

6.2.2 Adoption of Council Plan and Council Actions

File Reference: REC-0002172409

Responsible GM: Jenny Scicluna

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Recommendation(s)

That Council:

1. Adopts the draft updated Council Plan, incorporating the updated Strategic Resource Plan (SRP), subject to the following amendments:

- 1.

2. Proposed sentence removal:

Relevant location/page number	Proposed sentence recommended for removal	Reason for proposed removal
Top of 'Contents' page.	Please Note This Council Plan and all associated Council Plan Actions were developed prior to the COVID-19 pandemic, and are therefore not reflective of any potential restrictions imposed by the pandemic or any of the consequences of it.	Note is no longer required given further review completed.

- 3.

4. Proposed sentence addition:

Relevant location/page number	Proposed sentence recommended for addition	Reason for proposed addition
'Message from your Council' paragraph, page 4.	This year our Council Plan has been considerate of the additional pressures and experiences of our community during the global COVID-19 pandemic and the bushfires last year.	Added sentence accurately reflects the events surrounding the Council Plan review.

2. Adopts the draft Council Plan Actions for the period 2020-2021, subject to the following amendments:

- 5.

Proposed action wording changes:

6. <i>Activity</i> to which the action is related	7. Proposed action published in public exhibition version	8. Proposed action recommended for adoption	9. Reason for proposed amendment
10. 1.5.1 Provide active and passive recreation facilities to meet the	11. Finalise the construction and fit out for opening of the Koo Wee Rup football/cricket pavilion.	12. Finalise the construction and fit out for opening of the Koo Wee Rup football/cricket pavilion and the	13. Proposed wording better reflects the scope of development on the site.

needs of residents.		Koo Wee Rup netball pavilion.	
14. 1.2.2 Advocate for an increase in locally based health and wellbeing services to support young people.	15. Implement priorities within the Playground Strategy and playground renewal program. Projects nominated include: Keith Ewenson Park, Upper Beaconsfield, Kath Roberts Reserve, Beaconsfield, Redwood Rd Reserve, Gembrook and Jim Parks Reserve, Beaconsfield.	16. Implement priorities within the Playground Strategy and playground renewal program. Projects nominated include: Keith Ewenson Park, Upper Beaconsfield, Kath Roberts Reserve, Beaconsfield and Redwood Rd Reserve, Gembrook.	17. Proposed wording better reflects the planned works for 2020-21 financial year.

18.

Proposed action additions:

Activity to which the action is related	Proposed action recommended for addition	Reason for proposed addition
1.1.1 Continually review services to ensure those provided by Council meet community needs.	Complete the design of the Integrated Children's Centre at Timbertop.	Proposed for inclusion to address an omission identified by Council Officers.
4.1.1 Plan for and support local employment opportunities.	Finalise the Pakenham South Precinct Structure Plan.	Proposed for inclusion to address an omission identified by Council Officers.
3.2.5 Advocate for and facilitate improved public transport options and major arterial roads to help link employment, educational, recreational and retail activities between the Shire's rural and growth areas.	Facilitate action to advocate for an improvement to the current bus service timetable (new commuter timetable) between Koo Wee Rup and Pakenham to connect with the peak services suburban rail network. Advocate for the linking of Lang Lang and surrounding areas with the commuter service from Koo Wee Rup to Pakenham.	Proposed for inclusion in response to Councillor request.
1.4.4 Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities.	Finalise the design and start construction of MyPlace.	Proposed for inclusion to address an omission identified by Council Officers.
2.1.4 Plan for the provision of facilities to service and support the changing community.	Complete Multicultural Hub feasibility study.	Proposed for inclusion to address an omission identified by Council Officers.

1.1.1 Continually review services to ensure those provided by Council meet community needs.	Design and cost the extension of the Koo Wee Rup Community Centre by at least another bay to accommodate larger gatherings including an inbuilt stage with change rooms, curtains, lighting and improved sound.	Proposed for inclusion in response to Community and Councillor request.
1.1.1 Continually review services to ensure those provided by Council meet community needs.	Design and cost the reconfiguration of some internal rooms/walls of the Koo Wee Rup Community Centre to facilitate a broader range of activities.	Proposed for inclusion in response to Community and Councillor request.
1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Develop a buildings masterplan and start construction of new change rooms at Upper Beaconsfield Recreation Reserve.	Proposed for inclusion in response to Councillor request.
1.5.2 Increase opportunities for residents to participate in a range of sport, recreation and leisure activities.	Progress the securing of a permanent location for the Koo Wee Rup & District Motorcycle Club.	Proposed for inclusion in response to Councillor request.

19.

Proposed action removals:

Activity to which the action is related	Proposed action recommended for removal	Reason for proposed removal
3.1.3 Provide accessible facilities to meet identified community needs.	Depot Master Plan (Pakenham) - stage 5 and 6 - construction of plant and light fleet sheds, consolidation of handyman crew, sign crew, workshop functions and compliance issues.	Proposed to align Council Plan Actions with budget.
3.1.3 Provide accessible facilities to meet identified community needs.	Conduct a program of resurfacing of playing surfaces at recreation reserves in accordance with program.	Proposed to align Council Plan Actions with budget.
3.1.2 Develop new and maintain existing parks, gardens and reserves in a sustainable way.	Progressively implement the recommended actions from the adopted Shade Structures strategy.	Proposed to align Council Plan Actions with budget.
1.1.1 Continually review services to ensure those provided by Council meet community needs.	Commence the design of the Children's Centre at Brunt Road.	Proposed to align Council Plan Actions with budget

Attachments

1. Council Plan - Creating the Future - Council Plan 2020 [6.2.2.1 - 25 pages]
2. Council Plan Actions [6.2.2.2 - 9 pages]

Executive Summary

To consider adoption of the draft Council Plan (including the updated SRP) and Council Plan Actions, with the amendments noted in the recommendations above, following the public notification process undertaken in accordance with the relevant provisions of the Local Government Act 1989.

