

6.5 Activity Reports

6.5.1 Performance and Growth Reports - Quarter 1 2020-21

Responsible GM: Jenny Scicluna
Author: Jo Battin

Recommendation(s)

That Council note the Performance and Growth Reports for Quarter 1 2020-21.

Attachments

1. Performance Report [6.5.1.1 - 14 pages]
2. Council Plan Action - Progress Report [6.5.1.2 - 38 pages]
3. Growth Report [6.5.1.3 - 6 pages]

Executive Summary

Council has committed to undertake work on 131 Council Plan actions during the 2020-21 financial year. There are 113 actions currently in progress that are on-track to be completed by their due date. However, there are a small number of actions that are off-track.

The organisation service request performance for the quarter is 82%, and this is below our target of 90% of service requests completed within service standard. The Customer Support service level (percentage of calls answered within 90 seconds) is 70% for the quarter, and this is below our target of 80%. There are a four Local Government Performance Reporting Framework service measures, Councillor Meeting Attendance, Animals Reclaimed, Missed Bins and Planning Application Decisions made within 60 Days where we have observed some variation in results this quarter, while all other metric results remain relatively stable.

Population growth within the Shire has also declined. There are three households moving to the area per day, for the quarter. Subdivision land activity is also slowing, and the construction of sealed roads and footpaths has slowed low due to the reduction in completed estate development.

Background

CEO Report

The first quarter of 2020-21 has presented a number of challenges to both Council and our community as we've have worked hard to continue to support our community, deliver essential services and achieve results across all five key areas of our Council Plan.

COVID-19 pandemic

The impacts of the COVID-19 pandemic have continued to be felt far and wide, and our shire is no exception. During this challenging time, our focus and priority has remained the same: to continue delivering vital services and provide support and assistance to our community.

In addition to the practical and tangible support we announced in the previous quarter, we have implemented a number of further support measures and have continued to work with, and advocate to, other levels of government for greater support for our community.

We announced Phase 4 of our Community and Business Support Package, providing additional relief to ratepayers, community and sporting groups and businesses struggling with the significant impacts of this pandemic. We launched a new interactive online business portal to further support business in the shire and we're delivering the Community Activation and Social Isolation (CASI) initiative for people who may be feeling lonely or isolated and in need of a little extra support during the pandemic.

Advocacy

We're continuing to follow the direction of, and work with, the Victorian Government in response to the COVID-19 pandemic. The health and safety of our community and employees remains at the forefront of everything we do as we continue to deliver essential services in this challenging and ever-changing environment.

We remain committed to actively seeking grant support from both the Victorian and Australian governments; this quarter we lodged 14 separate grant applications valued at \$5.1 million for a range of projects that would benefit our community. We also continue to advocate to other levels of government on behalf of our community and work with other groups of councils to facilitate investment in the broader region.

Infrastructure for our shire

Work continues on a number of important projects across the shire. As one of our major strategic priorities, we are progressing work on a number of key roads projects across the shire. Work is also continuing on projects to upgrade and construct new facilities for our shire.

As a rapidly growing shire, demand on our community infrastructure and services continues to grow with our population, placing greater importance on planning and sustainability to ensure we are able to provide high quality services and facilities, now and into the future.

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 while 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 applications

Council continues to actively seek grant funds from a variety of State and Federal Government Funding programs. For this first quarter of the financial year, Council has lodged 14 separate grant applications for a total of \$5.1M for a range of projects.

Legislative Program

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

There has been a staged implementation of the provisions: 6 April 2020, 1 May 2020, 24 October 2020 and 1 July 2021. A compliance timetable has been prepared to ensure that all policies, plans and new initiatives required will be implemented in accordance with this staged approach.

Performance Summary

Council Plan Performance

The Council Plan sets out a medium to long-term vision for how Council will respond to community needs and the opportunities and challenges facing Cardinia Shire. Council delivers the plan through a 4 year action plan which covers 5 Key Priority Areas (KPAs). The performance of the 5 KPAs and their Council Plan Actions is illustrated below. For a more comprehensive account the action progress, please refer to the Council Plan Action Progress Report attached.

There are 131 Council Plan actions to implement during the 2020-21 financial year, of which 5% are completed. There are 12 actions (9%) that are currently not on track for delivery by their due dates. Please refer to Table 1 for further details.

Figure 1. Council Plan Action Performance



Table 1. Off-track Council Plan Actions

	Action	Business Unit	Executive Comment
7.	1.7.2.2 CP - Continue to implement the long term plan for burning on Council land. Conduct annual fire inspection program.	Pandemic Response and Emergency Management	Undertaking controlled burns within the Shire has been restricted due to COVID-19. However Council has also continued discussions with key agencies and community on opportunities for fuel reduction in the upcoming months. The early stage of planning for the fire hazard inspection program for 20/21 is underway.
8.	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 mid 2021.
9.	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.
10.	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.
11.	3.1.1.3 CP - Inspections and maintenance of the road network in accordance with the Road Management Plan.	Operations	Currently on track and ongoing, all inspections have been completed through September quarter as per the Road Management Plan.
12.	3.3.8.4 CP - Preserve and improve natural environment by undertaking weed management and indigenous plantings.	Operations	Currently on track and ongoing, all inspections have been completed through September quarter.
13.	1.5.1.1 CP - Prepare a master plan for Gin Gin Bin Reserve Officer	Active Communities	The project has been delayed, 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.

	Action	Business Unit	Executive Comment
14.	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. Settlement expect October 2021.
15.	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. Those works are due to commence early 2021.
16.	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 and to reach an outcome within the coming months (Sep/Oct).
17.	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.
18.	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	Active Communities	Once the finalised design of the project has been approved, the project will go to tender.

Service Request Performance

A service request is recorded in Council's Customer Relationship Management System (CRMS) when a call is taken through the call centre or sent via web mail. Each request is assigned a service standard, which is a target timeframe for completion. The term 'Service Level' refers to the percentage of requests completed within their target timeframe. Council's target Service Level is 90%.

Organisation Performance:

The overall Service Level for the organisation for the quarter was 82%, a 2% increase from the previous quarter. A focus on improving the service level performance of the most common service request categories could greatly increase the overall Service Level of the organisation.

A review of this nature could lead to a change in process or an update to an existing service standard. Table 2 illustrates the top 5 service categories by volume and their service level.

Table 2. Organisation Performance

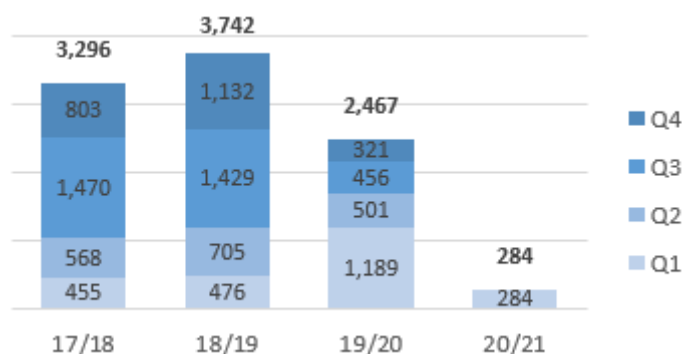
Top 5 service request categories by volume due and their service levels					90% target
1	Waste – Kerbside Bin	2679	92%		
2	Waste – Kerbside Bin - Order/Cancel Service	1172	91%		
3	Trees and vegetation on Public or Council land	796	40%		
4	Planning	606	93%		
5	Dogs	352	98%		

Operations Performance:

Council maintains a large unsealed road network. 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. The number of hours grading roads has decreased by 4% compared to the same time last year. This outcome may be due to more favourable weather conditions this year, a noticeable reduction in traffic volumes due to COVID19 travel restrictions and a reduction in customer requests for inspections under the Road Management Plan. This combined with the efficiency of Operation's predictive maintenance program has led to this result.

