healthy Relationships program. The information session for potential trainers has been postponed due to COVID19 The final report and evaluation report was submitted to Municipal Assoc.Vic and DEWLP for the completion of the \$75,000 State Government Free From Violence Local Gov Grant. The Together We Can Facebook Page increased its number of likes and followers by 27 over this period, with a total of 323 likes and 339 followers. <p>White Ribbon</p> <ul style="list-style-type: none"> Council is developing new Disclosures Policy, a disclosures flowchart, a Support Plan and Safety Checklist with an external consultant. Cardinia Shire Council's Family Violence Action Team are progressing work to meet the Workplace Equality and Respect Standards. <p>Preventing Violence Together Regional Strategy</p> <ul style="list-style-type: none"> Council is participating in a new working group has been established on the prevention of family violence that will contribute both to the outcomes of the Southern Melbourne Regional Integration Committee (SMRIC) and also, be a part of achieving the outcomes in the third year of the Regional Prevention Action Plan Preventing Violence Together. Participated in a Regional Discussion regarding the Vic Health Healthy Masculinities funding opportunity (application due Feb 2020) with The Jesuit Society. 	<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.

Action	Progress Comments	Business Unit	Complete by
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 priorities areas have been identified by the Committee and a focus area workshopped monthly. The Community Safety Officer is currently working on creating an ESafety newsletter that will be available across the community. Council continues to partner with key stakeholders to increase the safety of community across the shire.	Community Strengthening	Jun-20


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

Action	Progress Comments	Business Unit	Complete by
Engage with communities to help them better understand their known risks through the delivery of the annual Community Emergency Resilience Forum and through alignment with Resilient Melbourne.	Council continues to engage with communities across the shire through the delivery of community education sessions that can include showcasing fire behaviour modelling. Council's Emergency Management Team delivered 10 Emergency Preparedness Sessions from September to November, to the townships of Pakenham, Officer, Emerald, Gembrook, Koo Wee Rup and Bunyip. A community emergency resilience forum scheduled for May has been put on hold due to the Corona Virus outbreak.	Community Strengthening	Jun-20

We want to Achieve: Minimised impact of emergencies

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

Action	Progress Comments	Business Unit	Complete by
Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their effectiveness in relation to the Shire's risk profile. Review the Municipal Emergency Management Plan and sub plans in line with their review cycle.	Following the Bunyip Complex Fires Council has undertaken a review of the Cardinia Shire Municipal Emergency Management plan and arrangements to ensure their effectiveness in relation to the Shire's risk profile. Council staff 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. With the recent Corona Virus Pandemic Council is currently activating a number of its emergency plans. Use of these plans will inform future reviews.	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.

Action	Progress Comments	Business Unit	Complete by
Continue to implement the long term plan for burning on Council land. Conduct annual fire inspection program.	Council is currently in discussion with the Country Fire Authority to identify appropriate areas for fuel reduction through planned burns for the 19/20 season. The Fire Hazard inspection program commenced in November 2019 with approximately 1200 properties inspected. During February a reserve at Brennan's Avenue Upper Beaconsfield underwent significant mechanical works to reduce the fuel in the reserve closest to residential properties. In March this was followed up by further fuel reduction by 'Candelling' delivered by the Country Fire Authority.	Community Strengthening	Jun-20

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

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

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Our Community

We want to Achieve: Our diverse community requirements met

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


Action	Progress Comments	Business Unit	Complete by
Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database (i.e. factsheets, population projection updates and social health profile).	A range of demographic data snapshots and insights have been collated and shared including growth area forecasts, South Sudanese community profile, Lang Lang and Pakenham profiles, employment status, business behaviours, ATSI counts, demographics for Council report, Ageing well survey results, and findings from the Liveability Survey. A Community Respect and Equality Survey (Together We Can) has been finalised and is currently collecting data. Assistance in developing research frameworks and tools (surveys) has been undertaken for the Youth Survey and the Council Plan research.	Community Strengthening	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Deliver the actions in the Social and Affordable Housing Strategy.	The newly established Social and Affordable Partnership Group have met three times 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 has considered the Action Plan and areas of focus have been identified, including: events and community awareness of homelessness and developer incentives.	Community Strengthening	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Complete construction of the Cardinia Arts Space at CCC.	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. Community groups have agreed with site and nature of artwork. EOIs will now be undertaken for the production of the art work. Public art has been installed as part of the building works at the CCC, James Bathe, Hills Hub and Deep Creek Reserve. Public art is being planned for the new Lang Lang community recreation reserve pavilion.	Active Communities	Jun-20