Background

Council, at a General Meeting held on Monday 14th April 2020, resolved to release the draft updated Council Plan, and the draft Council Plan Actions 2020-2021, for public comment.

Public comments relevant to the draft Council Plan Actions were received. Those comments, in conjunction with Councillor input and internal review of the draft Council Plan and Council Plan Actions, resulted in the recommendation to make the amendments noted above.

Updates to the draft budget have resulted in changes to the Strategic Resource Plan, and the updated SRP is included in the Council Plan attached to this report.

Policy Implications

The Council Plan plays a high-level role to guide the organisation. It is a key document in a suite of strategic documents, and articulates the implementation of strategy and policy that has been determined by Council.

Relevance to Council Plan

The adoption of the Council Plan provides guidance to the organisational direction for the forthcoming financial year.

Climate Emergency Consideration

Nil.

Consultation/Communication

The appropriate public notices have appeared in local newspapers advising that Council sought public comment on the draft updated Council Plan and the Council Plan Actions, and the Plan and supporting information was placed on Council's website.

Financial and Resource Implications

The priorities and actions identified in the Council Plan are funded through the Council Budget, as detailed in the Strategic Resource Plan.

Conclusion

Having complied with the Local Government Act provisions, Council is now in a position to adopt the draft updated Council Plan and the draft Council Plan Actions 2020-2021, subject to the abovementioned amendments.



Cardinia Shire Council

Creating the future

Draft Council Plan 2020

June 2020

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Message from your Council

It is an honour and a privilege to be elected by the community to represent this great and diverse municipality. Our aim is to make Cardinia Shire the best possible place to live, work, raise a family and do business. As we work with our community to build a sustainable Shire for present and future generations, Council understands the importance of managing its financial responsibilities while meeting our identified challenges. Balancing our growth and maintaining our diverse rural communities is a major focus. This year our Council Plan has been considerate of the additional pressures and experiences of our community during the global COVID-19 pandemic and the bushfires last year.



Developing Cardinia Shire

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

Protecting and enhancing our environment

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

Connecting our communities

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

Securing our economy

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

Leading the way through our governance

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

An exciting future

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

Our vision

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

Our commitment

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

Key challenges

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

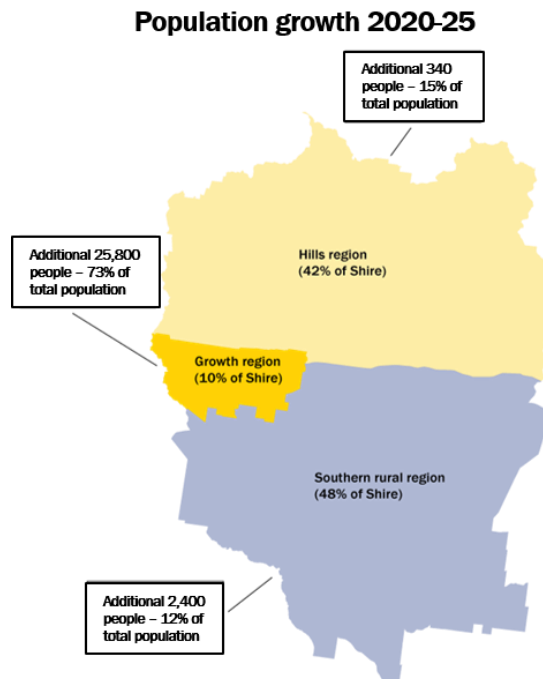
- managing population growth
- managing the natural and built environment, including climate change
- developing a prosperous local economy and creating employment
- reducing the impact of family violence on our community
- long-term financial sustainability
- supporting and increasing agricultural productivity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

Managing population growth

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

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

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



Managing the natural and built environment, including climate change

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

Developing a prosperous local economy and creating employment

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

Reducing the impact of family violence on our community

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

Long-term financial sustainability

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

¹ Victorian Crime Statistics Agency

<https://www.crimestatistics.vic.gov.au/family-violence-data-portal/download-data-tables>

² Victorian State Government Free From Violence Prevention Strategy.

https://w.www.vic.gov.au/system/user_files/Documents/fv/Free%20from%20violence%20%20Victoria's%20preventio n%20strategy.pdf

Supporting and increasing agricultural productivity

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

Timely delivery of infrastructure, transport options and services

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

Supporting residents to improve their health and wellbeing

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

Encouraging community engagement in Council's decision making

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

Delivering the plan

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

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

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

Measuring our success

We will measure our progress in achieving our plan by:

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

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

Key success indicators

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

1 Our people

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

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

1.1 Access to a variety of services for all

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

1.2 Access to support services and programs for young people

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

1.3 Learning opportunities for all ages and abilities

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

1.4 Improved health and wellbeing for all

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

1.5 Variety of recreation and leisure opportunities

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

1.6 Increased awareness of safety

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

1.7 Minimised impact of emergencies

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

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

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

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

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

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

2 Our community

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

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

2.1 Our diverse community requirements met

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

2.2 Engaged communities

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

2.3 Increased levels of community participation

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

2.4 Improved health and wellbeing of our residents

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

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

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

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

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

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

3 Our environment

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

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

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

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

3.2 Transport linkages connecting towns

- 3.2.1 Upgrade Council roads to improve safety while considering the traffic demand of the community.
- 3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.
- 3.2.3 Develop transport networks that incorporate effective public transport.
- 3.2.4 Prioritise multi-use pathways, where practicable, to create networks that connect destinations.
- 3.2.5 Advocate for and facilitate improved public transport options and major arterial roads to help link employment, educational, recreational and retail activities between the Shire's rural and growth areas.