The current service level for unsealed road related requests is 29%. This low service level has triggered a review of the unsealed road service area. It has been identified that there has been a concerted effort by management and staff to reduce the number of unsealed road complaints over the past year. This is illustrated in Figure 2 below, where there has been a 76% decrease in the number of unsealed road services requests compared to the same time last year. That is, 284 service requests compared to 1189 the year before! This significant decrease is due to changes in the unsealed road maintenance program enabling roads to be proactively graded before a complaint is lodged.

Figure 2. Unsealed road service requests due



Despite this positive result from the proactive maintenance program, only 29% of the 284 service requests that were lodged in quarter 1 were recorded as completed within the service standard in the CRMS. Unsealed road service requests are recorded initially through the CRMS, however, the work to resolve the service request is handled through the inspection and maintenance management system called Reflect. There is a lag in time between the resolution of the work in Reflect and the subsequent update in the CRMS, resulting in a discrepancy of the in-time completion rate between the 2 systems. Compounding this issue is

the variation of the service standards applied by each system, and this affects the weight that we should put on the current service level being reported through the CRMS.

To improve the confidence in the service level being reported in this area, it will be important to integrate the CRMS and Reflect systems. Integrating the Reflect system with the CRMS should result in a seamless workflow process that should provide accurate reporting of service levels. This integrated solution is complex and will take time to implement, yet the long-term benefits of time and cost efficiencies across Council will ultimately provide a better customer service to our community. This integration project is currently underway and an estimate project completion date will be provided when available.

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. The number of linear metres of surface drains cleared this quarter is 304% higher than the same time last year. This significant increase is due to the availability of resources, a combination of both internal staff and contractors. The number of linear metres of underground drains cleared has decreased by 23% this quarter compared to the same time last year. The current service level for drainage related requests 49%. As the drainage service requests are also managed through the Reflect system, the integrated solution will also affect the service level results for this service area.

Waste Management Performance:

The amount of garbage and recycled waste collected last during the 2019-20 financial year was 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. Assuming there are no more disruptions to the recycling market, the tonnages of garbage and recycle waste should moving back normal levels this financial year.

As the Shire's population continues to grow, the amount of waste generated is also growing. The average volume of garbage to landfill per household is 563kg to date this financial year. This is a 2% drop from last year's annual average. The amount of garbage waste to landfill is 7% lower than compared to the same time last year.

Cardinia Shire Council will continue to take advantage of recent advancements such as newer technologies and improved markets for products, resulting in improved financial outcomes for resource recovery. The impact of drought can also vary the tonnage of green waste recycling due to moisture content from wet or dry years. The amount of recycled waste is 107% higher and the amount of green waste is 39% higher, both in comparison to the same time last year. The overall service level for waste management is 92%.

Customer Support Call Performance

The organisation's call centre is run by the Customer Support team. As these calls are largely the first interaction our community has with our organisation, it is important that we deliver a positive customer service experience. Monitoring the service level of the call centre is only one of many ways to tap into our customers' experience with Council.

We currently report our Service Level as the percentage of calls that are answered in 90 seconds. At Cardinia, our current Service Level target is 80%. The Service Level for the quarter is 70%. The average wait time for a customer in the call queue last quarter was 77 seconds. Given that our target for this metric is also 90 seconds, this is a positive result. After Call Work Time, the average time taken by Customer Support officers to finalise call details, was 127 seconds for the quarter. This is 22 seconds above the target of 105 seconds. The Abandoned Call rate is 3.61% this quarter, slightly above the 3% target.

LGPRF Performance

The Local Government Performance Reporting Framework (LGPRF) is a platform for key local government service and financial measures. The measures are reported annually in Council Annual Reports and published on the Know Your Council website. A selection of LGPRF service measures that can be reported on a quarterly basis are provided.

Council decisions closed to the public remains high this year at 4.5% and Councillor attendance at meetings has reached 100%. Maternal and Child Health enrolments and the 4-week Key Ages and Stages (KAS) participation rates remain high. The time taken to action animal requests has increased slightly while the rate of animals reclaimed has dropped to 34%. The percentage of kerbside bins collection missed has decreased to 6.4% while the waste diverted from landfill has risen to 45.1. The percentage of planning applications decided in 60 days has dropped to 57%. 100% of planning decisions made by Council have been upheld at VCAT. All other metrics remain relatively stable.

Growth Summary

Residential development activity drives much of the growth in demand for Council's services and facilities. Residential land development in the Shire had varied results this quarter. There were 357 residential subdivision lot applications this quarter, 47% higher compared to the same time last year. There were 222 residential lots issued a statement of compliance this quarter, a 22% decrease compared to same time last year. There are over 20,000 lots still to be developed across the shire, the majority of undeveloped lots are in the Officer Precinct followed closely by the Pakenham East precinct.

Activity within the property sector can help determine the growth rate within a municipality and therefore assist with future decision making. The number of building permits issued this quarter is 6% lower than the same time last year. Residential building completions are trending downwards, with 272 residential building completions processed this quarter, a decrease of 44% compared to the same time last year.

A new household garbage service is requested predominantly when a new home has been completed and is ready to be occupied. This indicator can therefore represent the growth of new households within the Shire. The number of new garbage bin requests has dropped by 45% compared to last year. The household growth rate in the shire has decreased to three households per calendar day for the current financial year.

The Maternal and Child Health statistics are also a lead growth indicator. Birth notices are the number of notifications received from hospitals, for newborn babies in the municipality. There were 452 births in the shire this quarter, 7% higher than the same time last year. Maternal and Child Health Enrolments include the number of babies and children, from birth to school age, that visit and enrol at an MCH centre, including children of families moving to Cardinia Shire. There were 477 enrolments this quarter, 3% lower than the same time last year.

The growth of the sealed road and footpath network provides insight into the progress of infrastructure activity within the Shire. 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. There were 1.51 KMs of sealed roads constructed this quarter, 39% lower than the same time last year. Footpath growth is due to a combination of footpaths constructed from subdivision development and Council's capital works program. There were 2.31 KMs of footpaths constructed this quarter, 39% lower than the same time last year.

Policy Implications

Nil.

Relevance to Council Plan

Nil.

Climate Emergency Consideration

Nil.

Consultation/Communication

Relevant managers and officers, from all divisions across the organisation, provide updates and comments that feed into the Performance and Growth reports.

Financial and Resource Implications

Nil.

Conclusion

Council has committed to undertake work on 131 Council Plan actions during the 2020-21 financial year, of which 5% have been completed during the quarter. The organisation service request Service Level was 82% and the Customer Support call Service Level was 70% for the quarter. The LGPRF service measures results remain relatively stable.