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Our Community

We want to Achieve: Our diverse community requirements met

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


Action	Progress Comments	Business Unit	Complete by
Curate and activate the Shire's new arts facilities including Hills Hub Artspace, CCC Artspace, CCC Dance/Rehearsal studios, and Officer Community Hub; as well as beginning to activate outdoor sites with arts initiatives such as Emerald Lake Park, Lakeside Pakenham and other suitable sites.	The CCC redeveloped has been completed and the centre was relaunch in November 2019. The first exhibitions in the new foyer and gallery have been held. Next exhibition for CCC is now on hold due to COVID19. The provision of the new arts space within the new Hills Hub development is being finalised.	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.	Applications for the Arts Grants program will commence in early May 2020, with a closing date of late May 2020	Active Communities	Jun-20

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

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

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

Action	Progress Comments	Business Unit	Complete by
Incorporate planning strategies and controls into the planning scheme from studies.	Regular Planning Scheme Amendments are prepared to incorporate actions of strategies into the Cardinia Planning Scheme.	Policy, Design and Growth Area Planning	Jun-20

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Our Community

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


Action	Progress Comments	Business Unit	Complete by
Commence development of the first Community Vision for Cardinia Shire in accordance with Local Government Act.	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. This has now been placed on hold due to COVID-19 however some background work has already been done when it comes back online	Community Strengthening	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Increase Council's ability to engage through online channels by implementing a centralised online community engagement platform.	Online community engagement platform 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.	This action is continuing as part of action 5.1.1.2. Please see this action for further progress updates on this action.	Communications	Completed
Development of new Digital Communications Strategy	The Communications Strategy was finalised and presented to the Senior Leadership Team for endorsement in December 2019. The outcomes and actions from the strategy are due to be implemented from July 2020 subject to budget approval.	Communications	Completed
Identify opportunities to expand online and social media interactions with the community.	Online presence has grown with the introduction of Instagram and a more coordinated approach to the systematic delivery of social media communications. The communications team has responded in light of increased demand for communications during the COVID-19 pandemic.	Communications	Completed

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

Action	Progress Comments	Business Unit	Complete by
Deliver the community leadership program in the Shire by providing targeted training for community groups/leaders with the focus of strengthening governance in Section 86 Committees.	Community Leadership program commenced for 2019/20 in partnership with Leadership Victoria. Working with Leadership Victoria to continue the program remotely in a COVID-19 environment.	Community Strengthening	Jun-20

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Our Community

We want to Achieve: Increased levels of community participation

Action	Progress Comments	Business Unit	Complete by
Finalise and implement the Cultural Diversity Action Plan.	The new Cultural Diversity Action Plan 2019-23 builds on our commitment to our culturally and linguistically diverse communities. The four-year plan focuses on inclusion, partnership building, strengthening community participation, promoting, and celebrating diversity. This new Cultural Diversity Plan has undergone extensive community consultation and was endorsed by Council on Wednesday the 11th of December. The plan will now go out for printing. Council has commenced implementing the actions outlined within the Plan.	Community Strengthening	Jun-20
Finalise consultation with key stakeholders for the development of the new Reconciliation Action Plan.	The draft Reconciliation Action Plan is currently with Reconciliation Australia for feedback before finalising. Council continues to work with key stakeholders on some of the actions.	Community Strengthening	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Host annual Mayoral Volunteer Reception to recognise and value the contribution of volunteers in our Shire.	Reception will be held in May 2020 Reception may need to be cancelled due to Coronavirus, decision will be taken by end April	Governance	May-20

