

6.5.2 Quarterly Performance Report

File Reference: Nil.
Responsible GM: Jenny Scicluna
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Recommendation(s)

That Council note the report.

Attachments

1. Q4 2019-20 Performance Report [6.5.2.1 - 59 pages]

Executive Summary

Council committed to undertake work on 160 Council Plan actions during the 2019-20 financial year. The organisation completed 137 actions, achieving 86% Council Plan completion.

Population growth within the Shire has 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

The organisation completed 137 of the 160 Council Plan actions due for completion in the 2019-20 financial year. The remaining 23 actions are still in progress, and therefore, are off-track. *Please refer to Attachment 1* for detailed Council Plan Action progress.

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

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

	Completed	In Progress	Grand Total	% Complete
1. Our People	43	14	57	75%
2. Our Community	21		21	100%
3. Our Environment	36	7	43	84%
4. Our Economy	23	2	25	92%
5. Our Governance	14		14	100%
Grand Total	137	23	160	86%

Table 2. Council Plan Actions - Off Track

	Action	Business Unit	Executive Comment
1	1.1.1.2 CP - Start the design and in part the construction of the Integrated Children's Centre at Timbertop.	Building and Facilities	Documentation for this project is complete. However, Council is unable to progress construction until the land is transferred from the developer. It is expected that the land will be transferred from the developer to Council in the new financial year.
2	1.1.1.12 CP - Start the design stage of the Integrated Children's Centre at Brunt Road.	Building and Facilities	The Brunt Road Integrated Children's Centre project is part of the Council's commitments, in the Long Term Financial Plan, to deliver children's facilities across the Shire. This Centre will be a collaborative project with the Victorian School Building Authority (VSBA) and is currently scheduled to commence with design 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	Building and Facilities	Documentation for this project is complete. However, construction is unable to progress until the land is transferred from the developer. It is expected that the land will be transferred from the developer to Council in the new financial year. The estimated new end date for this project is December 2021.
4	1.5.1.6 CP - Construct redevelopment of Cora Lyn Reserve Pavilion	Building and Facilities	This project has been delayed due to the approval of modified loan arrangements by the Minister for Jobs, Precincts and Regions. Council received Ministerial approval for changes to the scope in June 2020. The estimated new end date is March 2022.
5	1.5.1.10 CP - Complete the construction and fit-out of the Emerald Netball Pavilion.	Building and Facilities	This project has been delayed due to re-scoping to meet sports facility standards. Site works have commenced and the project is now progressing well. The concrete slab is completed and steel framing is in progress. In-ground services are connected.
6	1.5.1.11 CP - Progress the construction and fit-out of the KWR Football/Cricket Pavilion	Building and Facilities	The project has been delayed due to extensive consultation with user groups and the resulting redesign. The tender for this project closed 16 June 2020. The project is on target to be delivered by June 2021.
7	1.5.1.12 CP - Progress the construction of the Cora Lynn Reserve Pavilion.	Building and Facilities	Duplicate action - refer to action 1.5.1.6
8	3.1.3.1 CP - Upgrade of the Gembrook Reserve Sports Pavilion.	Building and Facilities	This project has been delayed due to budget reconsideration and project management arrangements. Demolition works have been completed. Connection to in-ground services and concrete slab works are progressing. The project is expected to be completed by March 2021.
9	3.1.3.4 CP - 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	Building and Facilities	The majority of the identified annual priorities for this program will be completed by the end of financial year. Two projects are expected to take longer to finalise and will run concurrently with next year's program of priorities.

	Action	Business Unit	Executive Comment
	Discrimination Act requirements where feasible.		
10	1.5.1.3 CP - Complete construction of netball courts, car parking and pavilion at Pepi's Land Emerald	Infrastructure Services	Project delayed due to Council finalising designs of the external intersection works and awaiting external authority approvals. Works associated with the internal car park and netball courts are complete. The pavilion construction is underway.
11	3.1.4.1 CP - Review of Open Space Asset Management Plan	Infrastructure Services	Collating the relevant condition data to support the review of the plans has been delayed, in turn delaying the completion of works. The plan is now being completed along with the review of the footpath and bridges asset management plans. Draft versions of these three plans are expected to be completed late 2020.
12	3.1.4.2 CP - Review of Road Asset Management Plan and Buildings Asset Management Plan.	Infrastructure Services	These plans have been delayed due to the collection of the relevant condition data. Development of long-term modelling for building assets has commenced based on the 2019 condition assessments.
13	3.2.1.1 CP - Commence construction of the Lang Lang Bypass from Westernport Road to McDonalds Track, including Milner's Road.	Infrastructure Services	The project has been delayed due to ongoing negotiations with quarry operators. Construction will commence after funding is secured.
14	3.2.2.6 CP - Commence a Road and Drainage Scheme in Cockatoo pending adequate land owner support.	Infrastructure Services	Project delayed due to the impact of COVID-19. A community meeting was held in Cockatoo in September 2019. Initial community feedback suggested support for the scheme. 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. An engagement plan is being reviewed based on the impacts of the Coronavirus and how best to interact with the community. This will now have an impact on the ability to initiate schemes prior to Council elections.
15	1.5.1.1 CP - Prepare a master plan for Gin Gin Bin Reserve Officer	Active Communities	The project has been delayed due to awaiting direction from the Victorian Department of Education and Training and Victorian School Building Authority. 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 combined master planning for an education precinct and Gin Gin Bin Reserve.
16	1.5.1.2 CP - Prepare a master plan for McMullen Recreation Reserve Officer	Active Communities	Project delayed due to budget re-prioritisation. Council secured the land for the site in May 2020. Preparation of the McMullen Recreation Reserve master plan is on hold pending settlement of the purchase of land required to create the new reserve.

	Action	Business Unit	Executive Comment
17	1.5.1.5 CP - Present options to Council for the potential redevelopment and expansion of Cardinia Life. If approved, proceed with detailed design.	Active Communities	Project delayed due to budget re-prioritisation. Funding has been allocated in the 2020-21 budget for design works.
18	1.5.1.6 CP - Complete design for Bunyip Indoor Stadium.	Active Communities	Project delayed due to agreement not having yet been reached with the committee of management and reserve user groups. The draft concept plan has been discussed with the 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.
19	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 that this application was unsuccessful. Council officers will continue to seek alternative funding sources.
20	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.
21	3.5.3.1 CP - Review of township strategies in line with the adopted program	Policy, Design and Growth Area Planning	Project delayed due to challenges gathering technical information from service authorities. Commenced review of railway towns. Draft background document has been finalised. Exhibition was held in May 2019. Technical reports in relation to servicing and bushfire control being undertaken.
22	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	Cardinia Road Employment Precinct Structure Plan: Council officers have drafted a project brief to initiate the review. Review will take place in conjunction with the development of the Officer South PSP which has strong links and sharing of infrastructure between the two precincts. The Victorian Planning Authority (VPA) has recently commenced the background report for Officer South PSP. Officers will work with the VPA to progress the development of this PSP. Pakenham South Precinct Structure Plan is being prepared for an authorisation request, subject to engineering technical reports being finalised.
23	4.1.3.1 CP - Finalise planning scheme amendment to incorporate Pakenham South Precinct Structure Plan into the Cardinia Planning Scheme.	Policy, Design and Growth Area Planning	The timing of this Precinct Structure Plan has been delayed while working through traffic and drainage issues. Council has recommended that authorisation be sought, however this is still on hold while traffic issues are being worked through.

Council Activity Summary

COVID-19 pandemic

Our focus and priority throughout the COVID-19 pandemic has remained the same – continuing to deliver essential services and provide support and assistance to our community.

As a Council, we've had to adapt and do things differently, but we have continued to deliver essential services and programs, even if we've had to modify the way we do it.

Continuing to support our community and business through the pandemic remains our priority. Through our Community and Business Support Package we're providing practical support initiatives to help community and business cope with the effects of the pandemic, and our COVID-19 support grants programs are assisting eligible service providers, agencies and groups to provide relief services and support to our community. We are also advocating strongly for additional support for our local businesses.

A community survey has been created to help us better understand local community needs during the pandemic so we can continue to support residents and businesses.

Council is supporting state health requirements and we are working with, and advocating to, other levels of government for greater support for our community.

Budget 2020–21

Council adopted its 2020–21 budget and Council Plan at its June Council meeting. The 2020–21 budget reflects Council's responsible financial management. Careful and compassionate consideration was given to this budget by Council, particularly in light of the current and future impacts of COVID-19.

This budget will fund the delivery of community services across more than 70 service areas and an \$86 million capital works stimulus program to boost the local economy. It also includes a \$1.6 million commitment to our COVID-19 Community and Business Support Package to provide ongoing community support.

Advocacy

Council has been working collaboratively with the Victorian Government in responding to the COVID-19 pandemic.

Council continues to actively seek grant funds from a variety of state and federal government funding programs. As a result of our advocacy efforts this quarter, we attracted \$7.1 million in government grants, bringing the total for 2019–20 to \$10.4 million, with 15 of our 34 grant applications successful. In 2018–19, we received \$9.3 million in grant funding and, through our advocacy in the lead up to the 2019 Federal Election, commitments of \$592.8 million were made for various projects in the La Trobe electorate, which takes in part of Cardinia Shire. This brings the total amount of grant funding commitments to more than \$612 million in the past two years.

I'm proud to say that Cardinia Shire Council is amongst the most successful councils in Victoria when it comes to securing external grants, ensuring that our rate dollars stretch further. The funding we receive through the various state and federal grant programs, such as the Growing Suburbs Fund, Community Sports Infrastructure Stimulus Program, Melbourne Water Living Rivers Program and Native Vegetation Improvement Program, is used for a range of projects and initiatives that benefit our community.

Council continues to lobby the state and federal governments for action on important local issues, and we're working hard to influence government priorities that will benefit our community. We're also working with other groups of councils, such as South East Melbourne and the Interface Group of Councils, to facilitate investment in the broader region.

Major projects

A number of major projects across the shire commenced, progressed or were completed this quarter.

A number of playground construction and upgrade projects were undertaken across the shire. The major recreation and community precinct at Lang Lang Community Recreation Reserve has been completed and works to redevelop the sporting pavilion at Gembrook Recreation Reserve have started. Construction of the new community and sports pavilion at Comely Banks Recreation Reserve in Officer progressed well.

Plans are also underway for a new regional athletics facility at IYU Recreation Reserve in Pakenham and the redevelopment of the pavilions at Toomuc Recreation Reserve.

Roads

Council is progressing its Better Local Roads program to improve 111km of unsealed roads in the hills. The Australian Government has committed \$150 million in funding to be provided in stages over 10 years starting later this year. Funds will be used to seal priority roads in the hills and to help subsidise residential contributions to special charge schemes. Works on the first road upgrades are expected to start this summer, so we look forward to the progress of this project.

Work is also progressing on a project to upgrade eight intersections along the Princes Highway from Beaconsfield to Pakenham. The detailed design for two intersections in Beaconsfield is underway as part of stage 1. The intersection upgrades aim to reduce congestion and travel time and accommodate increased traffic and development into the future.

We are also continuing on our annual road maintenance and resurfacing programs to extend the life of local roads and improve our local road network.

Service delivery

Council has continued to deliver essential services to our community this quarter, despite the challenges presented by the COVID-19 pandemic.

Our Maternal and Child Health (MCH) centres transitioned to a booked, over-the-phone consultation service and young people were able to access support from our Youth Services team by phone or email during the temporary closure of the My Place youth centre.

Household bin collections continued as normal, our community immunisation service continued with some changes and our customer service team was still available to assist community members with their enquiries.