PERFORMANCE REPORT

Q1 JUL – SEP 2020

ORDINARY COUNCIL MEETING 14 DECEMBER 2020

Council Plan Performance

Q1 JUL - SEP 2020

ATTACHMENT 6.5.1.1



COUNCIL PLAN

131

Council Plan Actions

5

Key Priority Areas

5%

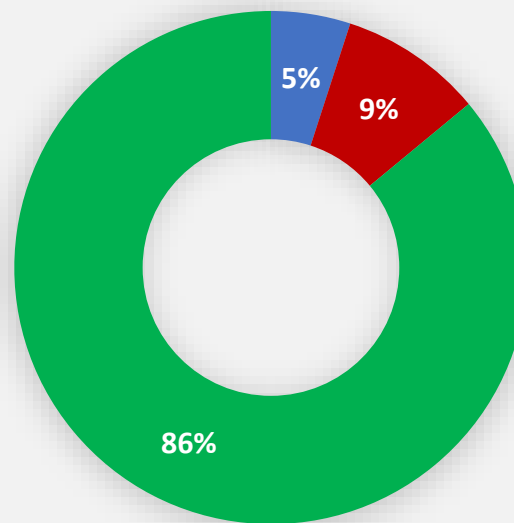
Completed

9%

Off Track

COUNCIL PLAN ACTION PERFORMANCE

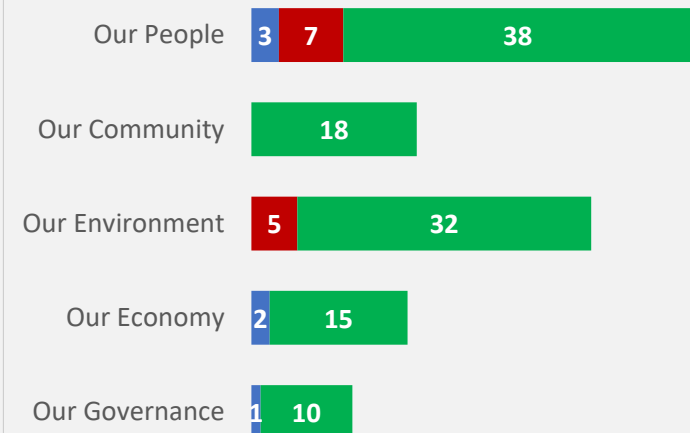
The Council Plan sets out a medium to long-term vision for how Council respond to community needs and the opportunities and challenges facing Cardinia Shire. The performance of the Council Plan is illustrated below.



■ Completed ■ Off Track ■ On Track

KPA PERFORMANCE

Council delivers the plan through a 4 year action plan which covers 5 Key Priority Areas (KPAs). The performance of the 5 KPAs and their Council Plan Actions is illustrated below.



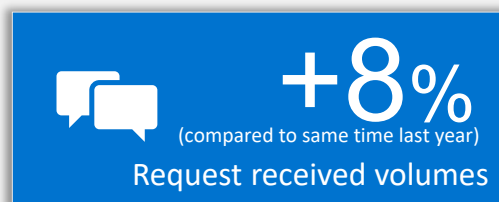
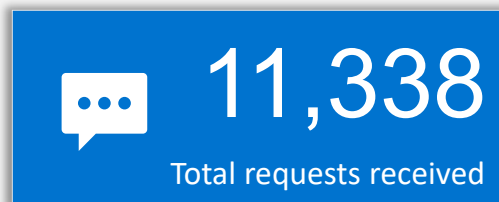
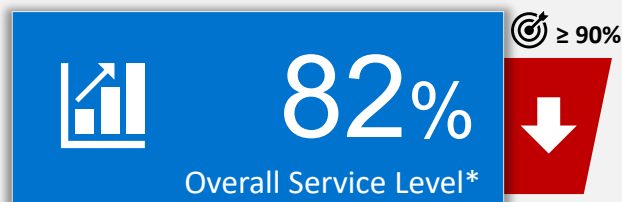
■ Completed ■ Off Track ■ On Track

Service Request Performance – Whole Organisation



Q1 JUL - SEP 2020

PERFORMANCE METRICS



WHAT DOES SERVICE LEVEL MEAN?

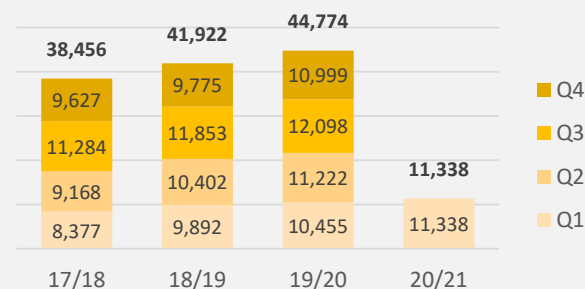
A service request is recorded in Council's Customer Relationship Management System (CRMS) when a call is taken through the call centre or sent via web mail.

Service Level is the in-time completion rate for requests. Each request is assigned a **service standard** which is a target for completion within a certain timeframe. Council's target to finalise service requests on time is 90%.

Ordinary Council Meeting 14 December 2020

REQUEST STATISTICS

Request received volume



Service quality

[Customer Satisfaction metric]

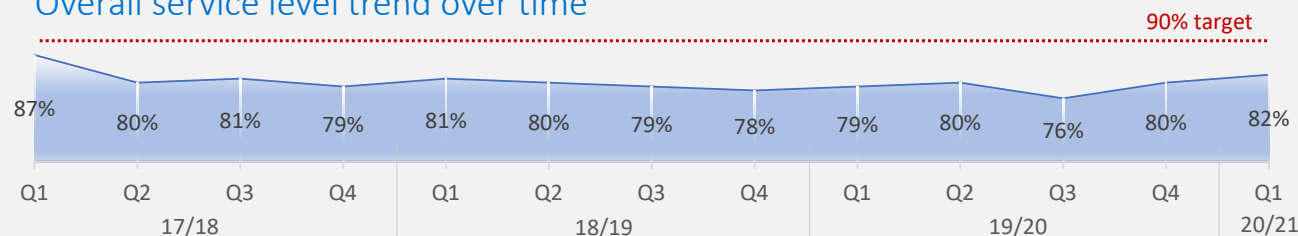


REQUEST PERFORMANCE

Top 5 service request categories by volume due and their service levels

				90% target
1	Waste – Kerbside Bin	2679	92%	
2	Waste – Kerbside Bin - Order/Cancel Service	1172	91%	
3	Trees and vegetation on Public or Council land	796	40%	
4	Planning	606	93%	
5	Dogs	352	98%	

Overall service level trend over time



* Percentage of service requests completed within the time standards defined in the CRMS (against 'original' target date)

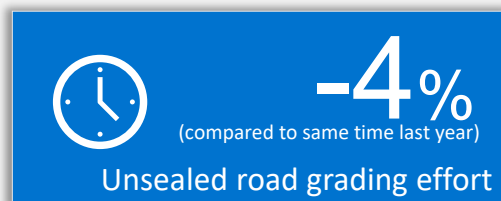
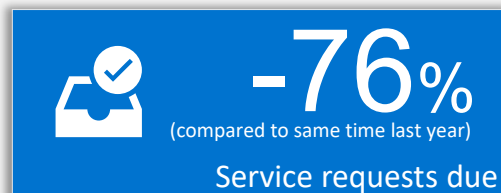
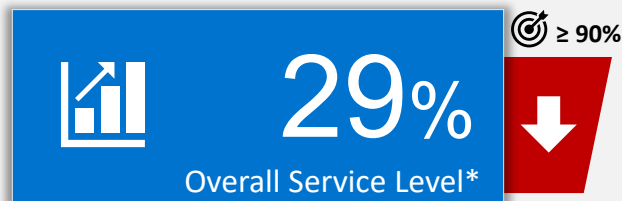
Unsealed Roads Performance