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

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

Action	Progress Comments	Business Unit	Complete by
<p>Implement the Cardinia Community Food Strategy.</p>	<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>Events held included National Agriculture Day Farmers Breakfast, Pakenham Secondary College school farm lunch and the Cardinia Farm and Food Festival.</p> <p>We celebrated the first anniversary of the Cardinia Community Food Strategy Launch at the Cardinia Farm and Food Festival that attracted approximately 300 people. This event saw the launch of the Farm and Food Directory, including a new website and the Pakenham Secondary College regional food map.</p> <p>Cardinia Food Circles hosted a forum on the Future of Sustainable Food Systems and Victoria's Gastronomic Capital, in peri-urban Melbourne and beyond. Dr Lenore Newman presented to fifty professional and community members.</p> <p>The Cardinia Food Movement hosted Sandor Katz and the team from OMY farm and restaurant. These speakers shared how to maximise the use of fresh produce and minimising food waste to over 100 excited and engaged community members.</p> <p>Cardinia Food Circles and The Cardinia Food Movement are currently working with farmers and community members to design and launch the Cardinia Community Food Hub.</p>	<p>Community Strengthening</p>	<p>Jun-20</p>

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Our Community


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

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

Action	Progress Comments	Business Unit	Complete by
<p>Work with partners to ensure local health and wellbeing priorities are being addressed.</p>	<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 is to establish an internal liveability working group has been discussed and is planned for commencement after April 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. There are currently 4 identified members with more people to be engaged to join.</p>	<p>Community Strengthening</p>	<p>Jun-20</p>

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

Action	Progress Comments	Business Unit	Complete by
<p>Implement the Disability, Access and Inclusion Action Plan.</p>	<p>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 80% towards completion reflecting organisational wide commitment. Recent achievements include: Updating our disability awareness training, a published article in connect highlighting councils commitment to accessibility, developing relationships with our Southern Melbourne Area NDIS partners, completion of wayfinding audits of our premier sites and installation of accessible parking bays and signage at Pakenham Seniors and Cardinia Cultural Centre.</p>	<p>Community Strengthening</p>	<p>Jun-20</p>

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Our Environment


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

To achieve this we will: Maintain all Council roads and supporting infrastructure in accordance with the Roads Management Act 2004.

Action	Progress Comments	Business Unit	Complete by
Inspections and maintenance of the road network in accordance with the Road Management Plan.	1/4/20 on track, CRMS at much lower levels reflecting improved service standard and average road condition.	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 are under way on 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.

Action	Progress Comments	Business Unit	Complete by
Progressively implement the recommended actions from the adopted Shade Structures strategy.	27/03/20 - Plan for the Shade Structures progressing on target. Contractors have now been appointed. Shade sails being installed Feb/March 2020. There is no delay to the completion date for this action. 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 19: Recommendation to appoint Citywide and Landlinks approved by Council in November. Landlinks has commenced. Citywide role over to new contract 1st March. 1st April New contract commenced on schedule.	Operations	Completed


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Our Environment

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

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

Action	Progress Comments	Business Unit	Complete by
Upgrade of the Gembrook Reserve Sports Pavilion.	Demolition works have commenced and are progressing well. The project is expected to be completed by March 2021.	Buildings and Facilities	Mar-20
Formally open the new Hills Hub and commence operations with stakeholders.	March 2020 update - Hills Hub official opening was planned for March 2020 however this has been postponed due to Covid 19. Building is now handed over and Hills Hub Placemaker based at site full time. Soft opening with U3A and Men's Shed has commenced. Opening has been postponed due to pandemic.	Community and Family Services	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.