Growth Summary

Residential land development in the Shire had varied results this quarter, however, compared to last year's results, development has slowed. There were 285 residential subdivision lot applications this quarter, 11% higher than the previous quarter. That said, the annual total is 20% lower, compared to the same time last year. There were 389 residential lots issued a statement of compliance this quarter, 27% lower than the previous quarter. The annual total for this measure is 13% lower than the same time last year.

Residential building completions are trending downwards, with 265 residential building completions processed this quarter. While this measure is 7% higher than last quarter, it is 17% lower compared to the same time last year.

The family growth rate in the Shire remains at four families per calendar day for the quarter. The annual figure remains at five families per calendar day. There were 450 births in the Shire this quarter, 1% lower than last quarter and on par with last year's result. Enrolments to Maternal and Child Health are 7% lower than last quarter and 6% 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.

Climate Emergency Consideration

Nil.

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

This is the final quarterly report for the 2019-20 year. Council committed to undertake work on 160 Council Plan actions during this period. The organisation completed 137 actions, achieving 86% Council Plan completion



Cardinia Shire Council

Quarterly Performance Report

Quarter 4 April - June 2019-20

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CEO's Report

Council and the Cardinia Shire community have faced a number of challenges during the final quarter of 2019–20 due to the Coronavirus (COVID-19) pandemic. We have worked hard to support our community and provide essential services while continuing to deliver results across all five key areas of our Council Plan.

COVID-19 pandemic

Our focus and priority throughout the COVID-19 pandemic has remained the same – continuing to deliver essential services and provide support and assistance to our community.

As a Council, we've had to adapt and do things differently, but we have continued to deliver essential services and programs, even if we've had to modify the way we do it.

Continuing to support our community and business through the pandemic remains our priority. Through our Community and Business Support Package we're providing practical support initiatives to help community and business cope with the effects of the pandemic, and our COVID-19 support grants programs are assisting eligible service providers, agencies and groups to provide relief services and support to our community. We are also advocating strongly for additional support for our local businesses.

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Council continues to lobby the state and federal governments for action on important local issues, and we're working hard to influence government priorities that will benefit our community. We're also working 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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Further information regarding Council's progress for the final quarter of 2019-20 can be found on the following pages.

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. A total of 34 applications were lodged for various grants for a total of \$15.5M. 15 of these applications have been approved for a total of \$10.4M

Legislative Program

After a prolonged delay, the Local Government Act 2020 was finally passed by Parliament and received Royal Assent in the previous quarter.

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 provisions may be deferred due to the COVID-19 pandemic.

Council on track to deliver all the policies, strategies and other documents required by the new provisions to meet the deadlines set.

The replacement of the 1989 Act is long overdue, the new Act is 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 285 lots in application for the certification of plans of subdivision this quarter. Results are 11% higher than the previous quarter and 20% lower than the same time last year.

Figure 1. Residential lots – applications

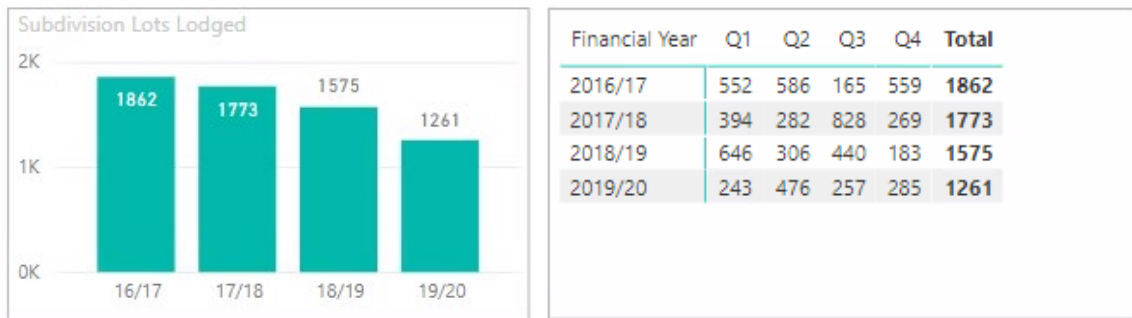
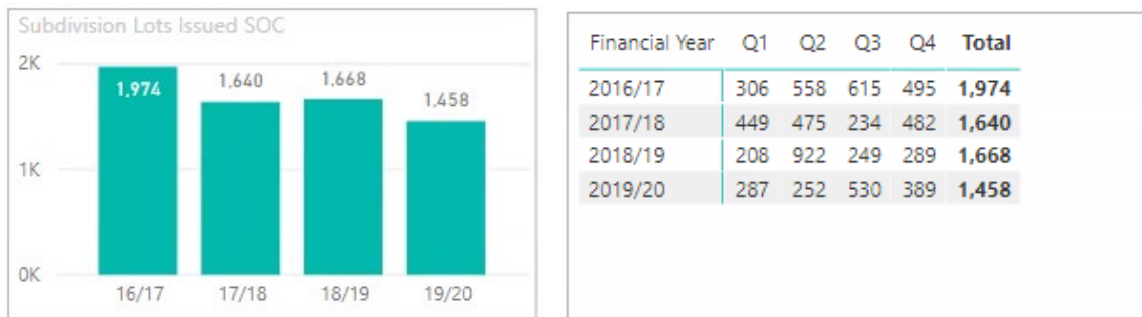


Figure 2 illustrates that there were 389 lots for which a statement of compliance was issued this quarter, allowing for the sale and development of individual lots. Results are 27% lower than the previous quarter and 13% lower than the same time last year.

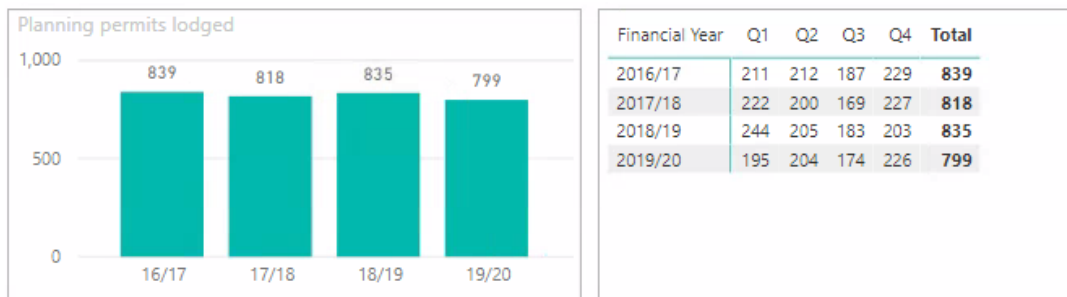
Figure 2. Residential lots – statement of compliance



Planning applications

Figure 3 highlights the level of development activity in relation to applications for planning permits. There were 226 planning applications this quarter, 30% higher than the previous quarter. The year to date figure is 4% 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 234 building permits issued this quarter. That is a decrease of 48% from the previous quarter and 31% lower than the same time last year. The decrease in this quarter is an anomaly and reflects administrative delays during May and June caused by system issues. A number of permits have been filed with Council, but not processed, and will be recorded in next quarter’s figures. The overall decline in total building permits issued (year on year) demonstrates a change in building activity driven predominantly by market changes.

Figure 4. Total building permits issued

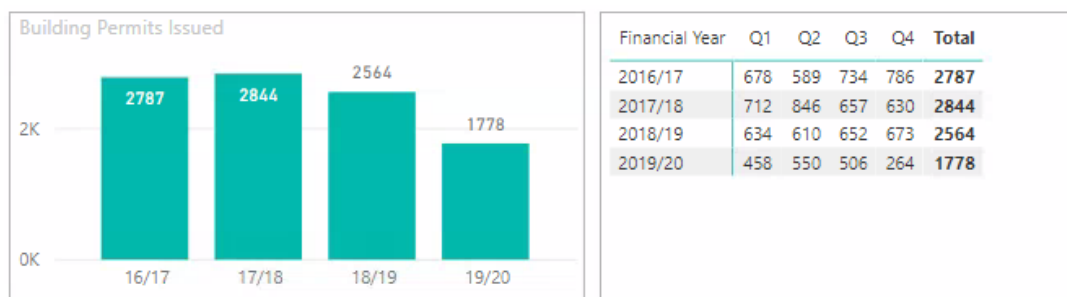


Figure 5 illustrates that there were 265 residential building completions this quarter. That is an increase of 7% from the previous quarter and 17% lower than the same time last year.

Figure 5. Residential building completions

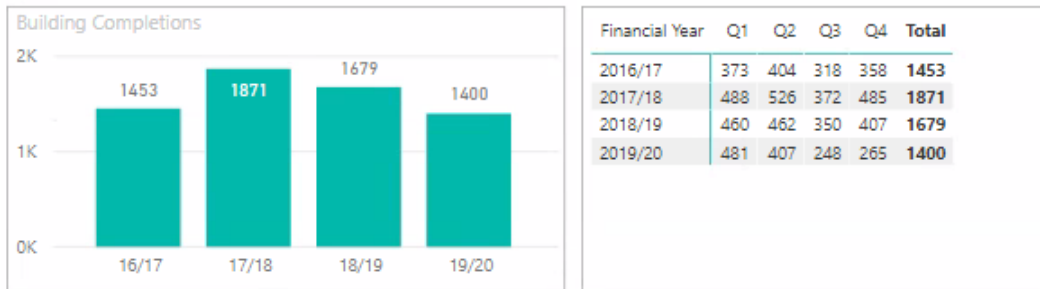
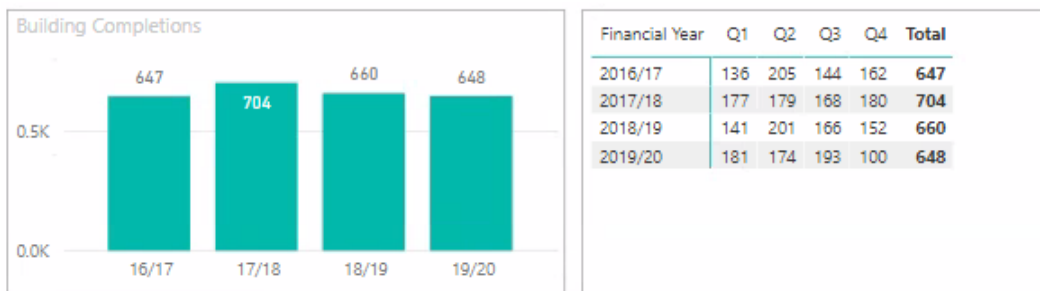


Figure 6 illustrates that there were 100 non-residential building completions this quarter. That is a decrease of 48% from the previous quarter and 2% lower than the same time last year.