ATTACHMENT 6.5.1.1



Q1 JUL - SEP 2020

PERFORMANCE METRICS

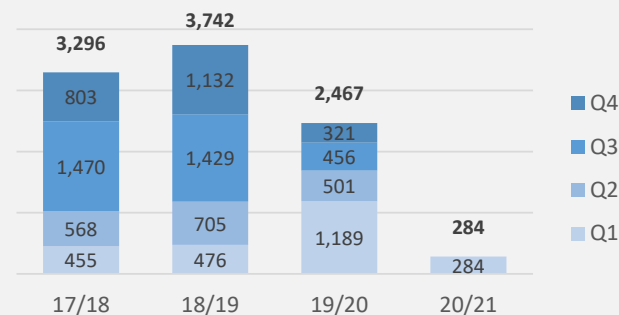


WHAT IS ROAD GRADING EFFORT?

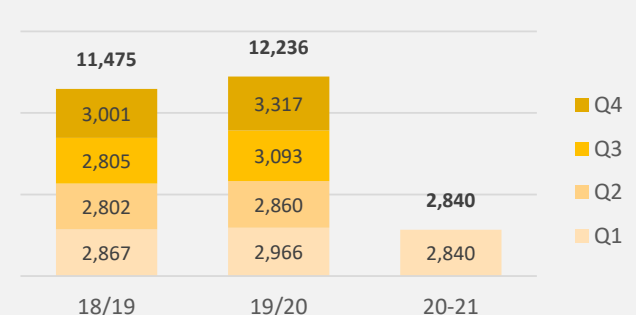
Road grading effort is the total hours spent on the roads doing maintenance work with our graders and heavy rollers. This includes both in house resources and additional resources from our contract partners.

UNSEALED ROAD STATISTICS

Service requests due



Road Grading effort (hours)



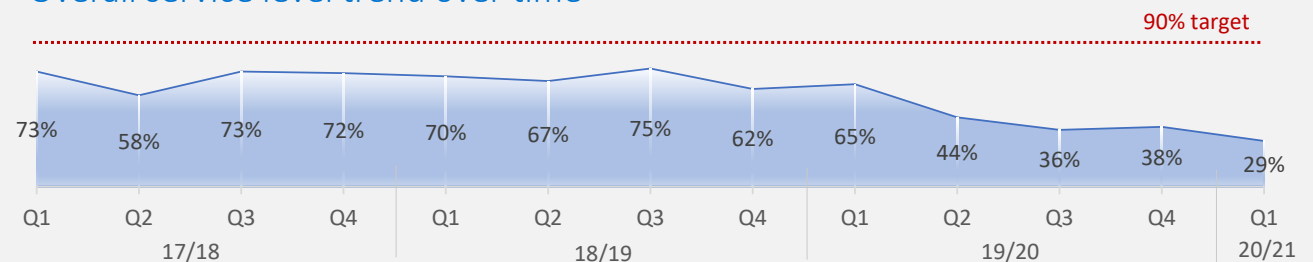
UNSEALED ROAD PERFORMANCE

Service request types by volume, standard and service level

Rank	Complaint Type	Volume	Standard	Service Level	Percentage	Visual
1	Corrugation or pothole complaint	132	3 days	34%	34%	[Bar chart showing 34% completion]
2	Other complaint (request to grade)	104	3 days	24%	24%	[Bar chart showing 24% completion]
3	Slippery surface complaint	48	3 days	23%	23%	[Bar chart showing 23% completion]

90% target

Overall service level trend over time



90% target

Unsealed Roads Performance

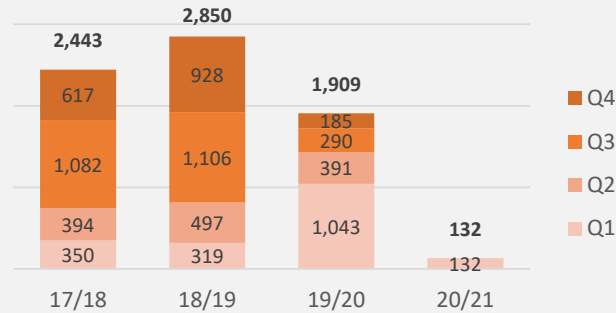
Q1 JUL - SEP 2020

PERFORMANCE METRICS



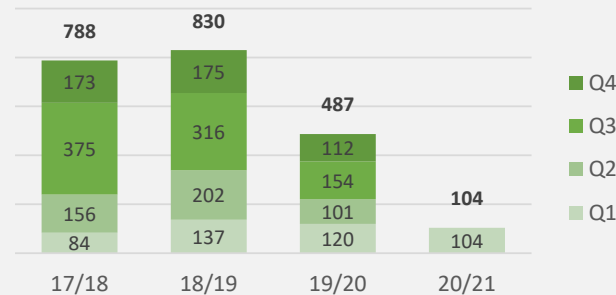
UNSEALED ROAD SERVICE REQUEST STATISTICS

Corrugation or pothole complaints

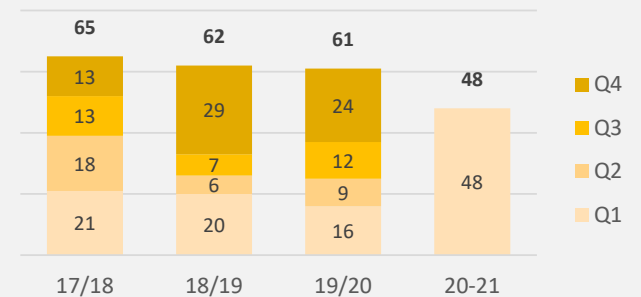


The reduction in service requests reflects a significant improvement in the service performance of our unsealed roads. Council have changed a number of work practices including introducing road refurbishments, better management of road profile and materials, increased heavy compaction and increased overall maintenance effort. The lower traffic volumes and weather patterns have also been helpful to reduce the number of service requests for unsealed roads.

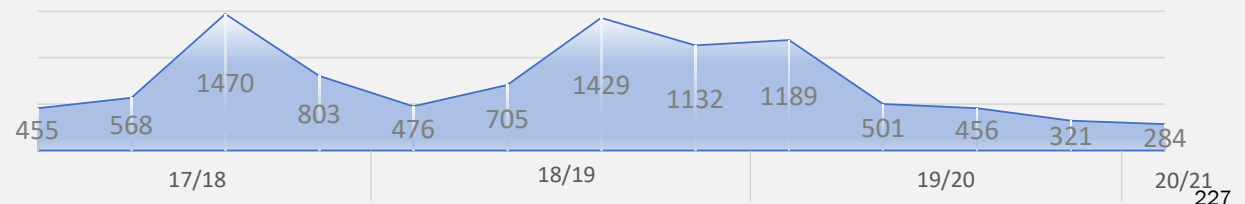
Other complaints (request to grade)