3.3 Enhanced natural environment

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

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

- 3.4.1 Plan and develop built environments that support improved health and wellbeing of our communities through implementation of the Healthy by Design guidelines.
- 3.4.2 Raise awareness of our environment's impact on people's health and wellbeing by integrating the concept of liveability across all Council business units and including liveability indicators within the municipal public health and wellbeing plan.
- 3.4.3 Advocate for changes in the state planning scheme which support development of local policies which reduce health-detracting environments (gaming, liquor, fast food).

3.5 Balanced needs of development, the community and the environment

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

- 3.5.2 Plan for the development of the urban growth area with a mix of residential, commercial, employment, recreational and community activities to meet the needs of our growing community in a sustainable way.
- 3.5.3 Provide for the sustainable development of rural townships while taking into account their existing character and community needs.
- 3.5.4 Ensure the planning of rural (green wedge) areas protects and enhances important agricultural, environmental, natural resource, infrastructure and recreational values.

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

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

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

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

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

4 Our economy

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

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

4.1 Increased business diversity in Cardinia Shire

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

4.2 Maintained strong agricultural activities

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

4.3 Diverse and resilient business community

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

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

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

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

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

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

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

5 Our governance

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

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

5.1 An engaged community

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

5.2 Open governance

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

5.3 Long-term financial sustainability

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

5.4 Appropriate funding and support from all levels of government

- 5.4.1 Advocate on behalf of the community to ensure it receives a fair share of funding and support from the Australian and Victorian governments for infrastructure, facilities and services.
- 5.4.2 Work with both interface and regional Councils to strengthen advocacy campaigns to Australian and Victorian governments aimed at increasing awareness and support for joint issues.

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

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

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

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

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

Strategic Resource Plan

Comprehensive Income Statement

For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	2019-20	2020-21	Projections		
	\$'000	\$'000	2021-22	2022-23	2023-24
			\$'000	\$'000	\$'000
Income					
Rates and charges	96,325	100,041	104,908	109,014	113,475
Statutory fees and fines	4,295	4,504	4,797	4,893	4,997
User fees	2,569	2,653	3,445	3,516	3,589
Grants - Operating	17,156	14,593	14,885	15,191	15,504
Grants - Capital	6,838	33,745	20,028	17,194	27,211
Contributions - monetary	232	342	350	350	350
Capital contributions - monetary	625	3	3	3	3
Development levies - monetary	16,676	16,063	17,681	20,465	24,681
Contributions - non-monetary	48,168	45,000	45,000	45,000	45,000
Net gain on disposal of property, infrastructure, plant and equipment	987	-	-	-	-
Other income	3,569	2,964	3,276	3,338	3,401
Total Income	197,439	219,908	214,373	218,964	238,210
Expenses					
Employee costs	40,742	41,921	44,772	46,526	48,760
Materials and services	51,934	54,461	53,477	54,949	56,504
Bad & doubtful debts	218	201	176	176	176
Depreciation	24,810	26,746	28,547	30,525	31,693
Amortisation - intangible assets	244	255	265	275	285
Amortisation - right of use assets	37	37	34	8	8
Borrowing costs	2,258	1,740	1,704	1,482	1,300
Finance costs - leases	6	5	3	2	1
Other expenses	2,234	2,477	2,259	2,199	2,240
Total Expenses	122,483	127,843	131,236	136,141	140,966
Surplus/(deficit) for the year	74,956	92,065	83,137	82,824	97,244
less: Capital income & other abnormals	(72,307)	(94,812)	(82,712)	(82,662)	(96,895)
add back: Recurrent capital grants	2,146	2,161	2,205	2,248	2,294
Adjusted underlying result *	4,795	(585)	2,630	2,409	2,643

*As per VAGO adjusted underlying result calculation definition.

Balance Sheet

For the four years ending 30 June 2024

	Forecast 2019-20 \$'000	Budget 2020-21 \$'000	Strategic Resource Plan		
			Projections		
			2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Current assets					
Cash and cash equivalents	5,443	29,600	13,253	18,600	25,608
Trade and other receivables	37,081	27,909	24,885	20,239	20,884
Other financial assets	62,000	62,000	62,000	62,000	62,000
Inventories	15	15	15	15	15
Non-current assets classified as held for sale	2,768	2,768	2,768	2,768	2,768
Other assets	3,280	3,280	3,280	3,280	3,280
Total current assets	110,587	125,572	106,201	106,902	114,555
Non-current assets					
Trade and other receivables	5,639	5,639	5,639	5,639	5,639
Investments in associates and joint ventures	1,331	1,331	1,331	1,331	1,331
Property, infrastructure, plant and equipment	1,747,519	1,848,690	1,946,447	2,021,079	2,111,878
Right of use assets	103	66	32	24	16
Intangible assets	684	684	684	684	684
Total non-current assets	1,755,276	1,856,410	1,954,133	2,028,757	2,119,548
Total assets	1,865,863	1,981,982	2,060,334	2,135,659	2,234,103
Current liabilities					
Trade and other payables	13,389	30,133	29,180	24,959	29,025
Trust funds and deposits	12,470	12,470	12,470	12,470	12,470
Provisions	7,271	7,453	7,639	7,830	8,026
Interest bearing liabilities	4,985	4,037	3,516	3,115	11,291
Lease liabilities	36	34	8	9	10
Total current liabilities	38,151	54,127	52,813	48,383	60,822
Non-current liabilities					
Trade and other payables	8,934	8,934	8,934	8,934	8,934
Provisions	1,288	1,327	1,380	1,435	1,496
Interest bearing liabilities	27,572	35,645	32,129	29,014	17,723
Lease liabilities	71	37	29	20	10
Total non-current liabilities	37,865	45,943	42,472	39,403	28,164
Total liabilities	76,017	100,070	95,285	87,787	88,986
Net assets	1,789,847	1,881,912	1,965,049	2,047,872	2,145,117
Equity					
Accumulated Surplus	1,093,790	1,188,238	1,268,320	1,342,803	1,429,480
Reserves	696,056	693,674	696,729	705,069	715,637
Total equity	1,789,847	1,881,912	1,965,049	2,047,872	2,145,117