Figure 6. Non-residential building completions

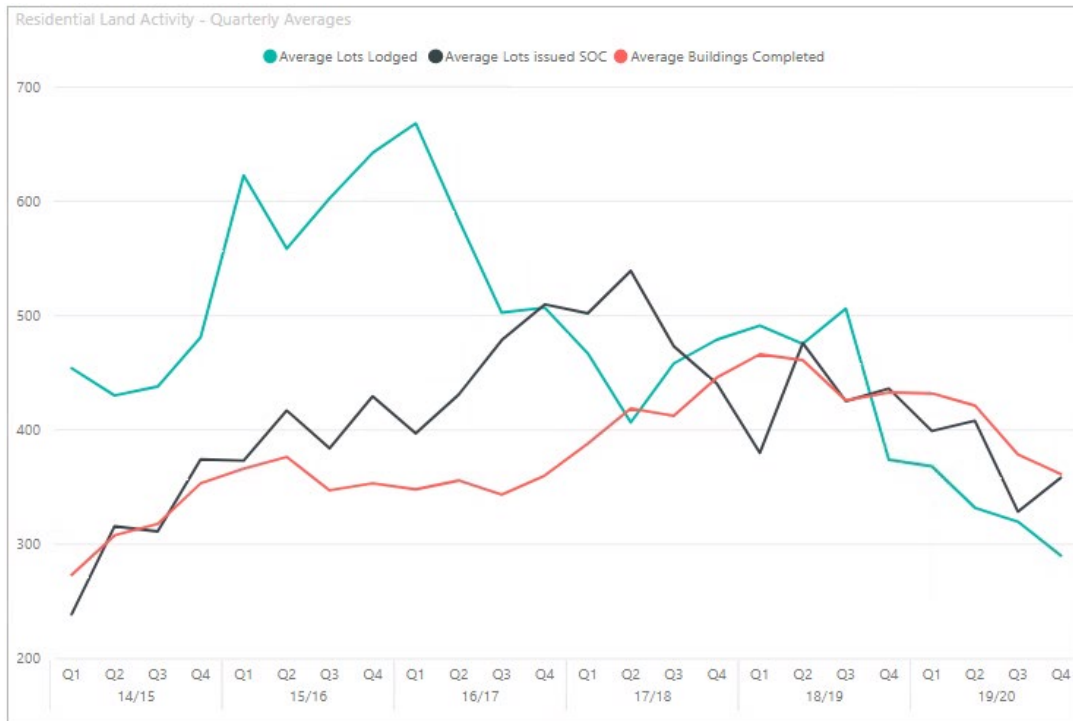


Residential land development indicators

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

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

Figure 7. Residential land development indicators



The average number of **lots lodged for subdivision** (green) reached a record high in the first quarter of 2016-17 with 665 lots submitted for subdivision. The current average number of lots is 290 but this is expected to increase as the Officer Precinct development progresses.

The average number of **lots issued statement of compliance** (black) released onto the market had been steadily increasing since the first quarter of 2014-15 until a drop in the third quarter of 2017-18. Numbers have increased to an average of 358 lots released this quarter, after a pattern of decline from the second quarter of 2018-19.

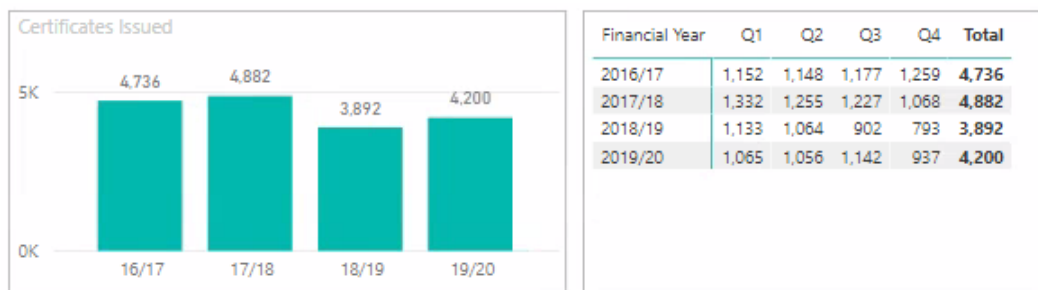
The average number of **building completions** (red) is 361. This is a lag indicator and is expected to continue to rise within 6 to 12 months as land development progresses.

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 937 certificates issued this quarter, 18% lower than the previous quarter. Year to date results are 8% higher than the same time last year.

Figure 8. Land information certificates



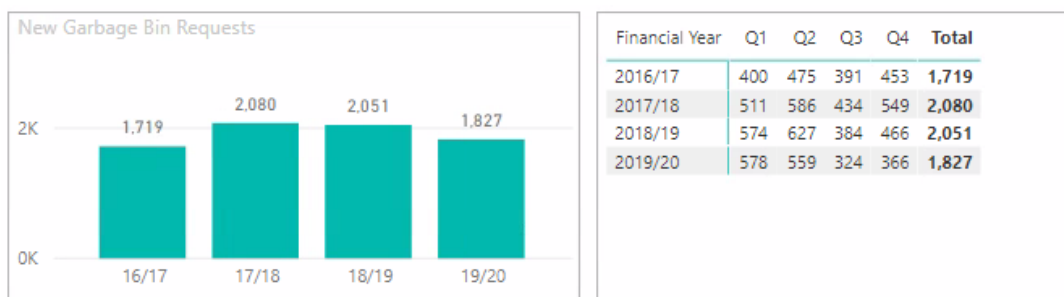
Household garbage service

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 366 new bins requested this quarter, 13% higher than last quarter. The year to date total is 11% lower than the same time last year.

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

Figure 9. New household garbage service volumes



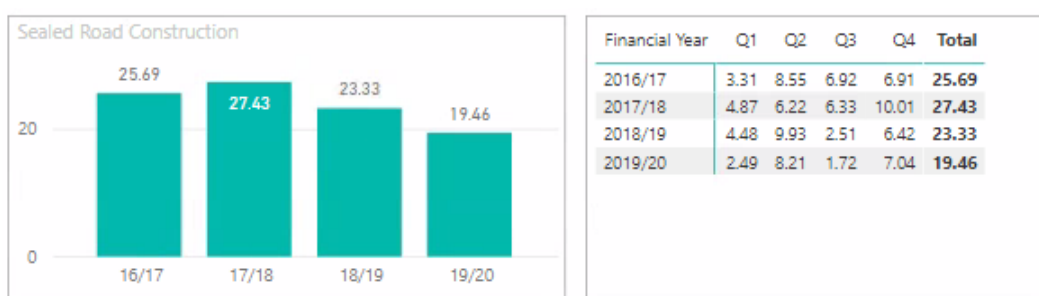
Roads and footpaths

Sealed roads

The sealed road network is approximately 733 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 7.04km of sealed roads constructed this quarter, 309% higher than the previous quarter. The year to date total is 17% lower than at the same time last year. This year’s lower construction result is due to the reduction in completed estate development.

Figure 10. Additional kms of sealed roads constructed

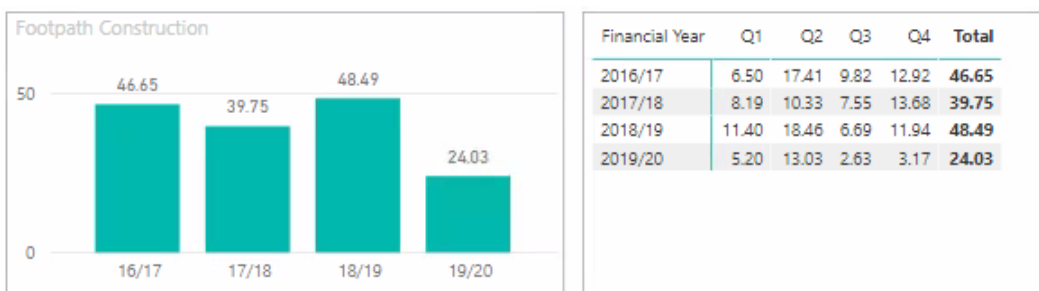


Footpaths

Footpaths are an important means of improving community cohesion by providing for pedestrian traffic around our communities. The footpath network is approximately 769 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 3.17km of footpaths constructed this quarter, 21% higher than the previous quarter. The year to date total is 50% lower than at the same time last year. The result for 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

Service requests

KPI target: 90 per cent service requests finalised in time.

Figure 12 indicates that 87% of service requests were finalised in time for the quarter, below the 90% target.

Figure 12. Service request in time: KPI per cent by quarter

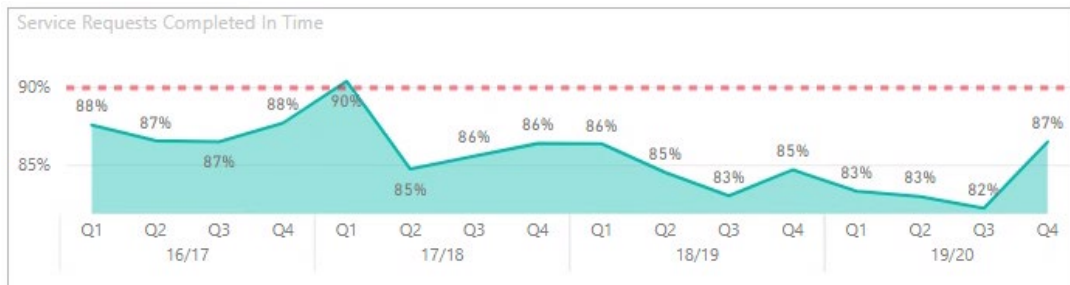
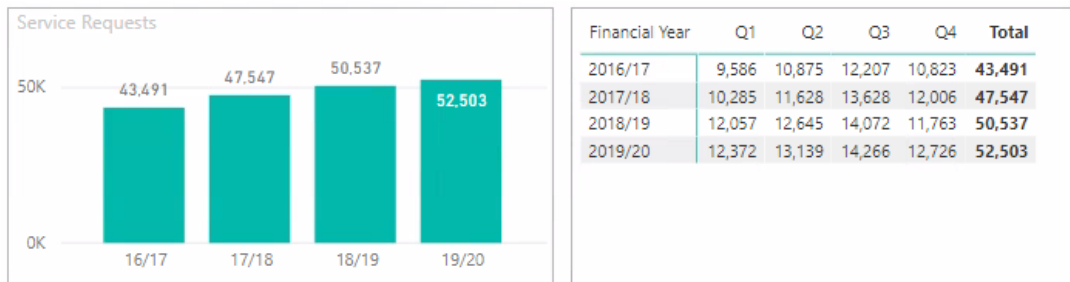


Figure 13 illustrates that there were 12,726 service requests this quarter, 10% less than the previous quarter. The year to date total is 4% higher than the same time last year, indicating an upwards trend in requests.

Figure 13. 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.

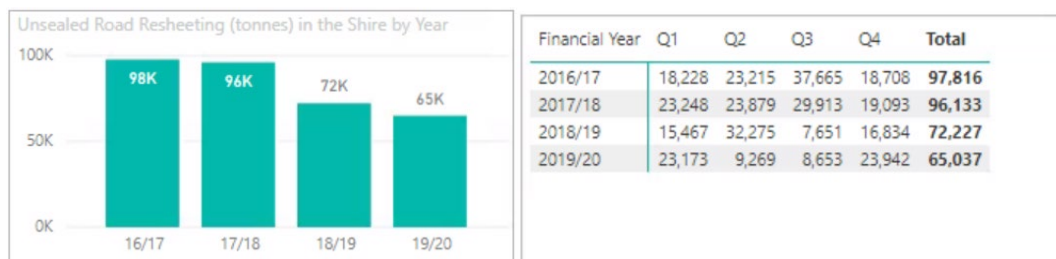
Figure 14 illustrates that there was 1,155km of unsealed road grading this quarter, 8% higher than last quarter and 15% higher than the same time last year.

Figure 14. Unsealed road grading (kilometres)



Figure 15 illustrates that there was 23,942 tonnes of unsealed road resheeting this quarter, 177% higher than last quarter. Completion of the capital unsealed roads re-sheeting program has significantly increased the volume of crushed rock used this quarter. The year to date figure is 10% lower than the same time last year.