Slippery surface complaints



Service request trend over time



ORDINARY COUNCIL MEETING 14 DECEMBER 2020

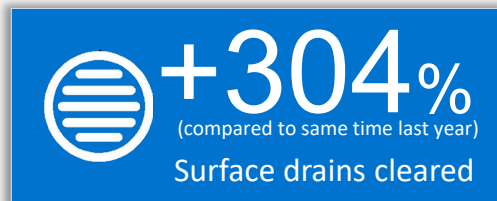
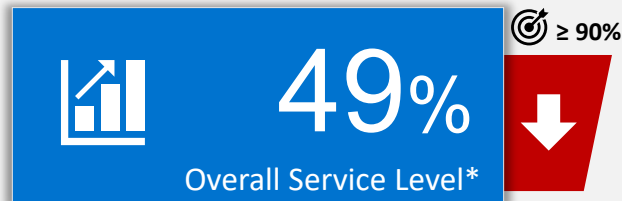
Drainage Performance

ATTACHMENT 6.5.1.1



Q1 JUL - SEP 2020

PERFORMANCE METRICS

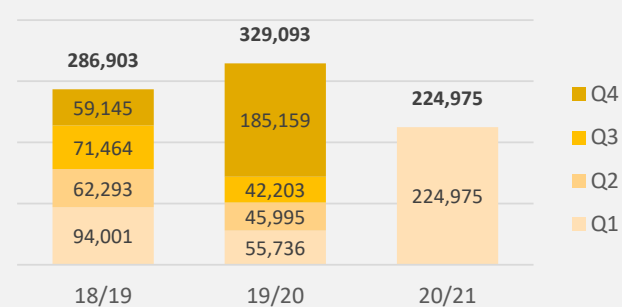


HOW ARE OUR DRAINS MAINTAINED?

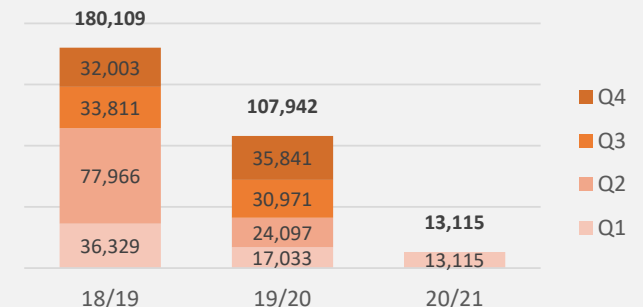
Surface drains are cleaned out using a maintenance system that is driven by proactive inspections and reactive works, and supplemented by responding to flooding issues following storms. Works are prioritised based on risk to property or person.

DRAINAGE STATISTICS

Surface drains cleared (linear metres)



Underground drains cleared (linear metres)

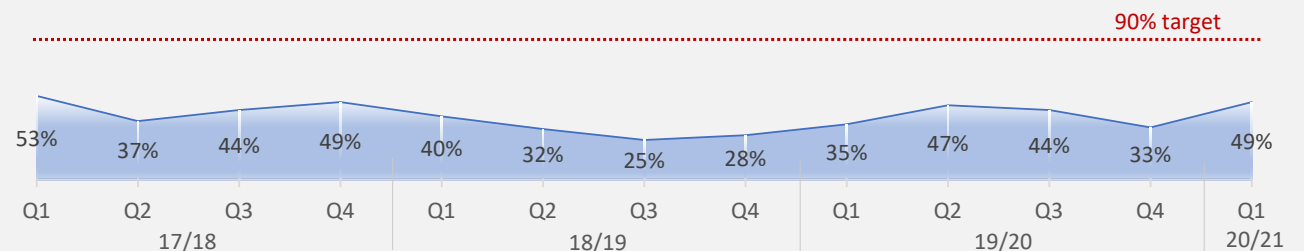


DRAINAGE PERFORMANCE

Service request types by volume, standard and service level

Rank	Service request type	Volume	Standard	Service level	Completion %	Target
1	Surface drain (drainage)	189	3 days	42%	42%	90% target
2	Underground drain (drainage)	126	3 days	51%	51%	90% target
3	Pits (drainage)	28	5 days	82%	82%	90% target

Service level trend over time



Waste Disposal and Recovery Performance



Q1 JUL - SEP 2020

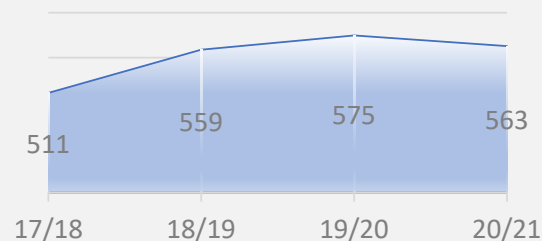
PERFORMANCE METRICS



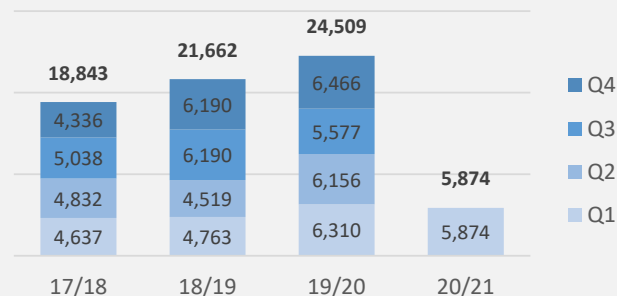
DISPOSAL STATISTICS

The volume of garbage to landfill during the 2019-20 year has 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. From early 2020, Council have been processing and recovering 100% of our kerbside recycling.

Avg household garbage waste (kgs)

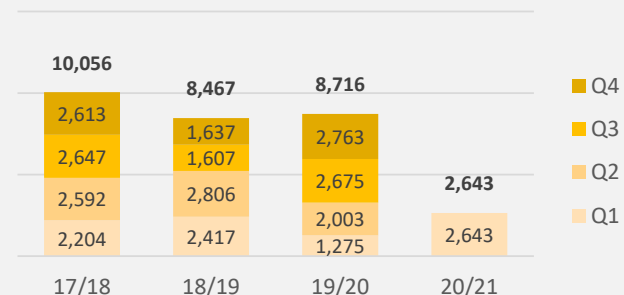


Garbage waste to landfill (tonnes)



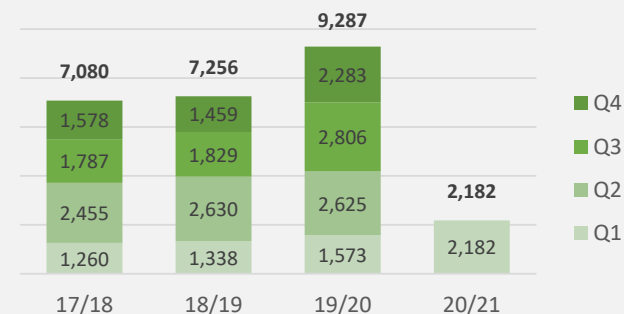
RECOVERY STATISTICS

Recycle waste to recovery (tonnes)



As the Shire's population continues to grow, the amount of waste generated is also growing. Cardinia Shire Council will continue to take advantage of recent advancements such as newer technologies and improved markets for products, resulting in improved financial outcomes for resource recovery. The impact of drought can also vary the tonnage of green waste recycling due to moisture content from wet or dry years.