Action	Progress Comments	Business Unit	Complete by
Conduct a program of resurfacing of playing surfaces at recreation reserves in accordance with program.	<p>Works on Officer Rec Reserve are complete with sprigging having occurred and the grass is in establishment mode now.</p> <p>Worrell Recreation Reserve works are complete</p> <p>Koo Wee Rup school ovals, even though not included in the program, have commenced and works expected to be completed early 2020</p>	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.	27/03/20 - Identified priorities are progressing on target.	Buildings and Facilities	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Review of Open Space Asset Management Plan	<p>An initial meeting was held with internal stakeholders to outline the expected process and outcomes.</p> <p>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.</p> <p>The Financial Plan section has been updated based on the adopted 2019-2020 budget and draft 10 year Capital Works forecast.</p> <p>An infrastructure risk plan is to be developed as part of this review in the coming months.</p>	Infrastructure Services	Sep-20
Continue to support the conservation of sites of heritage significance throughout the Shire.	Dedicated heritage webpages have been created on Council's website. The works associated with the 2019/20 heritage grants are nearly complete. This includes internal and external painting and repair works at Father Pooley Hall in Maryknoll and external repair and painting works at Mallow House Koo Wee Rup.	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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Review of Road Asset Management Plan and Buildings Asset Management Plan.	Conditions assessments have been completed and currently getting quotes for the modelling of the information out of the assessments. Once this is completed Building AMP review will commence.	Infrastructure Services	Jun-20

We want to Achieve: Transport Linkages connecting towns

To achieve this we will: Upgrade Council roads to improve safety while considering the traffic demand of the community.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Commence construction of the Lang Lang Bypass from Westport Road to McDonalds Track, including Milner's Road.	Deferred - Construction will commence after funding is secured.	Infrastructure Services	Jun-20
Implement recommendations from revised Road Safety Strategy, including cyclist awareness program.	<p>A number of initiatives have been successful in receiving funding or through advocacy are running through third parties. These include:</p> <ul style="list-style-type: none"> - Looking After Our Mates (LAOM) program - Wiser Driver Program - L2P learner driver mentor program <p>In addition, funding has been received for a number of infrastructure initiatives including:</p> <ul style="list-style-type: none"> - station upgrades at Officer, Beaconsfield and Pakenham stations - McGregor Road easterly bound ramps, - Cardinia Rd Level crossing removal, - Pakenahm Level crossing removals at Racecourse Road, Main Street and McGregor - Sealing the Dandenong Ranges and Surrounds Program 	Infrastructure Services	Completed
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 Council's Senior Leadership Team to consider options on progressing this project.	Infrastructure Services	Jun-20

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Our Environment

We want to Achieve: Transport Linkages connecting towns

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

Action	Progress Comments	Business Unit	Complete by
Begin construction of O'Sullivan's Road, Hill Street and Peet Street (Pakenham) including associated works.	Construction works commenced ahead of time in early 2019.	Infrastructure Services	Completed
Commence a Road and Drainage Scheme in Cockatoo pending adequate land owner support.	<p>A Community Meeting was held in Cockatoo in September 2019. Initial community feedback is suggesting good support for the scheme.</p> <p>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 was endorsed at the March 2020 Council meeting.</p> <p>An engagement plan is being reviewed based on the impacts of the Corona Virus and how best to interact with the community. This will now have an impact on ability to initiate schemes prior to council elections. Jun-20</p>	Infrastructure Services	

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

Action	Progress Comments	Business Unit	Complete by
Proposed Implementation of Road Development Program to seal rural collector roads	Final list of roads to be included in Connect Cardinia has been presented to Council. The preparation of concept plans, review and finalisation of tender documentation is under way and it is planned that the tender will be let early November. The project is expected to be carried out over a two to three year period.	Infrastructure Services	Completed
Implementation of Road Development Program to seal rural collector roads.	Contract documents have been advertised for a panel of construction contractors. This will be awarded at the April Council Meeting. Designs are being finalised for first package of works. Physical onsite works to commence in spring.	Infrastructure Services	Completed

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

Action	Progress Comments	Business Unit	Complete by
Upgrade pathways and walking tracks across the Shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy.	Council's annual footpath program is well under way with a number of paths now completed.	Infrastructure Services	Jun-20

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Our Environment

We want to Achieve: Transport Linkages connecting towns

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

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


We want to Achieve: Enhanced natural environment

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce council and community energy use).	SECCCA is progressing the asset vulnerability project. This project will analyse the vulnerability of Council drainage, roads and buildings to climate change and increased frequency of weather anomalies.	Environment and Heritage	Jun-20