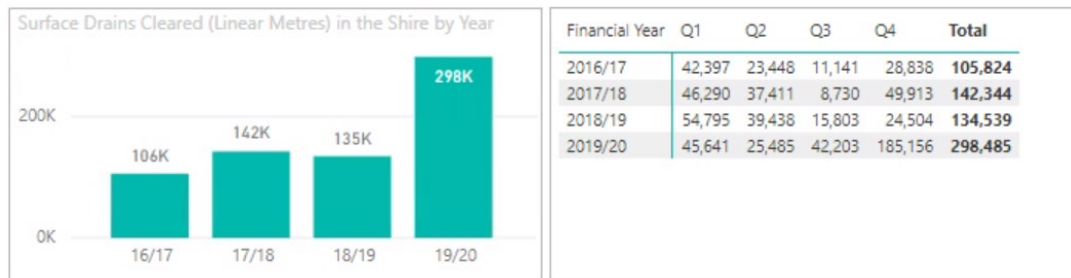
Figure 15. Unsealed road resheeting (tonnes)



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 16 illustrates that there was 185,156 linear metres of surface drain clearing this quarter, 339% higher than last quarter. The length of drains cleared during April and May was consistent with average volumes cleared using conventional methods, however, during June, the use of the tractor-mounted rotary drainer enabled greater volumes of drains to be de-silted. The year to date figure is 122% higher than the same time last year.

Figure 16. Surface drains cleared (linear metres)



Community

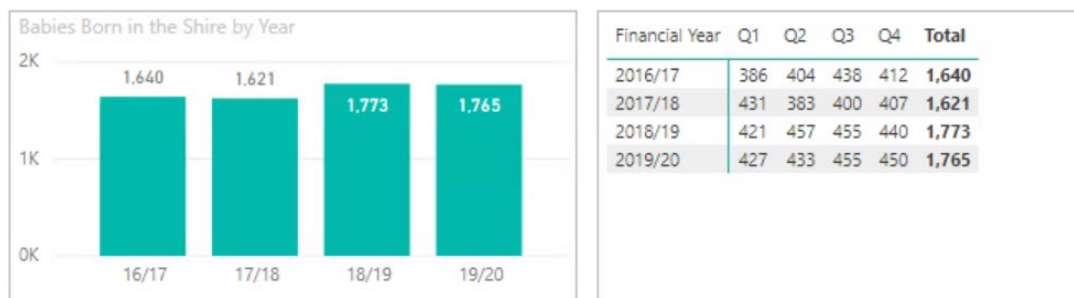
Maternal and Child Health (MCH)

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 17 illustrates that there were 450 birth notices this quarter, 1% lower than the previous quarter. The year to date figure is slightly lower than the same time last year.

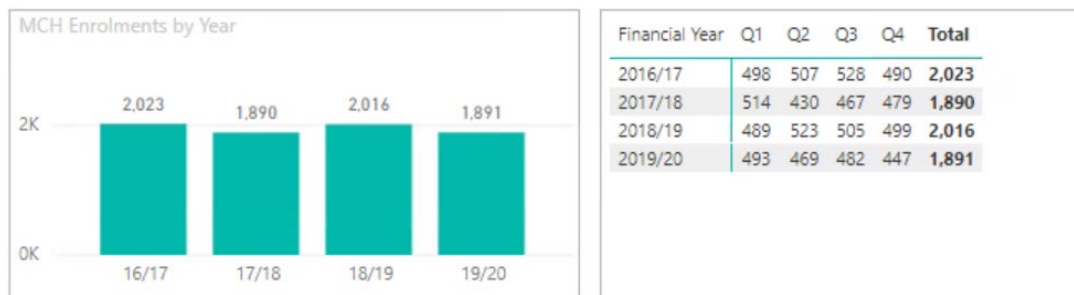
Figure 17. Maternal and Child Health birth notices



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 18 illustrates that there were 447 enrolments this quarter, 7% lower than last quarter. The year to date figure is 6% lower than last year.

Figure 18. 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 19 to 23 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 19 illustrates that there were 257 contacts with young people accessing MyPlace this quarter, 78% lower than last quarter and 24% lower than last year. Numbers are significantly lower this quarter as the youth facility was closed due to the COVID19 pandemic.

Figure 19. MyPlace interactions



Figure 20 illustrates that there were 240 contacts with young people accessing after school programs this quarter, 55% lower than last quarter and 9% higher than last year. The contacts this quarter were online. Numbers are significantly lower this quarter as the youth facility was closed due to the COVID 19 pandemic. Instead there was online engagement of core programs and activities during this time.

Figure 20. After school programs interactions

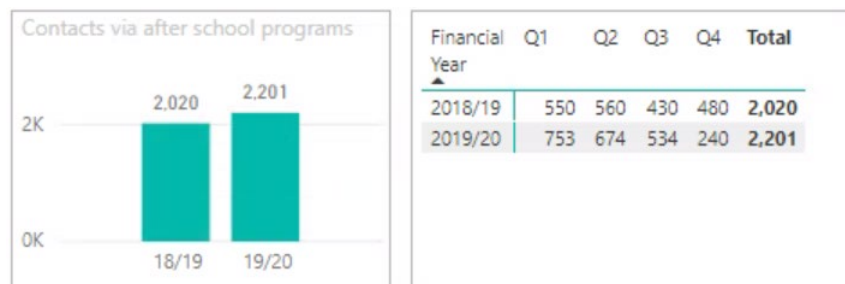


Figure 21 illustrates there were 0 contacts with young people accessing in school programs/workshops this quarter. There were no in school programs delivered due to the COVID-19 pandemic. The year to date figure is 3% higher than last year.

Figure 21. In School programs/workshop interactions

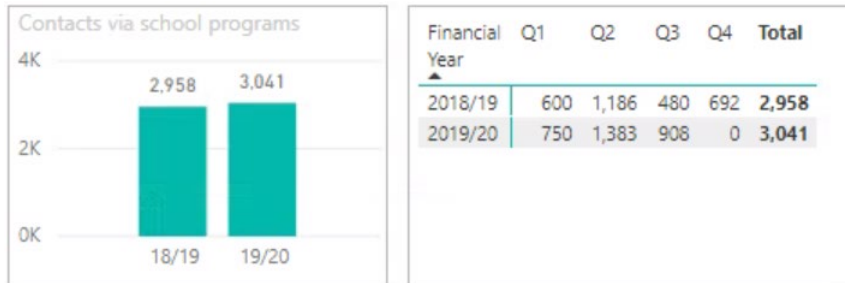


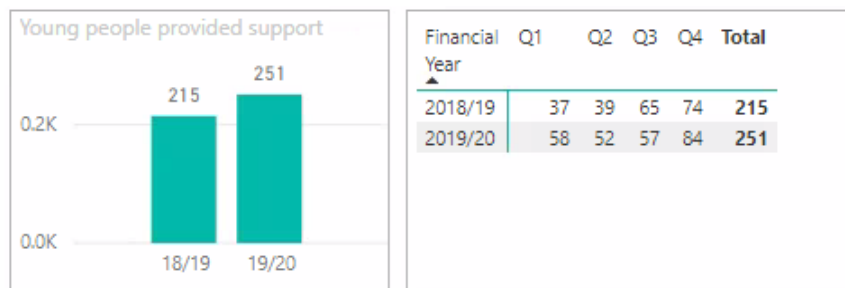
Figure 22 illustrates that there were 12 contacts with young people accessing the teenage school holiday program/Portsea Camp this quarter, 94% lower than last quarter. The teenage school holiday program was modified this quarter due to the COVID-19 pandemic, to allow participation online or in small groups. The year to date figure is 34% lower than last year.

Figure 22. Teenage school holiday program/Portsea Camp interactions



Figure 23 illustrates that there were 84 young people provided with more the one episode of support from a dedicated Youth Support Officer, 47% higher than last quarter and 17% higher than last year. There has been an increase in one to one support with young people as a result of COVID 19. Youth Support has been provided by the entire youth services team to meet the increase in demand for this service.

Figure 23. Youth support program



Waste Management

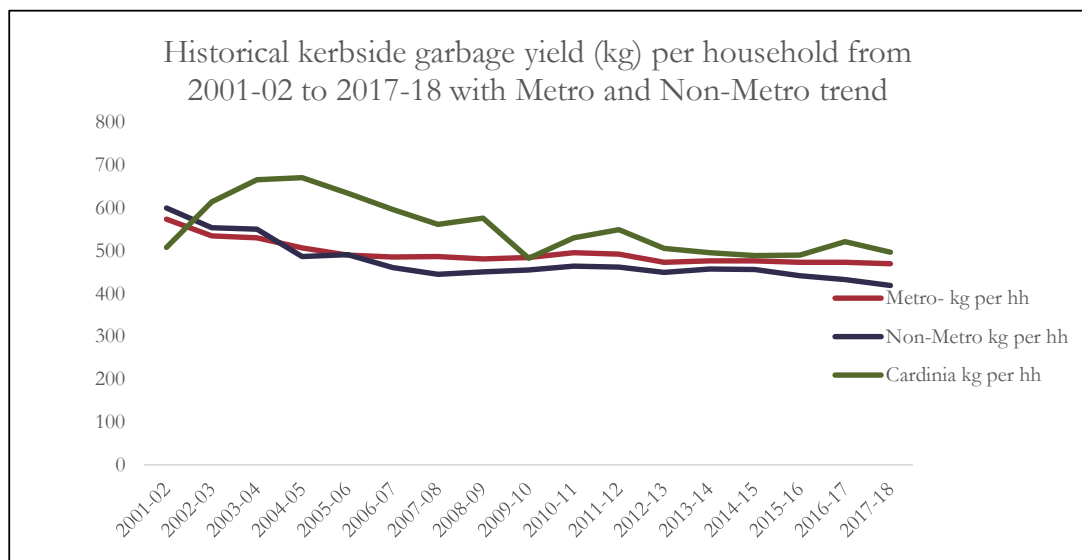
Indicators in this section relate to our behaviour with waste disposal and resource recovery. That is, how much waste we send to landfill and how much is recycled or composted. These figures are monitored on a monthly basis.

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 24 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.

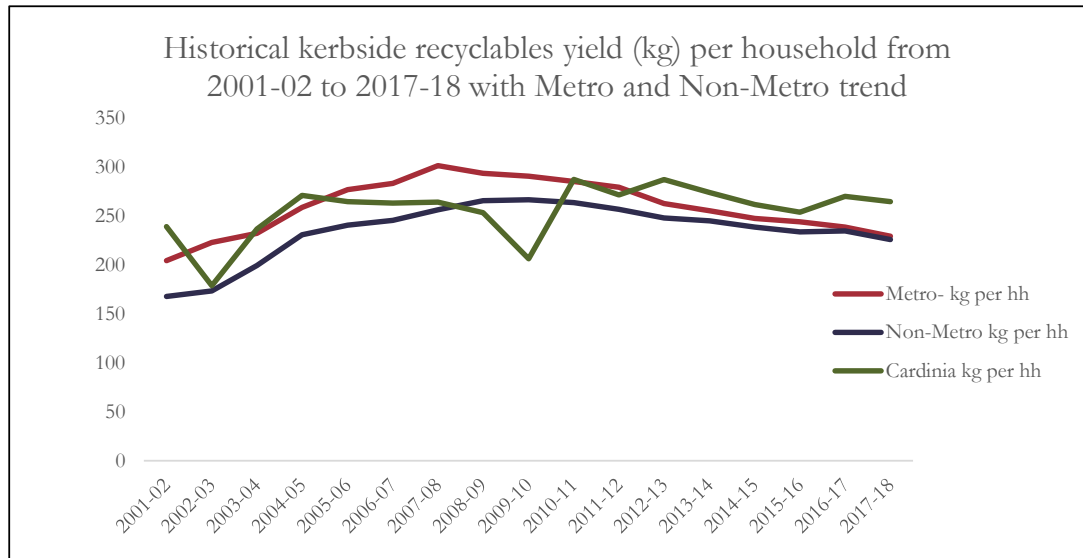
Figure 24. Cardinia Shire garbage generated compared with other metro and non-metro Victorian councils



* Annual Local Government survey - Sustainability Victoria

Figure 25 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.