Green waste to mulching (tonnes)



Waste Management Performance



Q1 JUL - SEP 2020

PERFORMANCE METRICS



WASTE MANAGEMENT PERFORMANCE

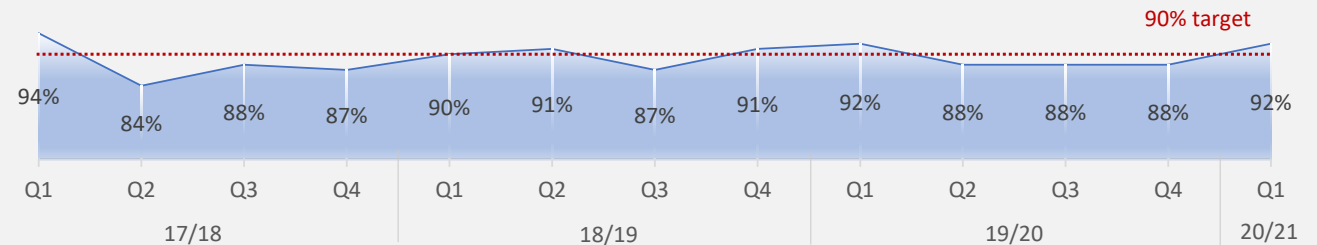
Service request categories by volume and their service levels

1	Waste - Kerbside bins	2679	92%		90% target
2	Waste - Kerbside bins – order or cancel	1172	91%		
3	Waste - Hard Waste Service	49	90%		
4	Waste - Public bin in parks or shopping strip	23	35%		
5	Waste - New additional or cancelled Service	1	100%		

Service request types by volume, standard and service level

1.1	Bin damaged	1161	15 days	100%		90% target
1.2	Bin not emptied	715	3 days	75%		
1.3	Service information	474	15 days	98%		
1.4	Bin missing	268	15 days	100%		
1.5	Service issue – Waste or Recycling	39	3 days	67%		
1.6	Service issue – Green	18	15 days	67%		
1.7	Request for Free Service	4	No Std	100%		

Service level trend over time



ORDINARY COUNCIL MEETING 14 DECEMBER 2020

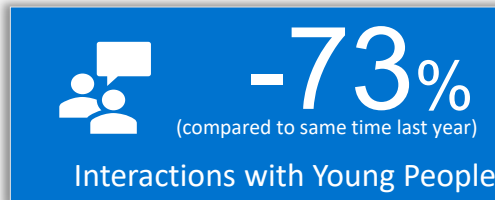
Youth Engagement Performance

ATTACHMENT 6.5.1.1

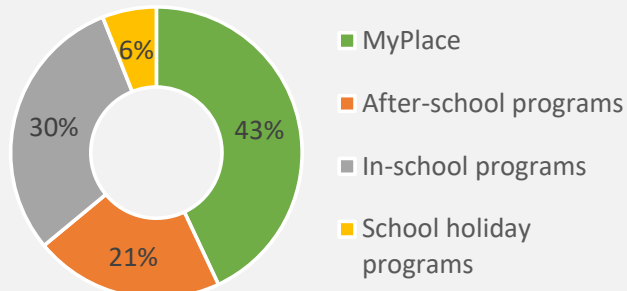


Q1 JUL - SEP 2020

PERFORMANCE METRICS



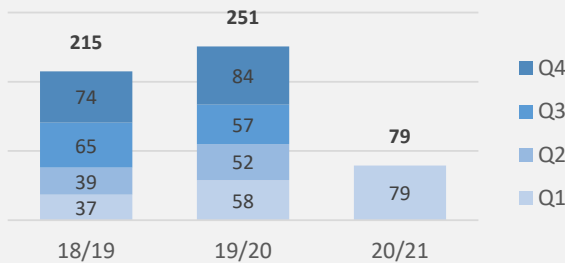
HOW DO OUR YOUTH INTERACT WITH US?



Ordinary Council Meeting 14 December 2020

YOUTH SUPPORT PROGRAM STATISTICS

Number of young people offered support

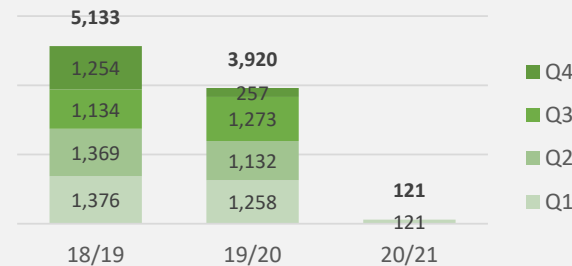


The Youth Support Program is a free and confidential service which offers young people with information, advice and practical support (short and medium-term). The program is flexible, accessible to all young people and is respectful of race, gender, sexuality or religion.

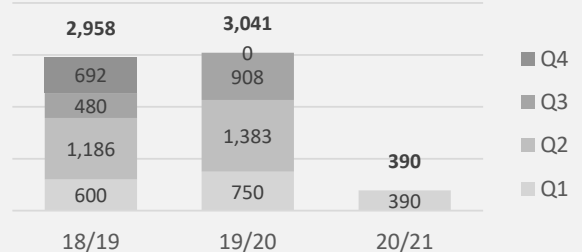
The graph illustrates the number of young people provided with more than one episode of support from a dedicated Youth Support Officer.

INTERACTION STATISTICS

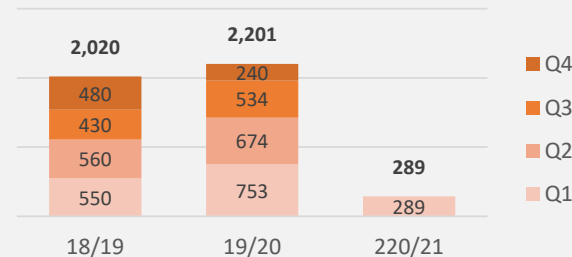
MyPlace volumes



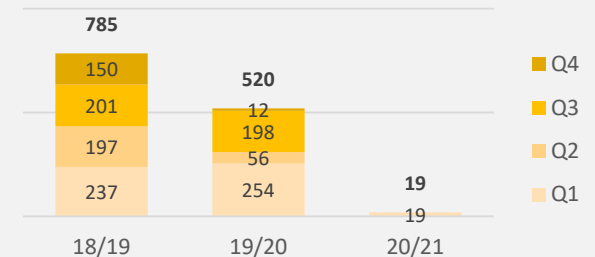
In-school programs/workshop volumes



After school program volumes



School holiday programs/Portsea Camp

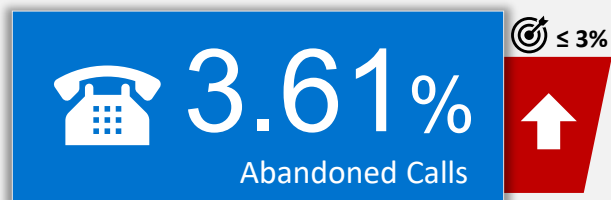
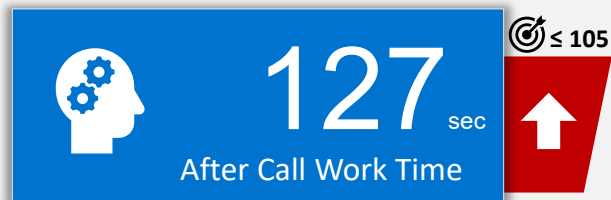
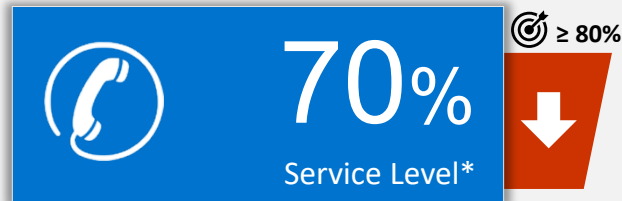