Statement of Changes in Equity

For the four years ending 30 June 2024

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019-20 Forecast Actual				
Balance at beginning of the financial year	1,714,891	1,019,050	639,090	56,751
Surplus/(deficit) for the year	74,956	74,956	-	-
Transfer from reserves	-	13,337	-	(13,337)
Transfer to reserves	-	(13,552)	-	13,552
Balance at end of the financial year	1,789,847	1,093,790	639,090	56,966
2020-21 Budget				
Balance at beginning of the financial year	1,789,847	1,093,790	639,090	56,966
Surplus/(deficit) for the year	92,065	92,065	-	-
Transfer from reserves	-	23,929	-	(23,929)
Transfer to reserves	-	(21,547)	-	21,547
Balance at end of the financial year	1,881,912	1,188,238	639,090	54,584
2021-22				
Balance at beginning of the financial year	1,881,912	1,188,238	639,090	54,584
Surplus/(deficit) for the year	83,137	83,137	-	-
Transfer from reserves	-	16,802	-	(16,802)
Transfer to reserves	-	(19,856)	-	19,856
Balance at end of the financial year	1,965,049	1,268,320	639,090	57,639
2022-23				
Balance at beginning of the financial year	1,965,049	1,268,320	639,090	57,639
Surplus/(deficit) for the year	82,824	82,824	-	-
Transfer from reserves	-	14,272	-	(14,272)
Transfer to reserves	-	(22,612)	-	22,612
Balance at end of the financial year	2,047,872	1,342,803	639,090	65,979
2023-24				
Balance at beginning of the financial year	2,047,872	1,342,803	639,090	65,979
Surplus/(deficit) for the year	97,244	97,244	-	-
Transfer from reserves	-	16,336	-	(16,336)
Transfer to reserves	-	(26,903)	-	26,903
Balance at end of the financial year	2,145,117	1,429,480	639,090	76,547

Statement of Cash Flows

For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	2019-20	2020-21	Projections		
	\$'000	\$'000	2021-22	2022-23	2023-24
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	77,859	108,930	109,180	113,848	113,029
Statutory Fees and fines	4,295	4,504	4,797	4,893	4,997
User Fees	5,200	2,936	2,197	3,327	3,391
Grants - operating	17,156	14,593	14,885	15,191	15,504
Grants - capital	6,838	33,745	20,028	17,194	27,211
Contributions - monetary	232	342	350	350	350
Capital Contributions (Cash)	625	3	3	3	3
Development Levies (Cash)	16,676	16,063	17,681	20,465	24,681
Interest received	1,399	1,400	1,420	1,439	1,460
Trust funds and deposits taken/repaid	292	-	-	-	-
Other receipts	2,170	1,564	1,857	1,899	1,941
Employee costs	(40,533)	(41,701)	(44,533)	(46,280)	(48,503)
Materials and services	(64,821)	(40,020)	(56,482)	(61,153)	(54,453)
Short-term, low value, variable lease payments	(300)	(375)	(383)	(391)	(400)
Net cash provided by operating activities	27,088	101,985	71,000	70,786	89,210
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(69,786)	(85,926)	(82,469)	(61,332)	(78,720)
Proceeds from sale of property, infrastructure, plant and equipment	5,753	2,753	900	900	944
Net cash used in investing activities	(64,033)	(83,173)	(81,569)	(60,432)	(77,776)
Cash flows from financing activities					
Finance costs	(2,258)	(1,740)	(1,704)	(1,482)	(1,300)
Proceeds from borrowings	-	12,110	-	-	-
Repayment of borrowings	(4,607)	(4,985)	(4,037)	(3,516)	(3,115)
Interest paid - lease liabilities	(6)	(5)	(3)	(2)	(1)
Repayment of lease liabilities	(33)	(36)	(34)	(8)	(9)
Net cash provided by (used in) financing activities	(6,903)	5,345	(5,778)	(5,007)	(4,425)
Net change in cash & cash equivalents	(43,849)	24,157	(16,347)	5,347	7,008
Cash & cash equivalents at start of year	49,293	5,443	29,600	13,253	18,600
Cash & cash equivalents at end of year	5,443	29,600	13,253	18,600	25,608

Statement of Capital Works

For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan Projections		
	2019-20	2020-21	2021-22	2022-23	2023-24
	\$'000	\$'000	\$'000	\$'000	\$'000
New works					
Property					
Land	9,086	12,079	7,924	2,698	1,439
Buildings	25,042	20,811	11,432	7,051	24,323
Total Property	34,128	32,311	19,305	9,749	25,762
Plant and equipment					
Plant, machinery and equipment	3,402	150	4,225	3,315	3,004
Fixtures, fittings and furniture	116	35	181	142	143
Computers and telecommunications	639	500	996	992	509
Total Plant and equipment	4,157	685	5,403	4,449	3,655
Infrastructure					
Roads	15,658	17,225	25,653	35,380	43,631
Bridges	1,051	463	424	395	400
Footpaths and cycleways	1,666	1,232	1,245	1,412	1,564
Drainage	1,020	450	446	451	457
Recreation, leisure and community facilities	4,583	4,022	13,766	7,202	1,503
Parks, open space and streetscapes	5,104	1,065	2,350	1,866	1,392
Off street car parks	776	849	798	124	127
Other infrastructure	1,643	265	206	304	229
Total Infrastructure	31,501	25,571	44,888	47,134	49,303
Total capital works expenditure	69,786	59,146	69,646	61,332	78,720
Represented by:					
New asset expenditure	32,452	31,387	31,084	13,692	20,113
Asset renewal expenditure	19,578	10,636	14,563	15,593	14,633
Asset upgrade expenditure	10,150	15,179	23,082	31,509	39,092
Asset expansion expenditure	7,605	1,945	916	537	4,882
Total capital works expenditure	69,786	59,146	69,646	61,332	78,720
Funding sources represented by:					
Grants	6,838	26,403	20,028	17,194	27,211
Contributions	16,925	18,190	13,423	14,352	20,027
Council cash	43,052	12,954	36,196	29,785	31,482
Borrowings	2,971	1,600	0	0	0
Total capital works expenditure	69,786	59,146	69,646	61,332	78,720