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement the Aspirational Energy Transition Plan including, energy saving retrofits and solar power for council buildings.	A 30kW solar energy system was installed at Emerald Hills Hub. The system consists of 80 individual solar electricity panels. Council has taken a mixed portfolio approach to assist offsetting its vehicle fleet emissions. Council has purchased 300 tonnes of carbon offsets from a Gold Standard biodiverse revegetation project in Australia and 245 tonnes from a Verified Carbon Standard wind farm project in India.	Environment and Heritage	Jun-20


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Our Environment

We want to Achieve: Enhanced natural environment

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

Action	Progress Comments	Business Unit	Complete by
<p>1) Finalise the development of a formal ESD strategy for all new and existing Council buildings and commence implementation. 2) Continue to work in conjunction with Planning & Development Division and Environment unit on Sustainable Design Assessment in the Planning Process (SDAPP), to assist them to review planning applications against required sustainability standards to be achieved, including reductions of carbon emissions.</p>	<p>27/03/20 - Strategy document presented at Council Briefing, formal Council Report being presented in April 2020.</p>	<p>Buildings and Facilities</p>	<p>Dec-19</p>
<p>1) Continue to implement ESD strategy for all new and existing Council buildings 2) Continue to work in conjunction with Planning & Development Division and Environment unit to develop a local policy to formalise Sustainable Design Assessment in the Planning Process (SDAPP) through the undertaking of a planning scheme amendment.</p>	<p>27/03/20 - ESD requirements are being implemented annually in new and existing facilities, bringing about exceptional saving outcomes to Council and improved utilities cost management.</p> <p>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.</p> <p>26/09 - The Buildings and Facilities team continues to support the Environment & Heritage and Planning teams with the inclusion of sustainable design assessments in the planning process (SDAPP). The review of planning applications to date is improving environmental outcomes. A report will be presented to the Council's Senior Leadership in October 2019 regarding formalising SDAPP in Cardinia Shire.</p> <p>Sustainable Design continues to be incorporated into new Council developments providing improved environmental outcomes and reducing ongoing operating expenses.</p>	<p>Buildings and Facilities</p>	<p>Jun-20</p>


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Our Environment

We want to Achieve: Enhanced natural environment

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

Action	Progress Comments	Business Unit	Complete by
Provide waste and resource recovery education, material, and support to schools and early learning centres to improve engagement, knowledge and resource recovery capacity.	Engagement with Schools and ELC ongoing. Updated education and engagement materials for new and emerging waste programs in development. Developing a range of digital resources for engaging with schools/ELCs/community in light of current restrictions.	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.	Collections tender process completed. Tender adopted at December Council Meeting. Contracts to be signed. 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 started early 2020.	Infrastructure Services	Jun-20
Ensure ongoing benefit of resource recovery facilities by advocating for improved resource recovery and reuse options (such as e-waste/detox your home/SV programs/new streams/reuse opportunities/education).	E-waste recovery systems in place across Shire. DrumMuster and Detox Your Home programs completed in October next planned for April has been cancelled due to social restrictions from COVID-19. Will be postponed to a later date. State Govnt to advise. 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. EOI for AWP facility sent out March 2020, next phase to being June 2020. 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 join this joint procurement.	Infrastructure Services	Jun-20

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Our Environment

We want to Achieve: Enhanced natural environment

Action	Progress Comments	Business Unit	Complete by
Implement the Integrated Water Management Plan including the installation of information boards at chosen WSUD sites and water efficiency upgrades to council facilities.	Council continues to be an active member of the 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 water ways, specifically Pakenham East. Council is still awaiting the outcome of a funding submission, seeking financial support for the construction of a boardwalk at the Deep Creek demonstration wetlands.	Environment and Heritage	Jun-20

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


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

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

Action	Progress Comments	Business Unit	Complete by
Enhance biodiversity across the Shire via long term strategic planning and offering community participation opportunities and incentives.	The development of the Biolink Plan continues to be a strategic focus. Targeted community and stakeholder workshops have been completed. A draft plan will be finalised over the coming quarter.	Environment and Heritage	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Preserve and improve natural environment by undertaking weed management and indigenous plantings.	1/4/20 Works either substantially completed or underway and ongoing.	Operations	Jun-20

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Our Environment

We want to Achieve: Enhanced natural environment

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

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

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

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


Action	Progress Comments	Business Unit	Complete by
Implementation of environmental sustainable design elements into infrastructure works and new buildings.	20/12 - As per previous report on this matter. ESD is being continuously implemented as part of annual program, delivering exceptional cost savings to Council.	Buildings and Facilities	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental initiatives.	The February edition has been published, which covers March and April and included information covering waste, biodiversity, climate change, water, heritage and a highlight of the wildlife shelters in the shire.	Environment and Heritage	Jun-20

To achieve this we will: Advocate for changes in the state planning scheme which support development of local policies which reduce health-detracting environments (gaming, liquor, fast food).