Customer Support Call Performance



Q1 JUL - SEP 2020

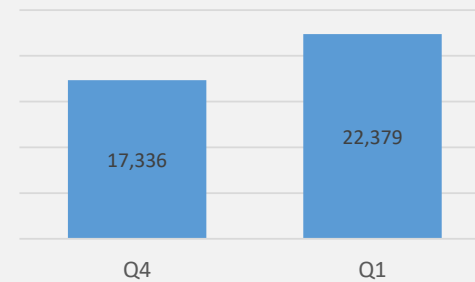
PERFORMANCE METRICS



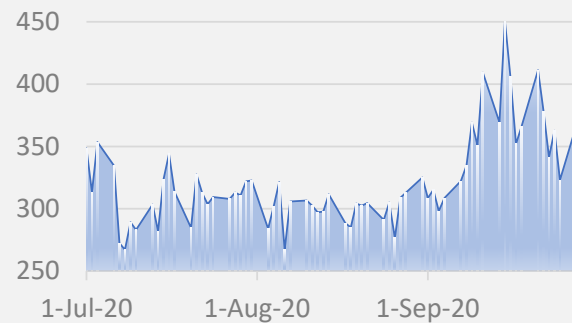
Ordinary Council Meeting 14 December 2020

CALL STATISTICS

Call volumes

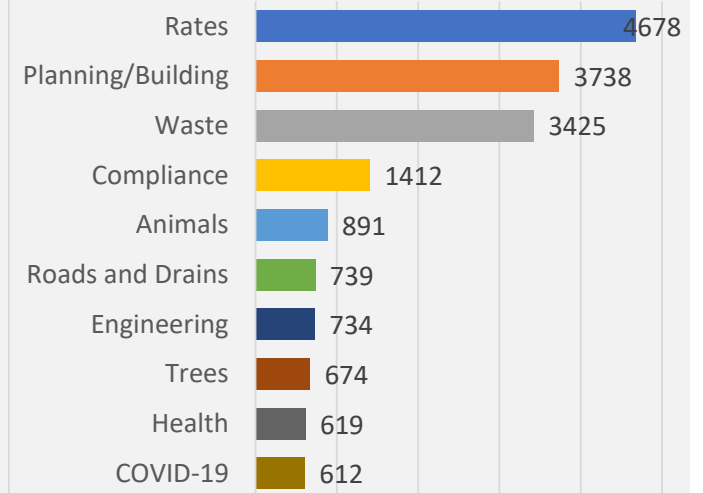


Average Handling Time (Seconds)



ENQUIRY TYPE

Enquiry type volumes



WHAT DOES SERVICE LEVEL MEAN?

Service Level, or Grade of Service (GOS), is a measure which displays the percentage of calls answered within a designated time period.

The Service Level displayed on this report is measuring the percentage of calls that were answered within 90 seconds.

* Percentage of calls answered within 90 seconds

ORDINARY COUNCIL MEETING 14 DECEMBER 2020

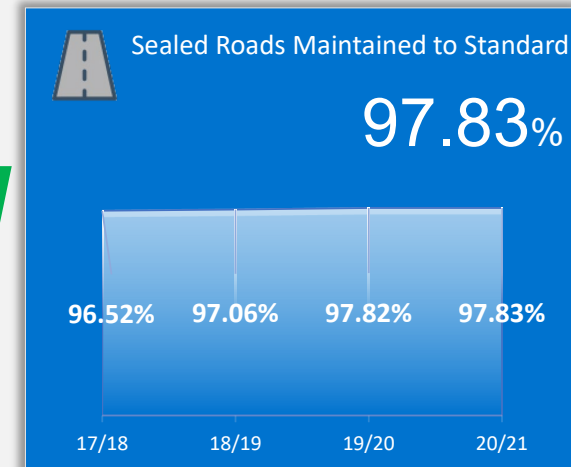
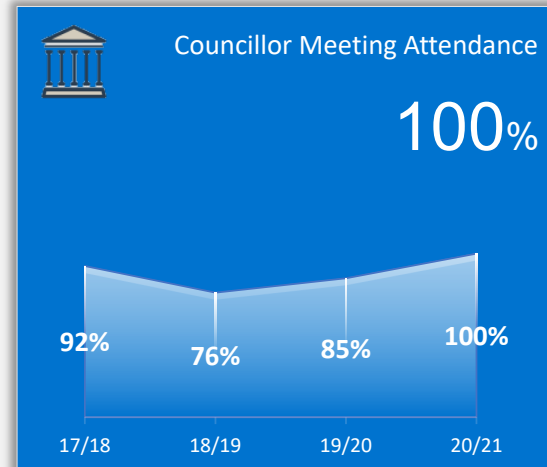
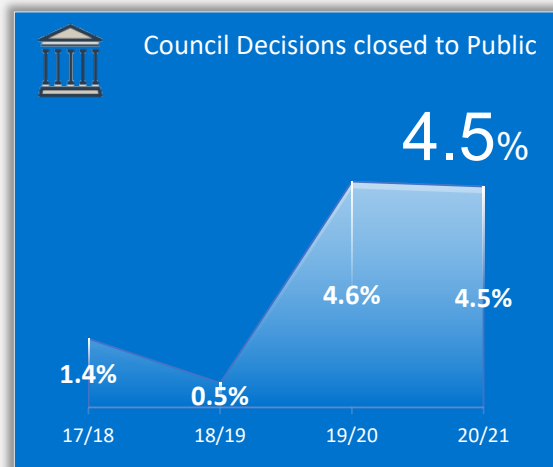
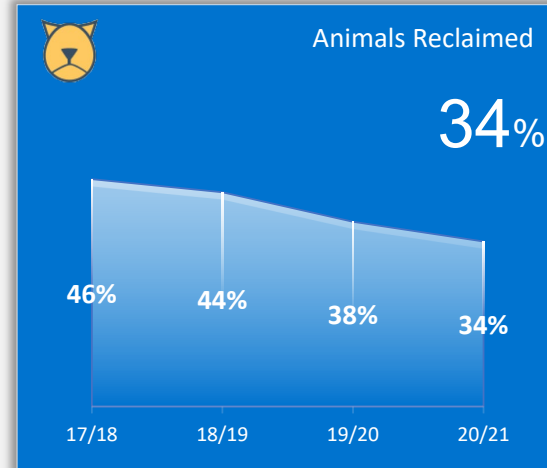
LGPRF Service Measures

ATTACHMENT 6.5.1.1



Q1 JUL - SEP 2020

The Local Government Performance Reporting Framework (LGPRF) is a platform for key local government service and financial measures. The measures are reported annually in Council Annual Reports and published on the *Know Your Council* website. Below is a selection of LGPRF service measures that are able to be reported on a quarterly basis.