Statement of Human Resources

For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	2019-20	2020-21	Projections		
	\$'000	\$'000	2021-22	2022-23	2023-24
			\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	39,632	40,952	42,847	44,541	46,710
Employee costs - capital	80	900	918	939	960
Total staff expenditure	39,712	41,852	43,765	45,479	47,669
Staff numbers	EFT	EFT	EFT	EFT	EFT
Employees	393.9	403.8	407.8	411.8	415.8
Total staff numbers	393.9	403.8	407.8	411.8	415.8

Summaries of human resources expenditure and Equivalent Full Time (EFT) counts, categorised according to the organisational structure of Council, are included below.

Division	Budget 2020-21 \$'000	Comprises			
		Permanent		Casual \$'000	Temporary \$'000
		Full Time \$'000	Part Time \$'000		
Chief Executive Officer	491	491	-	-	-
Customer, People and Performance	5,669	4,579	1,090	-	-
Infrastructure and Environment	17,146	15,596	1,373	177	-
Liveable Communities	11,755	7,860	3,774	122	-
Office of the CEO	5,707	5,355	351	-	-
Total permanent, casual and temporary staff	40,768	33,881	6,588	300	-
Other staff	1,084				
Total expenditure	41,852				
Reconciliation to 3.1 Comprehensive Income Statement					
Total expenditure as above	41,852				
Fringe Benefits Tax, overtime, trainees, uniform and impact from salary capitalisation	69				
Employee costs per Income Statement	41,921				

Division	Budget 2020-21 \$'000	Comprises			
		Permanent		Casual EFT	Temporary EFT
		Full Time EFT	Part Time EFT		
Chief Executive Officer	2.0	2.0	-	-	-
Customer, People and Performance	54.3	41.0	13.3	-	-
Infrastructure and Environment	182.2	165.0	16.6	0.6	-
Liveable Communities	105.0	70.0	34.2	0.8	-
Office of the CEO	47.4	45.0	2.4	-	-
Total permanent, casual and temporary staff	390.9	323.0	66.5	1.4	-
Other staff	12.9				
Total EFT	403.8				

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

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Key priority Area	Outcome	Activity	Action 2020-21
1 Our People	1.3 Learning opportunities for all ages and abilities	1.3.3 Support the provision of learning opportunities for all ages and abilities.	Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses and senior citizen centres.
1 Our People	1.4 Improved health and wellbeing for all	1.4.1 Source funding and deliver a range of initiatives that promote health and wellbeing.	Coordinate health and wellbeing initiatives across the Shire in line with the priorities set in Cardinia Shire's Liveability Plan 2017-29.
1 Our People	1.4 Improved health and wellbeing for all	1.4.1 Source funding and deliver a range of initiatives that promote health and wellbeing.	Facilitate the delivery of an annual action plan to support inclusion for the LGBTIQ+ community in Cardinia Shire.
1 Our People	1.4 Improved health and wellbeing for all	1.4.2 Develop the new Municipal Public Health and Wellbeing Plan and review annually.	Implement and review the Liveability Plan annual 'action agenda' in accordance to the public health and wellbeing Act 2008.
1 Our People	1.4 Improved health and wellbeing for all	1.4.3 Routinely investigate community health and wellbeing issues to inform Council's planning and activities.	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning.
1 Our People	1.4 Improved health and wellbeing for all	1.4.4 Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities.	Completion and activation of the Pakenham Hills Parentzone Hub and the provision of parenting advice, education and support.
1 Our People	1.4 Improved health and wellbeing for all	1.4.4 Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities.	Continue operations and engagement with community stakeholders to activate the Hills Hub.
1 Our People	1.4 Improved health and wellbeing for all	1.4.4 Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities.	Finalise the design and start construction of MyPlace.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Lang Lang Community and Recreation Precinct - Finalise the pavilion construction.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Complete the construction and fit-out of the Emerald Netball Pavilion.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Finalise the construction and fit out for opening of the Koo Wee Rup football/cricket pavilion and the Koo Wee Rup netball pavilion.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Start the construction and fit-out for opening of the Cora Lynn Reserve Pavilion.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Deep Creek Reserve (Pakenham) - Master Plan – Commence construction of retarding basin, wetlands, pathways and landscaping.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Complete civil works to enable access to Pepi's Land facilities in Emerald.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Continue to implement recommendations of the Recreation Reserves management and maintenance review.