Action	Progress Comments	Business Unit	Complete by
Commence developing planning policies coming out of the Municipal Strategic Statement review.	New policy work is incorporated into the Municipal Strategic Statement Review which is currently being undertaken.	Policy, Design and Growth Area Planning	Jun-20

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Our Environment

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

To achieve this we will: Review the Municipal Strategic Statement and the Cardinia Planning Scheme regularly to ensure it continues to meet Council objectives.


Action	Progress Comments	Business Unit	Complete by
Complete review of Councils Municipal Strategic Statement into the Planning scheme.	On public exhibition currently and will be delayed due to impact of COVID19 on planning panels being undertaken.	Policy, Design and Growth Area Planning	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Ongoing review of PSP's and DCP's and complete the Pakenham East & Pakenham South PSPs. Commence Officer South PSP with the VPA.	<i>Pakenham East PSP</i> - This has been referred back to an independent planning panel by the Minister for Planning with an undetermined timeframe with regards to approval. <i>Officer South PSP</i> - Preliminary work has commenced by the Victorian Planning Authority. Council officers continue to work with the Victorian Planning Authority. <i>Pakenham South PSP</i> – Council has sought authorisation from the Minister for Planning to exhibit the Planning Scheme Amendment.	Policy, Design and Growth Area Planning	Mar-20
Ongoing review of Precinct Structure Plans and Development Contribution Plans in conjunction with the Victorian Planning Authority.	Review will continue through life of this action.	Policy, Design and Growth Area Planning	Jun-20
Implement approved structure plans for the growth area including implementation of developer contributions in an orderly manner.	Implementation in progress	Policy, Design and Growth Area Planning	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Review of township strategies in line with the adopted program	Commenced review of railway towns. Draft background document has been finalised. Exhibition - May 2019. Technical reports in relation to servicing and bushfire control being undertaken. Date amended to 30.03.2020 as per GM approval.	Policy, Design and Growth Area Planning	Mar-20
Review of township strategies in line with the adopted program.	Duplicate action - Refer to action 3.5.3.1	Policy, Design and Growth Area Planning	Mar-20


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Our Environment

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

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

Action	Progress Comments	Business Unit	Complete by
Implement the 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 Area Planning	Jun-20

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Our Economy

We want to Achieve: Increased business diversity in Cardinia Shire

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


Action	Progress Comments	Business Unit	Complete by
Undertake review of Cardinia Road Employment precinct to encourage investment & employment opportunities and commence the Officer South PSP. Finalise the Pakenham South PSP.	Council officers are working with the Victorian Planning Authority (VPA) to understand the context of the review. Review will take place in conjunction with the development of the Officer South PSP.	Policy, Design and Growth Area Planning	Jun-21
Commence the review of Cardinia Road Employment precinct to encourage investment and employment opportunities.	Work has commenced on the review.	Policy, Design and Growth Area Planning	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Facilitate business networking opportunities through the Casey Cardinia Business Network and relevant stakeholders and individuals.	Planned for suite of networking events to be delivered under Casey Cardinia business partnership for 2020. Exploring alternative platforms to support and connect our business networks during COVID -19.	Economic Development	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Finalise planning scheme amendment to incorporate Pakenham South Precinct Structure Plan into the Cardinia Planning Scheme.	The timing of this PSP has been delayed whilst working through traffic and drainage issues. Date amended to 30.03.2020 as per GM approval.	Policy, Design and Growth Area Planning	Mar-20
Work with the VPA in the preparation of Officer South Precinct Structure Plan and Infrastructure Contribution Plan	Council is awaiting advice from the Victorian Planning Authority on the timing of this project.	Policy, Design and Growth Area Planning	Mar-20