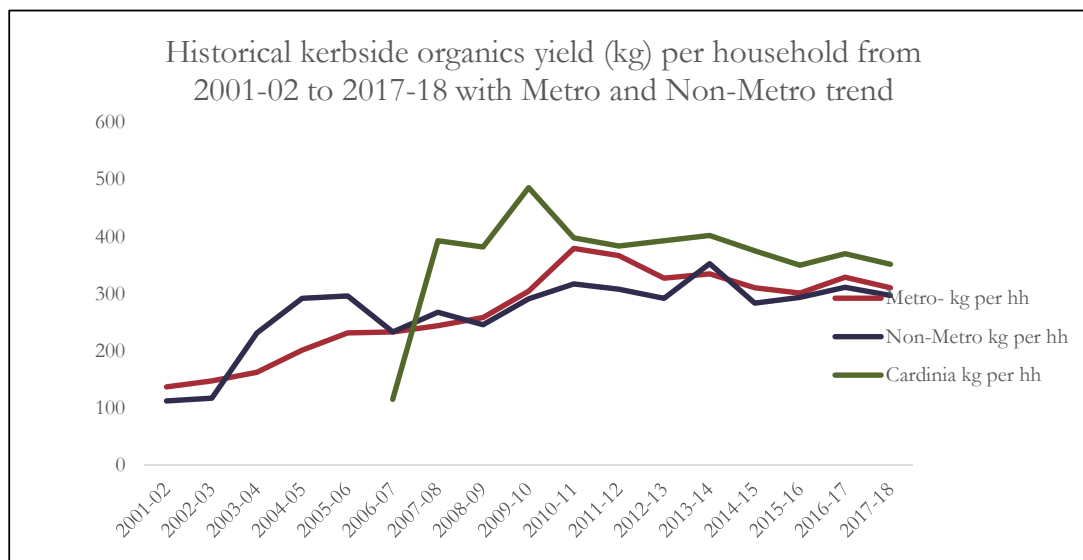
Figure 25. Cardinia Shire recyclables generated compared with other metro and non-metro Victorian councils.



* Annual Local Government survey - Sustainability Victoria

Figure 26 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 26. Cardinia Shire organic material generated and recovered compared with other metro and non-metro Victorian councils.



* Annual Local Government survey - Sustainability Victoria

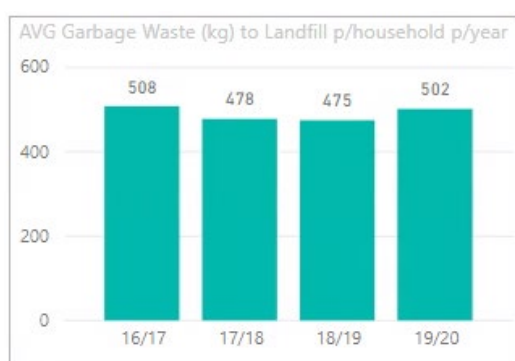
Garbage to landfill

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 27 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 27. 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.

For the whole of this quarter Council have been processing and recovering 100% of our kerbside recycling. Recycled waste has increased slightly this quarter compared to the previous quarter however the earlier disruption to normal waste industry operations has contributed to an overall increase in landfill collection and decrease in recycled waste this financial year. 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 28 illustrates that there were 6,466 tonnes of garbage waste to landfill collection this quarter, 16% higher than last quarter. The year to date figure is 13% higher than last year.

Figure 28. Garbage waste to landfill – tonnes collected

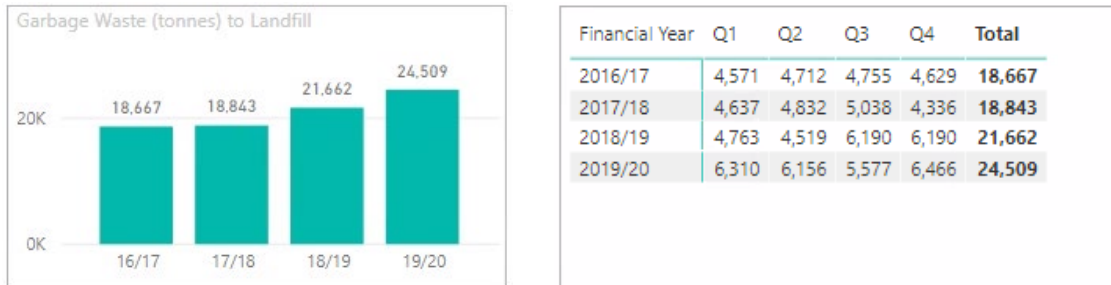


Figure 29 illustrates that there were 2,763 tonnes of recycle waste collection this quarter, 3% higher than last quarter. The year to date figure is 3% higher than last year.

Figure 29. Recycle waste – tonnes collected

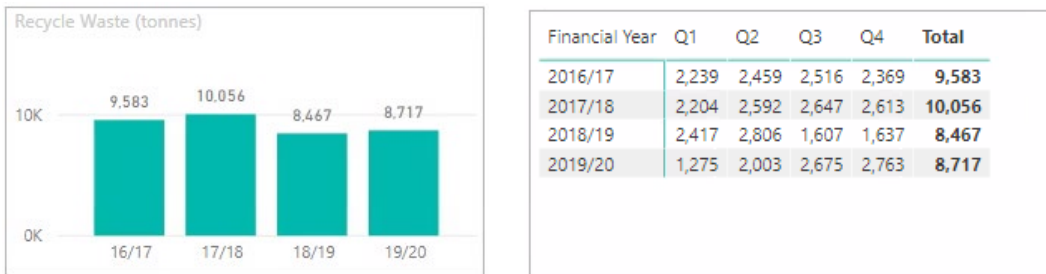
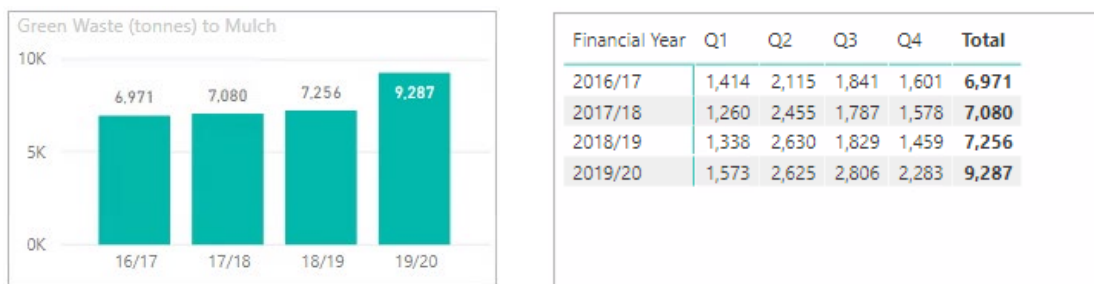



Figure 30 illustrates that there were 2,283 tonnes of green waste collection this quarter, 18% lower than last quarter. The year to date figure is 28% higher than last year. Green waste collection is seasonal and is based on weather and garden growth rates.

The past two quarters of this financial year has seen a large increase in green waste to mulching as seen in the comparison to previous years, this can be attributed to a large proportion of residents being at home due to the Coronavirus lock down periods and increased green waste collections to assist with excess material. The number of residents with green waste collection bins is also

Figure 30. Green waste to mulching – tonnes collected



APPENDIX 1 – PROGRESS ON COUNCIL PLAN DELIVERY

	<h2>Performance Report</h2>	<p>Quarter 4 Apr - Jun</p>
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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	Facility booking system Ungerboeck has now been implemented across Council facilities. This program assists in the booking and utilisation of community facilities in the shire.	Community and Family Services	Completed
Start the design and in part the construction of the Integrated Children's' Centre at Timbertop.	Documentation for this project is complete. However, Council is unable to progress construction until the land is transferred from the developer. It is expected that the land will be transferred from the developer to Council in the new financial year.	Buildings and Facilities	Jun-20
Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	The Services for Success brochure outlines Cardinia Shire's service attraction model and has been updated to align to the Liveability Plan. A Community Services Summit was held, bringing together service providers and Council staff, to identify a best practice approach to service attraction. A report on the outcomes from the summit has been produced and an internal cross-functional team within Council was developed to oversee the creation, implementation and monitoring of a service attraction protocol. In the last 12 months, more than 20 services have been attracted into the shire.	Community Strengthening	Completed
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.	Consultation has occurred, with a Dads Support Officer role approved to be recruited into the Maternal and Child Health Services team.	Community and Family Services	Completed

	<h2>Performance Report</h2>	<p>Quarter 4 Apr - Jun</p>
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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.	The annual renewal program, which has various identified priorities for buildings, was completed by the end of this financial year.	Buildings and Facilities	Completed
Start the design stage of the Integrated Children's Centre at Brunt Road.	The Brunt Road Integrated Children's Centre project is part of the Council's commitments, in the Long Term Financial Plan, to deliver children's facilities across the Shire. This Centre will be a collaborative project with the Victorian School Building Authority (VSBA) and is currently scheduled to commence with design 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.	Documentation for this project is complete. However, construction is unable to progress until the land is transferred from the developer. It is expected that the land will be transferred from the developer to Council in the new financial year. The estimated new end date for this project is December 2021.	Buildings and Facilities	Jun-20

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.	Actions and opportunities have been recognised with the documentation being shared with key stakeholders. Delivery of key leanings to commence in 2020.	Community and Family Services	Completed

	<h2>Performance Report</h2>	<p>Quarter 4 Apr - Jun</p>
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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
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 full review of the 2019-20 strategic actions against the Children and Family Services, Maternal and Child Health and Youth Service teams outcomes has been undertaken which will inform the 2022-26 Child, Youth and Family Strategy.	Community and Family Services	Completed

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 draft Ageing Well Strategy 2019-2025 is complete. Public consultation was open for four weeks. Feedback has been collated to reflect community input before final adoption at the July Council meeting.	Community Strengthening	Completed

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

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

Action	Progress Comments	Business Unit	Complete by
Review the advocacy efforts for a range of education, training and development opportunities and report on gaps.	Concept plans for the new My Place development have been completed. This new facility will increase education and training opportunities for 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. Youth Services advocating for ICT infrastructure to support the delivery of education, training and development opportunities for young people from The Point. Council officers continue advocate for additional education and training opportunities with the shire.	Community and Family Services	Completed

	<h2>Performance Report</h2>	<p>Quarter 4 Apr - Jun</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.	My Place and The Point continue to attract services to the shire for young people, with the number of contacts made 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 such as holiday programs, after-school programs and one-on-one support. Evaluations collected throughout 2019 from young people have demonstrated that program and service outcomes are being achieved. The Youth Services team is working collaboratively with the youth sector to maintain connection between professionals and vulnerable young people during the COVID-19 pandemic. This includes utilising online tools to host local youth network meetings and development of a local service directory.	Community and Family Services	Completed
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.	Works completed.	Infrastructure Services	Completed

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>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 of young people; and to seek submissions from agencies regarding in-principle requirements to co-locate within the new My Place building (due for completion in February 2022).</p> <p>Eleven youth organisations and education providers are based at, or currently outreach from, the existing youth facility and participate in joint secondary consultation meetings to ensure a holistic model of care is provided to young people from the facility. Youth Services to partner with the Youth Support and Advocacy Service (YSAS) to strengthen advocacy for increased drug and alcohol services in Cardinia Shire for young people. The Point program space has provided a base for a range of programs and activities to take place for young people.</p>	Community and Family Services	Completed