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Key priority Area	Outcome	Activity	Action 2020-21
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Develop a buildings masterplan and start construction of new change rooms at Upper Beaconsfield Recreation Reserve.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.2 Increase opportunities for residents to participate in a range of sport, recreation and leisure activities.	Comely Banks Reserve - commence the playing fields and associated works.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.2 Increase opportunities for residents to participate in a range of sport, recreation and leisure activities.	Comely Banks Reserve - complete construction of Pavilion.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.2 Increase opportunities for residents to participate in a range of sport, recreation and leisure activities.	Progress the securing of a permanent location for the Koo Wee Rup & District Motorcycle Club.
1 Our People	1.6 Increased awareness of safety	1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.	Support the implementation of family violence projects in the Shire at a local, regional and state level including the Together We Can initiative.
1 Our People	1.6 Increased awareness of safety	1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.	Continue to work with key agencies and partners to maintain our designation as an International Safe Community and address safety issues within Cardinia Shire.
1 Our People	1.6 Increased awareness of safety	1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.
1 Our People	1.6 Increased awareness of safety	1.6.2 Improve awareness of township safety in local communities.	Engage with communities to help them better understand their known risks through the delivery of the annual Community Emergency Resilience Forum and through alignment with Resilient Melbourne.
1 Our People	1.7 Minimised impact of emergencies	1.7.1 Implement plans that support people in times of emergency.	Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their effectiveness in relation to the Shire's risk profile. Review the Municipal Emergency Management Plan and sub plans in line with their review cycle.
1 Our People	1.7 Minimised impact of emergencies	1.7.2 Implement effective plans and procedures that minimise the impact of all emergencies in the Shire.	Continue to implement the long term plan for burning on Council land. Conduct annual fire inspection program.
1 Our People	1.7 Minimised impact of emergencies	1.7.3 Protect against the impacts of emergencies through effective preparation and community planning and education.	Support community preparedness initiatives and assist communities to develop community emergency management plans with particular focus on high risk communities. Promote awareness of safety measures in the areas of heat health, thunderstorm asthma, fire readiness etc. through a variety of communication methods.
2 Our Community	2.1 Our diverse community requirements met	2.1.1 Monitor and research emerging community trends to help plan for the needs of residents.	Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database (i.e. factsheets, population projection updates and social health profile).
2 Our Community	2.1 Our diverse community requirements met	2.1.2 Promote access to and encourage, a mix of housing types to cater for the varying needs of people in the Cardinia community.	Deliver the actions in the Social and Affordable Housing Strategy.
2 Our Community	2.1 Our diverse community requirements met	2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities.	Continue to develop and implement a Shire-wide Public Art Program which includes both permanent and ephemeral public art outcomes, including the implementation of a new public art commission for Port Ward.

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Key priority Area	Outcome	Activity	Action 2020-21
2 Our Community	2.1 Our diverse community requirements met	2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities.	Activate the Cardinia Art Space in conjunction with a range of hub and spoke activities to bring art to the community.
2 Our Community	2.1 Our diverse community requirements met	2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities.	Implement an overarching Arts Grants Program including support for professional arts residencies (working with the community); community artists, organisations and festivals; and new creative industry initiatives.
2 Our Community	2.1 Our diverse community requirements met	2.1.4 Plan for the provision of facilities to service and support the changing community.	Implement an evidence based process to undertake a six monthly review of the Child and Family Centre Build Plan, including a regular reporting cycle to engage with and inform relevant stakeholders of build progress and capacity to meet current and emerging needs.
2 Our Community	2.1 Our diverse community requirements met	2.1.4 Plan for the provision of facilities to service and support the changing community.	Complete Multicultural Hub feasibility study.
2 Our Community	2.1 Our diverse community requirements met	2.1.5 Work with local communities to review and implement township strategies that contribute to meeting the needs of those communities.	Incorporate planning strategies and controls into the planning scheme from studies.
2 Our Community	2.2 Engaged communities	2.2.1 Provide a range of opportunities that encourage community participation in Council policy and strategy development.	Develop a community vision in accordance with the Local Government Act review and implementation.
2 Our Community	2.2 Engaged communities	2.2.2 Communicate the activities and decisions of Council to the residents in a variety of ways.	Implement key outcomes and actions of the Communications Strategy.
2 Our Community	2.2 Engaged communities	2.2.3 Embrace and support community leadership.	Deliver the community leadership program in the Shire by providing targeted training for community groups/leaders.
2 Our Community	2.3 Increased levels of community participation	2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.	Implement the Cultural Diversity Action Plan.
2 Our Community	2.3 Increased levels of community participation	2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.	Implement the Reconciliation Action Plan.
2 Our Community	2.3 Increased levels of community participation	2.3.2 Recognise, support and promote the value of volunteerism in our communities.	Host annual Mayoral Volunteer Reception to recognise and value the contribution of volunteers in our Shire.
2 Our Community	2.3 Increased levels of community participation	2.3.3 Strengthen Council's community engagement through the development, implementation and promotion of effective practices.	Provide training and support to staff across the organisation regarding the Community Engagement Framework and Toolkit to enhance community participation.
2 Our Community	2.4 Improved health and wellbeing of our residents	2.4.1 Increase the communities understanding of health issues and options to help them make appropriate decisions.	
2 Our Community	2.4 Improved health and wellbeing of our residents	2.4.2 Enhance food literacy and security within the community.	Implement the Cardinia Community Food Strategy.
2 Our Community	2.4 Improved health and wellbeing of our residents	2.4.3 Help establish partnerships and social infrastructure opportunities that improve health and wellbeing outcomes for residents.	Work with partners to ensure local health and wellbeing priorities are being addressed.