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Our Economy


We want to Achieve: Increased business diversity in Cardinia Shire

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

Action	Progress Comments	Business Unit	Complete by
Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Infrastructure Contribution Plan	Awaiting advice from the Victorian Planning Authority on the timing of this project. Date amended to 30.06.2022 as per GM approval.	Policy, Design and Growth Area Planning	Jun-22
In partnership with the Victorian Planning Authority, commence development of the Officer South Precinct Structure Plan.	Preliminary discussions have commenced with the Victorian Planning Authority.	Policy, Design and Growth Area Planning	Jun-20
Work with the Victorian Planning Authority to complete the Pakenham South Employment Precinct Structure Plan and Infrastructure Contribution Plan.	Approval to seek authorisation from the Minister for Planning regarding Amendment C265 – Pakenham South Employment Precinct Structure Plan was approved by Council on 16 March 2020.	Policy, Design and Growth Area Planning	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Work with VPA to complete the review of Officer Town Centre as part of the Officer PSP	Council has sent final comments to the Department of Environment, Land, Water and Planning (DELWP) on the Victorian Planning Authority's draft amendment package. The amendment is now with DELWP to forward to the Minister for Planning for approval.	Policy, Design and Growth Area Planning	Completed
Facilitate development of key sites in the core commercial areas in Officer and Pakenham.	Advocacy continues with relevant landowners.	Policy, Design and Growth Area Planning	Jun-20
Work with the Victorian Planning Authority to complete the Pakenham East Precinct Structure Plan	Duplicate action – Refer to action 3.5.2.1 CP	Policy, Design and Growth Area Planning	Jun-20
Complete the review of the Pakenham South Structure Plan and Infrastructure Contribution Plan	Duplicate action - Refer to action 4.1.3.5	Policy, Design and Growth Area Planning	Jun-20

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Our Economy

We want to Achieve: Increased business diversity in Cardinia Shire

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

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

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

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

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

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

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

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Our Economy

We want to Achieve: Maintained strong agricultural activities

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

Action	Progress Comments	Business Unit	Complete by
Advocate to the relevant authority for the development of the priority roads identified to support primary production.	List of potential projects has been identified and request have been made to internal groups to advocate to relevant authorities for the selected roads	Infrastructure Services	Jun-20

We want to Achieve: Diverse and resilient business community

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


Action	Progress Comments	Business Unit	Complete by
Continue to work with local businesses within the shire to improve viability.	Continuing to work with local businesses. Additional staff employed to increase capacity to provide support and advice regarding viability.	Economic Development	Jun-20

To achieve this we will: Advocate for the delivery of small and large scale projects that enhance and drive economic activity.

Action	Progress Comments	Business Unit	Complete by
Assist businesses to develop in the Casey-Cardinia region.	Continuing to offer a broad range of services to businesses through the Casey Cardinia Partnership to local businesses, including a local Jobs portal, free online training seminars via LinkedIn 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.

Action	Progress Comments	Business Unit	Complete by
Work with the Casey Cardinia Business Group and the Department of Economic Development, Jobs, Transport and Resources to attract new enterprises and enhance the economic activity in the region.	Continuing to liaise with Invest Assist and other departments to bring investment into the Region. Also working with Development Victoria to facilitate investment into the Officer Town Centre with pre-application meetings and introductions to planners.	Economic Development	Jun-20

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Our Economy

We want to Achieve: Diverse and resilient business community

To achieve this we will: Support business and organisations to enhance their skills.

Action	Progress Comments	Business Unit	Complete by
Council will help facilitate training opportunities for local businesses.	Through the Casey Cardinia Region we have been able to provide seminars and group training opportunities as well as the 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.