	<h1>Performance Report</h1>	<p>Quarter 4 Apr - Jun</p>
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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 the 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. Timbertop school is scheduled to be opened in 2021.	Office of the General Manager - Liveable Communities	Completed

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	Completed

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 was provided to the Cardinia Shire neighbourhood house cluster and U3As. Funding is also provided through the Volunteer Subsidised Training Program.	Community Strengthening	Completed

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.	Annual Action Plan was confirmed at LGBTIQ+ Internal Action Group meeting on 22 August 2019. IDAHOBIT day events were successfully undertaken via online platforms.	Office of the General Manager - Liveable Communities	Completed

	<h2>Performance Report</h2>	<p>Quarter 4 Apr - Jun</p>
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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.	Cardinia's Liveability Partnership Steering Group and associated networks coordinate the Liveability Action Agenda each year. 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 partner organisations. The Annual Review Report was endorsed in October 2019 and data collected during the Annual Review process has informed the actions in the 2019-20 Action Agenda.	Community Strengthening	Completed

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

Action	Progress Comments	Business Unit	Complete by
Implement the Liveability Plan 'Action Agenda' by November 2019 and complete an annual progress report.	The Liveability Plan Annual Review process took place from June–August 2019. The Annual Review Report was endorsed by the Liveability Partnership Steering Group and Councillors in October and sent to the Department of Health and Human Services, as per our responsibility under the Public Health Act 2008. 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. Data collected during the Annual Review process has informed the actions in the 2019-20 Action Agenda.	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.	This year we conducted a Community Liveability survey to help fill the gaps in our understanding of the health and wellbeing needs of the community. The information from this survey is being used to inform planning across the organisation, and has formed a baseline for monitoring and evaluation of the Liveability Plan. We have also conducted an Equality and Respect survey with the community to help us identify opportunities to improve gender equality and reduce family violence. In the last few months, in response to the COVID-19 pandemic, we have been running a community survey to assist in identifying community needs to inform pandemic response and recovery planning.	Community Strengthening	Completed

	<h2>Performance Report</h2>	<p>Quarter 4 Apr - Jun</p>
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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.	This work is ongoing and underpins the work of the Children and Family Services Team, including kindergarten central registrations, the Best Start program, My Place youth centre and accessible build projects. Through implementation of both the Child, Youth and Family Strategy and key State Government policies, children and young people with a disability, from culturally and linguistically diverse and Aboriginal and Torres Strait Islander communities, and those who identify as LGBTIQ+ are strongly represented in 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	Completed

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	The project has been delayed due to awaiting direction from the Victorian Department of Education and Training and Victorian School Building Authority. 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 combined master planning for an education precinct and Gin Gin Bin Reserve.	Active Communities	Jun-20
PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park.	The demolition of the old depot building to make way for the new car park has been completed. Construction of the new car park and sealing of the existing car park have been completed.	Infrastructure Services	Completed
Prepare a master plan for McMullen Recreation Reserve Officer	Project delayed due to budget re-prioritisation. Council secured the land for the site in May 2020. 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.	Council officers have worked with the bushland reserve friends groups for several months to develop strategic action plans. Council continues to support the Cannibal Creek Catchment Biodiversity Project, with pest plant and animal works underway and due to be completed in September 2020.	Environment and Heritage	Completed

	<h2>Performance Report</h2>	<p>Quarter 4 Apr - Jun</p>
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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 user groups regarding the governance and documentation required for Council's contribution to this project and approvals as owner of the land. Design is scheduled to be finalised by August 2020. Construction is expected to start in August 2020 and be completed by March 2021.	Active Communities	Completed
Complete construction of netball courts, car parking and pavilion at Pepi's Land Emerald	Project delayed due to Council finalising designs of the external intersection works and awaiting external authority approvals. Works associated with the internal car park and netball courts are complete. The pavilion construction is underway.	Infrastructure Services	Jun-20
Work with user groups to design and construct Gembrook Reserve Pavilion	Action 3.1.3.1 superseded this action. Council endeavoured to work with user groups to deliver the project. Council will now deliver the project itself.	Active Communities	Completed
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. The opening was held in October 2019.	Infrastructure Services	Completed
Present options to Council for the potential redevelopment and expansion of Cardinia Life. If approved, proceed with detailed design.	Project delayed due to budget re-prioritisation. Funding has been allocated in the 2020-21 budget for design works.	Active Communities	Jun-20
Construction Bunyip Soccer Stadium	The construction of the Bunyip Soccer Stadium is complete.	Buildings and Facilities	Completed
Construct redevelopment of Cora Lyn Reserve Pavilion	This project has been delayed due to the approval of modified loan arrangements by the Minister for Jobs, Precincts and Regions. Council received Ministerial approval for changes to the scope in June 2020. The estimated new end date is March 2022.	Buildings and Facilities	Jun-20
Resurface and upgrade current Recreation Sports Ovals - Officer (ROC) Oval	Works have been completed and the oval sown before winter. Sprigging was completed in December 2019.	Infrastructure Services	Completed

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Our People

We want to Achieve: Variety of recreation and leisure opportunities

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

Action	Progress Comments	Business Unit	Complete by
Complete design for Bunyip Indoor Stadium.	Project delayed due to agreement not having yet been reached with the committee of management and reserve user groups. The draft concept plan has been discussed with the 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	Civil works have been completed.	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 that 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.	This project has been completed.	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.	This project has been completed.	Buildings and Facilities	Completed
Implement recommendations of Recreation Reserves management and maintenance review.	Detailed information gathering and data analysis has been undertaken. Council officers continue to work with Section 86 Committees.	Active Communities	Completed
Commence the construction of the Worrell Reserve Sports Pavilion.	This project has been completed.	Buildings and Facilities	Completed

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Our People

We want to Achieve: Variety of recreation and leisure opportunities

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

Action	Progress Comments	Business Unit	Complete by
Commence preparation of Open Space Strategy.	An 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. Development of the Open Space Strategy has commenced.	Active Communities	Completed
Deep Creek Reserve (Pakenham) - commence construction of indigenous plant nursery.	Works on the nursery commenced in August 2019 and have been completed.	Infrastructure Services	Completed
Complete the construction and fit-out of the Emerald Netball Pavilion.	This project has been delayed due to re-scoping to meet sports facility standards. Site works have commenced and the project is now progressing well. The concrete slab is completed and steel framing is in progress. In-ground services are connected.	Buildings and Facilities	Jun-20
Progress the construction and fit-out of the KWR Football/Cricket Pavilion	The project has been delayed due to extensive consultation with user groups and the resulting redesign. The tender for this project closed 16 June 2020. 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	Jun-20

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 complete.	Infrastructure Services	Completed
Commence Construction of Comely Banks Reserve Pavilion.	This project is progressing well with brickwork and internal framing almost complete. The roof framing is in progress. The project is on track to be completed by October 2020.	Buildings and Facilities	Completed
Comely Banks Reserve - commence construction of playing fields and associated works.	Construction of the pavilion has commenced and is well underway. Tender for construction of the playing fields and civil works was put out to tender on 28 March 2020.	Active Communities	Completed

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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 Council. Key priority areas have been identified by the committee, with a focus on a specific key area at each meeting. During COVID-19 a number of key stakeholders of the committee have continued to connect remotely to identify and address community safety issues.	Pandemic Response and Emergency Management	Completed
Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.	Incorporated in new and existing Precinct Structure Plans, Structure Plans and other planning legislation in the Cardinia Planning Scheme. Implemented through permit applicants.	Policy, Design and Growth Area Planning	Completed
Support the implementation of family violence projects in the Shire at a local, regional and state level including the Together We Can initiative.	Council continues to support family violence projects with initiatives such as Together We Can, which has been meeting fortnightly through the 'Together We Can round table' partnership to address any emerging issues and opportunities during the COVID-19 pandemic. Council also attends and supports the Preventing Violence Together Regional Strategy, including ongoing participation in the working groups established. Council's Family Violence Action Team is progressing work to meet the Workplace Equality and Respect Standards and organisational business improvements to address gender equity and family violence activities/events.	Community Strengthening	Completed

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.	Though the annual Community Resilience Forum had to be cancelled due to Covid-19, Council continues to engage with communities across the shire through the delivery of community education sessions, emergency preparedness sessions and ongoing communication and information sharing through Council's social media channels and website.	Pandemic Response and Emergency Management	Completed

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Our People

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, a review of Council's Emergency Management plans and arrangements was undertaken. Additionally, Council staff participated in an emergency relief centre exercise in October 2019 and significant training was delivered during an internal Emergency Management Action Month held in October 2019. The COVID-19 pandemic also saw Council implement and review a number of key emergency management plans.	Pandemic Response and Emergency Management	Completed

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, in conjunction with the Country Fire Authority, completed successful fuel reduction planned burns at Brennan Avenue, Upper Beaconsfield and the Emerald Quarry site in Emerald. The hazard inspection program operated from November 2019 until March 2020 with approximately 1,500 properties inspected.	Pandemic Response and Emergency Management	Completed

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 the community resilience project for Menzies Creek and Clematis, the ongoing work with the Upper Beaconsfield community and the development of Emergency Preparedness Kits shared across various groups in the shire.	Pandemic Response and Emergency Management	Completed

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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 throughout the organisation. These include provision of data profiles and snapshots using publicly available data to help officers and managers across the organisation with planning. Topic areas covered include culturally diverse communities, locality insights, transport, employment, youth and safety. We have also introduced a new online surveying tool that allows us to conduct better quality surveys.	Community Strengthening	Completed

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.	Our Social and Affordable Housing Partnership continues to meet bi-monthly, with the objective of guiding the implementation of the Social and Affordable Housing Strategy and Action Plan. Council continues to encourage the diversity of housing through voluntary negotiations with developers, and delivering social housing projects with registered housing providers and relevant stakeholders.	Community Strengthening	Completed

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.	This project has been 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.	An art work installation has been commissioned for Port Ward. Engagement has been undertaken with local community groups in Lang Lang regarding this project. Community groups agreed with the site and nature of artwork. Expressions of interest will be undertaken for the production of the artwork. Public art has been installed as part of the building works at the Cardinia Cultural Centre, James Bathe Recreation Reserve, Hills Hub and Deep Creek Reserve. Public art is being planned for the new Lang Lang community recreation reserve pavilion.	Active Communities	Completed

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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.	<p>The Cardinia Cultural Centre (CCC) redevelopment is complete and the centre was relaunched in November 2019. The first exhibitions in the new foyer and gallery have been held, and the next exhibition for CCC is on hold due to COVID-19.</p> <p>The provision of the arts space in the new Hills Hub development is being finalised.</p>	Active Communities	Completed
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.	The Arts Grant Program was completed in May 2020. Successful applicants were notified of grants received.	Active Communities	Completed

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.	Stakeholder involvement, together with data on forecasted demand, growth and future proofing of Council community infrastructure, has been reviewed with the Build Plan updated as required.	Community and Family Services	Completed

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	Completed

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Our Community

We want to Achieve: Engaged communities

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

Action	Progress Comments	Business Unit	Complete by
Commence development of the first Community Vision for Cardinia Shire in accordance with Local Government Act.	The delivery of a Community Vision and Plan is now required with the passing of the new Local Government Bill and Act. This has been placed on hold due to the COVID-19 pandemic, however significant background work has already been undertaken.	Community Strengthening	Completed