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Key priority Area	Outcome	Activity	Action 2020-21
2 Our Community	2.4 Improved health and wellbeing of our residents	2.4.4 Support the provision of services by Council or others for people of all abilities.	Review the 2017 - 21 Disability, Access and Inclusion Action and undertake consultation to develop the new Action Plan.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.1 Maintain all Council roads and supporting infrastructure in accordance with the Roads Management Act 2004.	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.1 Maintain all Council roads and supporting infrastructure in accordance with the Roads Management Act 2004.	Inspections and maintenance of the road network in accordance with the Road Management Plan.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.2 Develop new and maintain existing parks, gardens and reserves in a sustainable way.	
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse community. Works will meet enhanced and over and above Disability Discrimination Act requirements where feasible.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	Upgrade of the Gembrook Reserve Sports Pavilion.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	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.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.4 Manage Council's assets like roads, drainage, footpaths and buildings, etc. in a way that ensures they are adequately maintained over their life.	Continue to support the conservation of sites of heritage significance throughout the Shire.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.4 Manage Council's assets like roads, drainage, footpaths and buildings, etc. in a way that ensures they are adequately maintained over their life.	Review of Drainage Asset Management Plan.
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.1 Upgrade Council roads to improve safety while considering the traffic demand of the community.	Implement recommendations from revised Road Safety Strategy, including cyclist awareness program.
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.	Commence delivery of the federally funded 'Sealing the Dandenong Ranges and surrounds' road construction program.
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.	Finalise the O'Sullivan Road, Hill Street and Peet Street (Pakenham) scheme.
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.3 Develop transport networks that incorporate effective public transport.	Implementation of Road Development Program to seal strategic collector roads.
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.4 Prioritise multi-use pathways, where practicable, to create networks that connect destinations.	Upgrade pathways and walking tracks across the Shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy.

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Key priority Area	Outcome	Activity	Action 2020-21
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.5 Advocate for and facilitate improved public transport options and major arterial roads to help link employment, educational, recreational and retail activities between the Shire's rural and growth areas.	Provide information when required to the Interface Councils' Group and South Eastern Metro Integrated Transport Group to support advocacy campaigns regarding the frequency and coverage of public transport within Cardinia Shire and the South East region.
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.5 Advocate for and facilitate improved public transport options and major arterial roads to help link employment, educational, recreational and retail activities between the Shire's rural and growth areas.	Facilitate action to advocate for an improvement to the current bus service timetable (new commuter timetable) between Koo Wee Rup and Pakenham to connect with the peak services suburban rail network. Advocate for the linking of Lang Lang and surrounding areas with the commuter service from Koo Wee Rup to Pakenham.
3 Our Environment	3.3 Enhanced natural environment	3.3.1 Adapt to the impacts of climate change by working in partnership with the South East Councils Climate Change Alliance and both Australian and Victorian governments.	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce council and community energy use).
3 Our Environment	3.3 Enhanced natural environment	3.3.3 Reduce Council's energy consumption and help the community to do likewise.	Continue to work in conjunction with Planning & Development Division and Environment Unit to meet any requirements to have a local policy gazetted to formalise Sustainable Design Assessment in the Planning Process (SDAPP) through the undertaking of a planning scheme amendment.
3 Our Environment	3.3 Enhanced natural environment	3.3.3 Reduce Council's energy consumption and help the community to do likewise.	Implement the Aspirational Energy Transition Plan including, energy saving retrofits and solar power for council buildings.
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	Provide waste and resource recovery education, material, and support to schools and early learning centres to improve engagement, knowledge and resource recovery capacity.
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	Implement new services and roll out behaviour change program that reduce food organic waste to landfill.
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	Ensure ongoing benefit of resource recovery facilities by advocating for improved resource recovery and reuse options (such as e-waste/detox your home/SV programs/new streams/reuse opportunities/education).
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	Collaborate on regional projects with South East Councils and MWRRG to procure landfill and alternate to landfill services.
3 Our Environment	3.3 Enhanced natural environment	3.3.5 Manage water in an integrated way, including the reduction of potable water consumption by Council and households.	Implement the Integrated Water Management Plan including investigating water efficiency and alternative water sources.
3 Our Environment	3.3 Enhanced natural environment	3.3.6 Promote water catchment management practices that improve the quality of our waterways.	Reduce off-site discharges by advocating to water authorities to complete the backlog sewer program.
3 Our Environment	3.3 Enhanced natural environment	3.3.7 Protect and improve biodiversity by increasing the area of natural ecosystems across the Shire.	Protect and improve biodiversity across the Shire by increasing the quantity and quality of indigenous flora and fauna and reduce the extent of weeds.

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Key priority Area	Outcome	Activity	Action 2020-21
3 Our Environment	3.3 Enhanced natural environment	3.3.8 Preserve and improve our bushland and natural environment by implementing weed management strategies and programs and continuing activities on high conservation bushland reserves and roadsides.	Preserve and improve natural environment by undertaking weed management and indigenous plantings.
3 Our Environment	3.3 Enhanced natural environment	3.3.9 Manage agricultural land use by supporting farmers to utilise sustainable farming practises.	Facilitate investment in farm practises and work with State Government to review the regulatory system.
3 Our Environment	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.1 Plan and develop built environments that support improved health and wellbeing of our communities through implementation of the Healthy by Design guidelines.	Implementation of Environmental Sustainable Design elements into infrastructure works and new buildings.
3 Our Environment	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.2 Raise awareness of our environment's impact on people's health and wellbeing by integrating the concept of liveability across all Council business units and including liveability indicators within the municipal public health and wellbeing plan.	Provide information, awareness and engagement opportunities for the community on environmental topics.
3 Our Environment	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.3 Advocate for changes in the state planning scheme which support development of local policies which reduce health-detracting environments (gaming, liquor, fast food).	Continue to review the planning scheme and undertake amendments as required.
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.1 Review the Municipal Strategic Statement and the Cardinia Planning Scheme regularly to ensure it continues to meet Council objectives.	Undertake an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme.
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.2 Plan for the development of the urban growth area with a mix of residential, commercial, employment, recreational and community activities to meet the needs of our growing community in a sustainable way.	Ongoing review of Precinct Structure Plans and Development Contribution Plans in conjunction with the Victorian Planning Authority.
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.2 Plan for the development of the urban growth area with a mix of residential, commercial, employment, recreational and community activities to meet the needs of our growing community in a sustainable way.	Implement approved structure plans for the growth area including implementation of developer contributions in an orderly manner.
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.3 Provide for the sustainable development of rural townships while taking into account their existing character and community needs.	Undertake review of township strategies as required.
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.4 Ensure the planning of rural (green wedge) areas protects and enhances important agricultural, environmental, natural resource, infrastructure and recreational values.	Implement the Westernport Green Wedge Management Plan and continue to advocate for a Green Wedge Management Plan for the remainder of Cardinia Shire.
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.1 Plan for and support local employment opportunities.	Continue the review of Cardinia Road Employment precinct to encourage investment and employment opportunities.