Action	Progress Comments	Business Unit	Complete by
Deliver a range of health and wellbeing initiatives across the organisation.	31.03.2020 the HR Services team have put into place a health and wellbeing calendar and activities have commenced. Focuses so far have included IWD, Harmony Day and are in the process of arranging flu shots. In light of the COVID-19 we are looking at how we can take some of the health and wellbeing initiatives into the virtual space as we continue to work from home	People and Culture	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Implement the Casey Cardinia Tourism Strategy and support a tourism board to guide future development of the sector.	Casey Cardinia Tourism board established. Web site developed. Stakeholder mapping in progress. Waiting for recommendations from the State review of the tourism sector before implementing further strategic actions. Recent AGM held March 2020. Council staff supporting board operations.	Economic Development	Jun-20

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

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

Action	Progress Comments	Business Unit	Complete by
Commence a review of the Communications Strategy and work with Community Strengthening to develop an Engagement Policy	5.1.1.1: April 2020 - This action is continuing as part of action 5.1.1.2. Please see this action for further progress updates on this action.	Communications	Completed
Implementation of new 5-year communications strategy	Council has completed the development of a 5-year communications strategy to guide communications activities with our community.	Communications	Completed
Implement key outcomes and actions of the Communications Strategy.	March 2020: Strategy presented to SLT in December 2019. Key outcomes to be rolled out towards EOFY 2020 and pending budget considerations for 20-21.	Communications	Jun-20


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

Action	Progress Comments	Business Unit	Complete by
Council will continue to increase its use of online platforms to educate, inform and engage the community. This includes the use of the Shire's website and social media channels to promote community engagement activities, initiatives and outcomes.	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 Council staff will be provided as required. The platform is being used more extensively by internal teams to connect and deliver virtual workshops in a COVID-19 environment. Additional community engagements will be done specifically to promote community connection while COVID-19 is occurring.	Community Strengthening	Jun-20

We want to Achieve: Open governance

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

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

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Our Governance

We want to Achieve: Open governance

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

Action	Progress Comments	Business Unit	Complete by
Maintain and update the register of information to be available to the public.	Register being monitored and updated as required. New Local Government Act requirements regarding Public Transparency Policy being reviewed. Unsure at this stage whether new Local Government Regulations will still require such a register to be maintained	Governance	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Monitor adherence to commitments contained in Councillor Code of Conduct.	Code of Conduct compliance regularly monitored	Governance	Jun-20


We want to Achieve: Long-term financial sustainability

To achieve this we will: Make financial decisions that achieve the objectives of Council and long-term financial sustainability.

Action	Progress Comments	Business Unit	Complete by
Develop Annual Budget and Five-year Financial Plan which will deliver on the actions presented in the Council Plan and maintain long-term financial goals.	The draft 2020/21 Budget and LTFP is on track for Council adoption on 15th June 2020, with the three Councillor Workshops complete and the third cut complete and ready for the SLT review on 1st April 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.

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

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Our Governance

We want to Achieve: Long-term financial sustainability

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


Action	Progress Comments	Business Unit	Complete by
Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council.	<p>The 2020/21 Budget process currently underway incorporates transparent asset and financial management practices, including:</p> <ul style="list-style-type: none"> - Capital Works Program based on asset renewal modelling and Asset Management Plans - Annual budget, SRP and LTFP based on SLT approved budget principles and assumptions, prepared in accordance with approved Accounting Standards, Local Govt. Act and Planning & Reporting Regulations, and benchmarked against VAGO financial sustainability measures. <p>The 2020/21 Budget process is on track for Council adoption on 15th June 2020.</p>	Finance	Jun-20

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

Action	Progress Comments	Business Unit	Complete by
Adopt Debt Management Policy.	The current Debt Management 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.

Action	Progress Comments	Business Unit	Complete by
Develop and maintain 'internal consulting' ability, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions.	March 2020: The Performance and Improvement team continues to build on their skills in facilitation and process improvement. Quality Circles activities began in Q3, with the Performance and Improvement team facilitating Quality Circles teams across the organisation. The Performance and Improvement team are also further expanding their process documentation skills, and performance metrics presentation skills, through work to support Customer Service improvement initiatives.	Customer and Service Improvement	Jun-20

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Our Governance

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

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

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

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

Action	Progress Comments	Business Unit	Complete by
Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.	Council officers attend Interface group meeting and participate in advocacy projects. Council regularly sends project updates and progress to Interface group.	Office of the General Manager - Liveable Communities	Jun-20