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.	The online community engagement platform Creating Cardinia has been 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.	Connect review completed as part of the development of the Communications Strategy that was completed in December 2019.	Communications	Completed
Development of new Digital Communications Strategy	The new digital communications strategy was incorporated into the new overall Communications Strategy which was completed in December 2019.	Communications	Completed
Identify opportunities to expand online and social media interactions with the community.	Expansion plans for the use of online and social media have been incorporated into the new overall Communications Strategy which was completed in December 2019.	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.	The Community Leadership program commenced for 2019-20 in partnership with Leadership Victoria. We have been working with Leadership Victoria to continue the program remotely during the COVID-19 pandemic. The graduation for this round of the program has been postponed until further notice due to COVID-19.	Community Strengthening	Completed

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Our Community

We want to Achieve: Increased levels of community participation

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

Action	Progress Comments	Business Unit	Complete by
Finalise and implement the Cultural Diversity Action Plan.	The new Cultural Diversity Action Plan 2019-23 builds on our commitment to our culturally and linguistically diverse communities. The four-year plan focuses on inclusion, partnership building, strengthening community participation, and promoting and celebrating diversity. This new Cultural Diversity Action Plan has undergone extensive community consultation and was endorsed by Council on 9 December. Council has commenced implementing the actions outlined in the plan.	Community Strengthening	Completed
Finalise consultation with key stakeholders for the development of the new Reconciliation Action Plan.	The initial draft Reconciliation Action Plan has been open for community input since August 2019. Engagement opportunities included 'our say' on Council's website and one-on-one meetings with key stakeholder groups. Consultation was extended until December 2019 to allow for the traditional owners to have a voice in the development of the draft plan. The subsequent draft developed following the first round of consultation has now received feedback from Reconciliation Australia, traditional owner groups and the wider community. This will now be finalised and final approval sought from Reconciliation Australia before being presented to Council's Senior Leadership Team and Council for approval and endorsement later in the year.	Community Strengthening	Completed

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 was cancelled due to Covid-19 restrictions.	Governance	Completed

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.	The community engagement framework and toolkit has been updated in line with recommendations from the Victorian Auditor-General's Office (VAGO) audit, and the new online engagement platform Creating Cardinia was implemented in October 2019 to improve Council's online engagement capability. The toolkit will be continually assessed and improved to keep it up-to-date with current engagement practices.	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
Implement the Cardinia Community Food Strategy.	The Cardinia Community Food Strategy provides a collective vision and action plan for the Food Circles Project over the next eight years. The strategy's action plan consists of 67 actions that are led or supported by over 20 organisations. All actions are on-track and the steering group has been working to re-prioritise and focus efforts towards COVID-19 recovery for the next 12 months.	Community Strengthening	Completed

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

Action	Progress Comments	Business Unit	Complete by
Work with partners to ensure local health and wellbeing priorities are being addressed.	Cardinia's Liveability Partnership Steering Group consists of 17 local partner organisations who work together under a collective impact framework to oversee the shared vision and priorities of Cardinia Shire Council's Liveability Plan 2017-29. Over the past year the group has met quarterly to coordinate action on the local health and wellbeing priority areas. The group produced an Annual Review report against their 2019-20 Action Agenda, which highlights the progress of their work.	Community Strengthening	Completed

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

Action	Progress Comments	Business Unit	Complete by
Implement the Disability, Access and Inclusion Action Plan.	Council, in conjunction with the Cardinia Access and Inclusion Advisory Committee, continues to monitor and implement the Disability, Access and Inclusion Action Plan 2017-2021. Overall the action plan progress towards completion is 89%, due for completion June 2021. In 2019-20 Council expanded disability awareness training 'YouMeUs' to Aligned Leisure leaders and staff. Aligned Leisure has also achieved scope accreditation and the Council's Civic Centre customer service desk has successfully completed its 12-month scope accreditation review. Universal design consultants have been engaged to undertake access assessments for new major capital works and refurbishment projects, including the Rix Road Early Learning Centre, Officer Football Club and Koo Wee Rup Football Netball Club. The finalisation of the Access and Upgrade program of works 2019-20 has seen a number of key Council buildings improved with accessible features. Some of these include Cockatoo Bowling Club, Pakenham Library and Bunyip Hall.	Community Strengthening	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: Maintain all Council roads and supporting infrastructure in accordance with the Roads Management Act 2004.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Inspections and maintenance of the road network in accordance with the Road Management Plan.	Inspection of roads has been undertaken in accordance with the plan.	Operations	Completed
Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans.	Works are complete.	Infrastructure Services	Completed

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Progressively implement the recommended actions from the adopted Shade Structures strategy.	The first year of priority projects as part of the Shade Structures Strategy program are complete.	Buildings and Facilities	Completed
Commence the new Parks and Gardens Maintenance Contract.	The new parks and gardens maintenance contract has commenced.	Operations	Completed

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Upgrade of the Gembrook Reserve Sports Pavilion.	This project has been delayed due to budget reconsideration and project management arrangements. Demolition works have been completed. Connection to in-ground services and concrete slab works are progressing. 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.	The Hills Hub has opened with stakeholders actively using the facility.	Community and Family Services	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
Conduct a program of resurfacing of playing surfaces at recreation reserves in accordance with program.	Works at Officer Recreation Reserve are complete, with sprigging undertaken and grass now being established. Worrell Recreation Reserve works are complete. Though not included in the program, Koo Wee Rup school ovals are complete and grass is being established.	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.	The majority of the identified annual priorities for this program will be completed by the end of financial year. Two projects are expected to take longer to finalise and will run concurrently with next year's program of priorities.	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	Collating the relevant condition data to support the review of the plans has been delayed, in turn delaying the completion of works. The plan is now being completed along with the review of the footpath and bridges asset management plans. Draft versions of these three plans are expected to be completed late 2020.	Infrastructure Services	Jun-20
Continue to support the conservation of sites of heritage significance throughout the Shire.	Applications for the 2020-21 annual Heritage Grant Program have now closed. Applications will be assessed under the funding criteria.	Environment and Heritage	Completed
Review of Road Asset Management Plan and Buildings Asset Management Plan.	These plans have been delayed due to the collection of the relevant condition data. Development of long-term modelling for building assets has commenced based on the 2019 condition assessments.	Infrastructure Services	Jun-20

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Our Environment

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.

Action	Progress Comments	Business Unit	Complete by
Commence construction of the Lang Lang Bypass from Westernport Road to McDonalds Track, including Milner's Road.	The project has been delayed due to ongoing negotiations with quarry operators. 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"> - Upgrades at Officer, Beaconsfield and Pakenham stations - McGregor Road easterly-bound ramps - Cardinia Road level crossing removal - Pakenham level crossing removals at Racecourse Road, Main Street and McGregor Road - 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 available quarry operators have now been completed.	Infrastructure Services	Completed

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.	Project delayed due to the impact of COVID-19. A community meeting was held in Cockatoo in September 2019. Initial community feedback suggested support for the scheme. 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. An engagement plan is being reviewed based on the impacts of the Coronavirus and how best to interact with the community. This will now have an impact on the ability to initiate schemes prior to Council elections.	Infrastructure Services	Jun-20 20

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Our Environment

We want to Achieve: Transport Linkages connecting towns

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


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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 underway 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.	The approved list of roads for the development program has been endorsed. Detailed design is well progressed and nearing completion in relation to the initial priority roads, in preparation for site works to commence in spring. A panel of construction contractors has been prepared and endorsed to enable delivery of the program.	Infrastructure Services	Completed

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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 complete.	Infrastructure Services	Completed

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 relating to public transport issues has been provided to support a regional paper being prepared on this topic for the region.	Infrastructure Services	Completed

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Our Environment


We want to Achieve: Enhanced natural environment

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

Action	Progress Comments	Business Unit	Complete by
Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce council and community energy use).	Council continues to participate in the Asset Vulnerability Assessment, including participating in a webinar between member councils of the South East Councils Climate Change Alliance. Once complete the project will assist member councils to identify assets at risk against climate variables and impacts such as high temperatures, fire, extreme rainfall, flooding, sea level rise and erosion.	Environment and Heritage	Completed

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

Action	Progress Comments	Business Unit	Complete by
Implement the Aspirational Energy Transition Plan including, energy saving retrofits and solar power for council buildings.	A NABERS assessment (National Australian Built Environment Rating System) for Cardinia Shire Council's Civic Centre was carried out for both water and energy efficiency. The building received a 4 star rating for energy efficiency. Energy efficiency improvements have been achieved through adjustments and changes to the programming of building lighting. Civic Centre energy use will continually be monitored to identify opportunities to improve efficiency and reduce emissions.	Environment and Heritage	Completed
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.	The Enhanced Standard - Sustainable Buildings has been adopted by Council and the standards are now being applied to new and existing facilities. Work is continuing in partnership with the Planning and Development and Environment teams on a local policy to formalise the Sustainable Design Assessment in the Planning Process (SDAPP).	Buildings and Facilities	Completed

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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
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.	Environmentally sustainable design (ESD) requirements are being implemented into existing and new facilities as part of our annual program, resulting in environmental and financial benefits. The Enhanced Standard - Sustainable Buildings has been adopted by Council and is reinforcing ESD requirements. Work in continuing in partnership with the Planning and Development and Environment teams on a local policy to formalise the Sustainable Design Assessment in the Planning Process (SDAPP).	Buildings and Facilities	Completed

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.	Face-to-face engagement with schools and early learning centres was impacted by COVID-19 restrictions and closures of schools in Victoria. A range of digital resources for engaging with schools, early learning centres and the community were developed in light of the restrictions. Updated education and engagement materials for new and emerging waste programs are being developed.	Infrastructure Services	Completed
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.	The collections tender process is complete and the tender was adopted at the December Council Meeting. Pre-service work has begun with the collections contractor to be ready for 1 October 2020 (e.g. purchase of waste trucks, design of truck livery, education material development). Food waste collection has been built into the contract. Service to start 1 October 2020. Pre-service education programs started early 2020 and will be ongoing into 2021. A bin inspection and community engagement program started in September 2019, with adjustments made to the program in line with physical distancing and essential services requirements during the COVID-19 pandemic.	Infrastructure Services	Completed

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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
<p>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).</p>	<p>E-waste recovery systems are in place across the shire. Collections have been impacted by community site closures during the COVID-19 pandemic, but collection sites will resume once restrictions are lifted.</p> <p>DrumMuster and Detox Your Home programs were held in October. Those planned for April were cancelled due to COVID-19 restrictions and will be rescheduled at a later date.</p> <p>Council has been actively involved in collaborative procurement (facilitated by the State Government) for improved recycling management. Research and development opportunities and options are being investigated for ongoing source separation of recycling.</p> <p>The highly successful community rebate program to encourage composting, reusable nappies etc to reduce waste to landfill is complete for 2019-20.</p>	<p>Infrastructure Services</p>	<p>Completed</p>
<p>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.</p>	<p>Council has signed a memorandum of understanding to be part of the joint procurement for an alternative waste facility in the south east of Melbourne. The expression of interest for an alternative waste processing facility was sent out in March 2020, and the tenderers were assessed and shortlisted in June 2020. The next phase of 'solution development' will occur between July-October 2020.</p> <p>Officers have been working with the Metro Group around Cardinia Shire Council's involvement in the upcoming joint procurement for landfill services. Council endorsed at its October 2019 meeting to join this joint procurement. The process will be ongoing into 2020-21, but all the requirements for 2019-20 are complete.</p>	<p>Infrastructure Services</p>	<p>Completed</p>