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Key priority Area	Outcome	Activity	Action 2020-21
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.1 Plan for and support local employment opportunities.	Finalise the Pakenham South Precinct Structure Plan.
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.2 Support the development of existing and new businesses within the Shire.	Facilitate business networking opportunities through the Casey Cardinia region and relevant stakeholders and individuals.
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.3 Plan for a staged development of the Officer–Pakenham employment precinct.	In partnership with the Victorian Planning Authority continue development of the Officer South Precinct Structure Plan.
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.4 Plan the development of Officer and Pakenham town centres.	Facilitate development of key sites in the core commercial areas in Officer and Pakenham.
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.5 Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.	Finalise the new Cardinia Shire Council Economic Development Strategy.
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.5 Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.	Assist businesses and investors to create jobs by activating employment land, advocating for an Airport in the South East region and assist existing businesses to grow.
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.6 Encourage procurement of local products and services.	Ensure that tender documentation and consideration includes weighting for local products and services.
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.1 Support our farmers and growing agricultural industry in adapting to the changing economy and climate.	Implement the actions of the Westernport Green Wedge Management Plan.
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.2 Identify innovative ways to value-add to the region's primary production and transportation.	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension.
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.3 Advocate for the development of roads and infrastructure required for primary production.	
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.4. Develop a local food brand for Cardinia Shire in partnership with the community.	
4 Our Economy	4.3 Diverse and resilient business community	4.3.1 Support small businesses to remain viable in rural townships.	Continue to work with local businesses within the Shire to improve viability.
4 Our Economy	4.3 Diverse and resilient business community	4.3.2 Encourage the establishment of tourism and hospitality in appropriate areas of the Shire.	
4 Our Economy	4.3 Diverse and resilient business community	4.3.3 Advocate for the delivery of small and large scale projects that enhance and drive economic activity.	Assist businesses to develop in the Casey–Cardinia region.
4 Our Economy	4.3 Diverse and resilient business community	4.3.4 Work with others to grow economic activity and attract new enterprises.	Work with South East Melbourne Councils and State & Federal Government departments to attract new enterprises and investment into the region to increase economic activity in Cardinia.
4 Our Economy	4.3 Diverse and resilient business community	4.3.5 Support business and organisations to enhance their skills.	Council will help facilitate training opportunities for local businesses.
4 Our Economy	4.4 A local economy supporting the improved health and wellbeing of our communities	4.4.1 Lead by example as a health promoting workplace.	Deliver a range of health and wellbeing initiatives across the organisation.

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Key priority Area	Outcome	Activity	Action 2020-21
4 Our Economy	4.4 A local economy supporting the improved health and wellbeing of our communities	4.4.3 Support tourism and local businesses that deliver health and wellbeing initiatives.	Implement the Casey Cardinia Tourism Strategy and support a tourism board to guide future development of the sector.
4 Our Economy	4.4 A local economy supporting the improved health and wellbeing of our communities	4.4.4 Encourage the procurement and consumption of local food.	Tender documentation and consideration includes weighting for local products and services.
5 Our Governance	5.1 An engaged community	5.1.1 Develop a policy which details how Council will inform and engage consistently with the community on important matters.	
5 Our Governance	5.1 An engaged community	5.1.2 Enhance the community's confidence in Council's community engagement.	Council will continue to increase its use of online platforms to educate, inform and engage the community.
5 Our Governance	5.2 Open governance	5.2.1 Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential.	Monitor compliance with statutory reporting requirements.
5 Our Governance	5.2 Open governance	5.2.1 Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential.	Maintain and update the register of information to be available to the public.
5 Our Governance	5.2 Open governance	5.2.2 Govern and make decisions in the best interests of the Cardinia Shire community.	Develop code of conduct with new Council within statutory time period.
5 Our Governance	5.3 Long-term financial sustainability	5.3.1 Make financial decisions that achieve the objectives of Council and long-term financial sustainability.	Develop Council's Strategic Resource Plan and Annual Budget which summarise the resources required for and financial impact of implementing Council Plan objectives, strategies and actions and achieving long-term financial goals.
5 Our Governance	5.3 Long-term financial sustainability	5.3.2 Make financial decisions that are fair and ethical and balance costs and benefits between present and future generations.	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor.
5 Our Governance	5.3 Long-term financial sustainability	5.3.3 Manage the municipality's finances and assets in a responsible way.	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council.
5 Our Governance	5.3 Long-term financial sustainability	5.3.4 Identify and implement programs to achieve Council's debt reduction policy.	Maintain an effective debt management policy.
5 Our Governance	5.3 Long-term financial sustainability	5.3.5 Identify ways to contain Council's cost base by a focus on innovation and efficiency.	Develop and maintain 'internal consulting' ability, and work with internal divisions/teams to facilitate the identification and implementation of innovation and efficiency improvement actions.
5 Our Governance	5.4 Appropriate funding and support from all levels of government	5.4.1 Advocate on behalf of the community to ensure it receives a fair share of funding and support from the Australian and Victorian governments for infrastructure, facilities and services.	Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets, lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community.
5 Our Governance	5.4 Appropriate funding and support from all levels of government	5.4.2 Work with both interface and regional Councils to strengthen advocacy campaigns to Australian and Victorian governments aimed at increasing awareness and support for joint issues.	Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.