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

Action	Progress Comments	Business Unit	Complete by
<p>Implement the Integrated Water Management Plan including the installation of information boards at chosen WSUD sites and water efficiency upgrades to council facilities.</p>	<p>Council continues to be an active member of the Westport Integrated Water Management forum. Council officers participated in a data input group to establish a consistent set of assumptions for reference years 2030 and 2050. This information will form part of the baseline data for the catchment scale Integrated Water Management Plan. Work continues on projects to find ways to reduce urban water runoff to waterways in Pakenham East.</p>	<p>Environment and Heritage</p>	<p>Completed</p>

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Our Environment

We want to Achieve: Enhanced natural environment

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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.	Council's Environmental Health team continues to advocate to South East Water. Council's Domestic Wastewater Management Plan has been adopted and will drive further advocacy in this area.	Development and Compliance Services	Completed

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Enhance biodiversity across the Shire via long term strategic planning and offering community participation opportunities and incentives.	Work continues on the Biolinks Plan, with the focus on ensuring the plan is consistent with fire regulations. The Peri Urban Weed Partnership Project (Year 4) is coming to an end. The pest plant work of partner agencies in this project has achieved significant biodiversity outcomes in the Cardinia Creek Catchment. Council awaits an announcement from the Department of Environment, Land, Water and Planning (DELWP) in the coming months regarding possible further funding for this project.	Environment and Heritage	Completed

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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Preserve and improve natural environment by undertaking weed management and indigenous plantings.	Weed management activities completed as part of the annual program.	Operations	Completed

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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 with the State Government to secure funding.	Policy, Design and Growth Area Planning	Completed

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Our Environment

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

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

Action	Progress Comments	Business Unit	Complete by
Implementation of environmental sustainable design elements into infrastructure works and new buildings.	Council has adopted the Enhanced Standard - Sustainable Buildings. The standards are now being applied to all new and existing facilities.	Buildings and Facilities	Completed

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.	Five editions of the Down to Earth environmental newsletter were produced in 2019-20. The April edition (covering the months of May and June) highlighted activities that could be done at home, such as birding from home, energy efficiency tips, green waste drop-off days and where residents could find information about COVID-19 changes.	Environment and Heritage	Completed


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	Completed

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.	The planning scheme amendment in relation to the Municipal Strategic Statement has been to an independent planning panel and Council is now preparing the documentation for the approval of the planning scheme amendment.	Policy, Design and Growth Area Planning	Completed

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Our Environment

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

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

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.	<p>Pakenham East Precinct Structure Plan: this has been referred to an independent planning panel by the Minister for Planning with an undetermined time frame with regards to approval.</p> <p>Officer South Precinct Structure Plan: preliminary work has commenced by the Victorian Planning Authority. Council officers continue to work with the Victorian Planning Authority.</p> <p>Pakenham South Precinct Structure Plan: Council has sought authorisation from the Minister for Planning to exhibit the planning scheme amendment.</p> <p>Precinct Structure Plans and Development Contribution Plans are reviewed on a five-year basis.</p>	Policy, Design and Growth Area Planning	Completed
Ongoing review of Precinct Structure Plans and Development Contribution Plans in conjunction with the Victorian Planning Authority.	Review will continue throughout the life of this action.	Policy, Design and Growth Area Planning	Completed
Implement approved structure plans for the growth area including implementation of developer contributions in an orderly manner.	Implementation in progress for all approved structure plans and developer contributions plans.	Policy, Design and Growth Area Planning	Completed

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	Project delayed due to challenges gathering technical information from service authorities. Commenced review of railway towns. Draft background document has been finalised. Exhibition was held in May 2019. Technical reports in relation to servicing and bushfire control being undertaken.	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	Completed

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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.	Westernport Green Wedge Management Plan is implemented through the assessment of planning applications within this region.	Policy, Design and Growth Area Planning	Completed

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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.	<p>Cardinia Road Employment Precinct Structure Plan: Council officers have drafted a project brief to initiate the review. Review will take place in conjunction with the development of the Officer South PSP which has strong links and sharing of infrastructure between the two precincts.</p> <p>The Victorian Planning Authority (VPA) has recently commenced the background report for Officer South PSP. Officers will work with the VPA to progress the development of this PSP.</p> <p>Pakenham South Precinct Structure Plan is being prepared for an authorisation request, subject to engineering technical reports being finalised.</p>	Policy, Design and Growth Area Planning	Jun-20
Commence the review of Cardinia Road Employment precinct to encourage investment and employment opportunities.	Work has commenced on the review with an audit undertaken as part of the first steps of the review. A project brief has been drafted to initiate technical reports.	Policy, Design and Growth Area Planning	Completed

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.	A number of networking events are planned to be delivered as part of the Casey Cardinia business partnership for 2020. Alternative platforms are being explored to support and connect our business networks during the COVID-19 pandemic. The first networking event, 'Thrive Together', was delivered through the regional Casey Cardinia partnership. Further networking events are planned during Covid-19.	Economic Development	Completed

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 Precinct Structure Plan has been delayed while working through traffic and drainage issues. Council has recommended that authorisation be sought, however this is still on hold while traffic issues are being worked through.	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 officers are working with the Victorian Planning Authority on the preparation of Office South Precinct Structure Plan and Infrastructure Contribution Plan.	Policy, Design and Growth Area Planning	Completed

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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	Council is working with the Victorian Planning Authority in the preparation of the Pakenham South Precinct Structure Plan. Council has prepared a draft PSP for exhibition and the Infrastructure Contribution Plan is being developed.	Policy, Design and Growth Area Planning	Completed
In partnership with the Victorian Planning Authority, commence development of the Officer South Precinct Structure Plan.	Pitches by landowners, government and Council have all been presented to the Victorian Planning Authority for consideration in relation to the Officer South Precinct Structure Plan. The PSP has commenced.	Policy, Design and Growth Area Planning	Completed
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	Completed

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 to facilitate the key development sites in Officer and Pakenham.	Policy, Design and Growth Area Planning	Completed
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	Completed
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	Completed

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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 resulting in an increase in local jobs. Investment has been confirmed from an international company into Pakenham, as well as new subdivisions in the South East Business Park and the final subdivision stage in Greenhills estate. We are working with South East Melbourne (SEM) to explore all opportunities to activate our employment and industrial corridor through the City Deal platform, South East Economic Corridor review and Officer South PSP development.	Economic Development	Completed
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 Shire 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. We are continuing to advocate for this as a top priority through the South East Melbourne (SEM) group.	Economic Development	Completed

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	Completed

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	Completed

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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.	A list of potential projects has been identified and Council continues to advocate to relevant authorities for the selected roads where possible.	Infrastructure Services	Completed

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.	We are continuing to work with local businesses. Additional staff have been employed to increase capacity to provide support and advice regarding viability. Online training and multiple webinars and networking events have been delivered to increase opportunities for businesses to connect and explore sustainable models of operation.	Economic Development	Completed

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, including a local jobs portal, free online training seminars via LinkedIn learning in partnership with Casey Cardinia Libraries, a fortnightly business newsletter, Try a Trade Day to encourage skills development in youth and providing small business mentoring via the small business mentoring service.	Economic Development	Completed

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.	We are continuing to liaise with Invest Assist and other departments to bring investment into the region. We are also working with Development Victoria to facilitate investment into the Officer town centre. Initial concept planning has commenced. Council has provided its economic priorities during the Covid-19 pandemic to Invest Victoria through the South East Planning Working Group (SEWGP).	Economic Development	Completed

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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.	Council has delivered training opportunities including online education, business mentoring, webinars, networking events and Try A Trade Day through the regional Casey Cardinia business partnership. The Covid-19 pandemic has increased our focus on facilitating an agile and informative range of platforms and tools for businesses to access during this time.	Economic Development	Completed

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.	<p>We have implemented annual flu vaccination and skin check schemes for our employees, as well as a wellbeing calendar that features cultural, health and wellbeing initiatives.</p> <p>In response to the COVID 19 pandemic, we have introduced Wellbeing Support Officers who will contact all employees as additional support to the day-to-day contact from their manager and team. We have also implemented an online health and wellbeing training calendar and online mindfulness sessions, and will be launching an online leadership development program in the second half of 2020.</p> <p>We have also undertaken an organisational engagement survey and have recently implemented a COVID-19 Pulse Check initiative to collect feedback from our employees on the impact of COVID-19 on their professional and personal lives. This will continue to guide our initiatives and programs.</p>	People and Culture	Completed

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.	The new Casey Cardinia Tourism board was elected in April 2020. Priorities include the final stage of completion of the Casey Cardinia Tourism website, engagement with local and regional tourism businesses and facilitating and supporting a broad awareness campaign of the tourism sector as a local visitor destination.	Economic Development	Completed

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 ³³

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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	The new Communications Strategy was completed in December 2019 and the Engagement Policy was updated in mid-2019 by the Community Strengthening business unit. Further work will continue on the Engagement policy throughout 2020-21 in order to meet new community engagement requirements as detailed in the Local Government Act 2020.	Communications	Completed
Implementation of new 5-year communications strategy	Communications Strategy completed in December 2019.	Communications	Completed
Implement key outcomes and actions of the 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

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 continues to utilise a range of digital platforms to promote opportunities for the community to provide input into Council's decision making, policy, strategy and project development. Our new online engagement platform is complete. Ongoing training for staff will be provided as required. The platform is being used more extensively by internal teams to connect and deliver virtual workshops during the COVID-19 pandemic. Additional community engagements will be undertaken specifically to promote community connection during the pandemic. The Creating Cardinia digital engagement platform has hosted 38 consultations, with a total of 12,495 views and 802 contributions since it began in October 2019.	Community Strengthening	Completed

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	Completed
Maintain and update the register of information to be available to the public.	Register being monitored and updated as required.	Governance	Completed

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Our Governance

We want to Achieve: Open governance

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

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

We want to Achieve: Long-term financial sustainability

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

Action	Progress Comments	Business Unit	Complete by
Develop Annual Budget and Five-year Financial Plan which will deliver on the actions presented in the Council Plan and maintain long-term financial goals.	The 2020-21 Budget and Strategic Resource Plan, developed to deliver the Council Plan actions and maintain Council's long term financial goals, were adopted by Council on 15 June 2020.	Finance	Completed

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 on multi-dimensional factors, including critical attributes such as fit for purpose, quality and innovation.	Finance	Completed

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

Action	Progress Comments	Business Unit	Complete by
Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council.	The 2020-21 Budget and Strategic Resource Plan adopted by Council on 15 June 2020 incorporates transparent asset and financial management practices, including: - Capital Works Program based on asset renewal modelling and Asset Management Plans. - Long Term Financial Plan based on Senior Leadership Team approved budget principles and assumptions, prepared in accordance with approved Australian Accounting Standards, the Local Government Act and Planning and Reporting Regulations, and benchmarked against Victorian Auditor-General's Office (VAGO) financial sustainability measures.	Finance	Completed

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Our Governance

We want to Achieve: Long-term financial sustainability

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

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. The updated Debt Management Policy is included in the 2020-21 budget adopted by Council on 15 June 2020.	Finance	Completed

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.	The Performance and Improvement team continues to build on their skills in facilitation and process improvement. Quality Circles activities, facilitated by the Performance and Improvement Team, began this year and will continue indefinitely. Furthermore, the team has significantly expanded their process documentation skills and performance metrics presentation skills through work to support Customer Service improvement initiatives. This work will provide leaders in the Customer Service team with the ability to better control and improve service levels within Customer Service without increasing operational costs.	Customer and Service Improvement	Completed

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

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Our Governance

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

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.	Council officers continue to attend interface group meetings and participate in advocacy projects for the shire. Council regularly sends project updates and progress to the interface group.	Office of the General Manager - Liveable Communities	Completed