ORDINARY COUNCIL MEETING 14 DECEMBER 2020

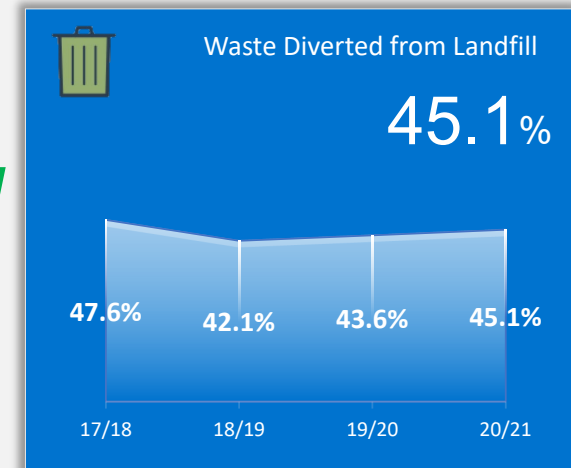
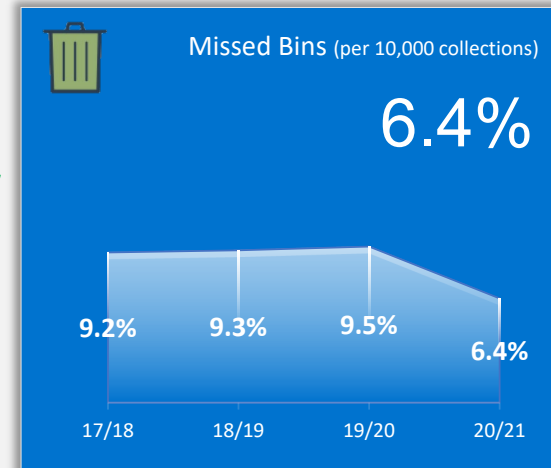
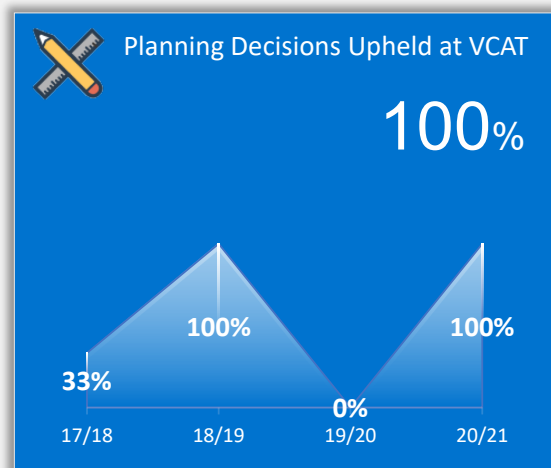
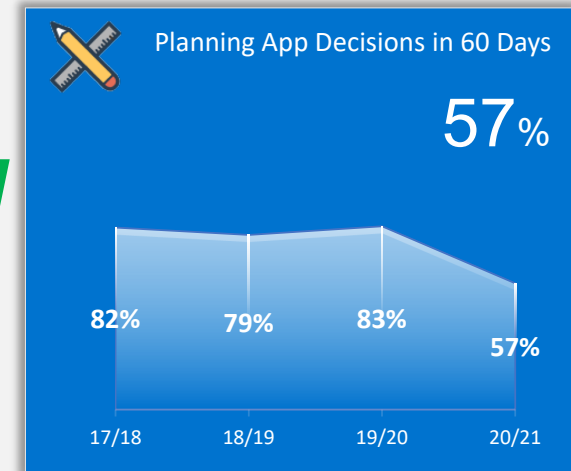
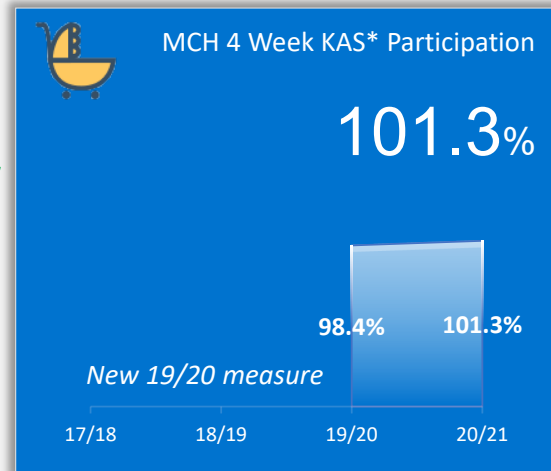
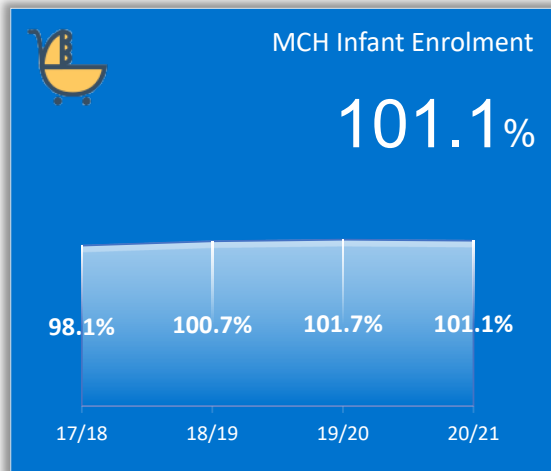
LGPRF Service Measures

ATTACHMENT 6.5.1.1



Q1 JUL - SEP 2020

The Local Government Performance Reporting Framework (LGPRF) is a platform for key local government service and financial measures. The measures are reported annually in Council Annual Reports and published on the *Know Your Council* website. Below is a selection of LGPRF service measures that are able to be reported on a quarterly basis.



19/20 - VCAT was not required to make any decisions during this year.
Ordinary Council Meeting 14 December 2020

* Key Ages and Stages (KAS)

A service request is recorded in Council's Customer Relationship Management System (CRMS) when a call is taken through the call centre or sent via web mail. Each request is assigned a **service standard** which is a target for completion within a certain timeframe. The Service Level is the in-time completion rate for requests based on it's service standard.

The table below lists the service standards for the service areas detailed in this report. A full list of request types and their service standards can be found on the Performance Report dashboard on Council's website. (cardinia.vic.gov.au/dashboard)

Request Category	Request Type	Details	Service Standard (days)
Waste - Kerbside Bins	Bin Damaged	Request for the replacement or repair of any size waste, recycling or green bin that has been damaged.	15
Waste - Kerbside Bins	Bin Missing	Request for the replacement of any size waste, recycling or green bin that has gone missing.	15
Waste - Kerbside Bins	Bin Not Emptied	Request for contractor to return to empty any size waste, recycling or green bin that was not emptied on the scheduled bin collection day by fault of contractor.	3
Waste - Kerbside Bins	Service Information	Request for general bin information from the Waste Collection team.	15
Waste - Kerbside Bins	Service Issue - Waste or Recycling	Service performance issues related to the waste and recycling contractor, including driver issues and damage to property.	3
Waste - Kerbside Bins	Service Issue - Green	Service performance issues related to the green waste contractor, including driver issues and damage to property.	15
Waste - Kerbside Bins	Request for Free Service	Based on medical grounds, free bins can be provided to residents who require extra bin capacity.	No Standard
Roads - UNSEALED	Corrugation or Pothole Complaint	Request to repair an unsealed due to corrugation or pothole(s).	3
Roads - UNSEALED	Other Complaint	Request to grade an unsealed road.	3
Roads - UNSEALED	Slippery Surface Complaint	Request to safeguard and repair unsealed road.	3
Drains	Pits	Request to investigate and rectify drainage pit issue.	5
Drains	Surface Drain	Request to investigate and rectify drainage pit issue.	3
Drains	Underground Drain	Request to investigate and rectify drainage pit issue.	3





Cardinia Action Performance Report

Cardinia Shire Council

Q1 Jul - Sep 2020

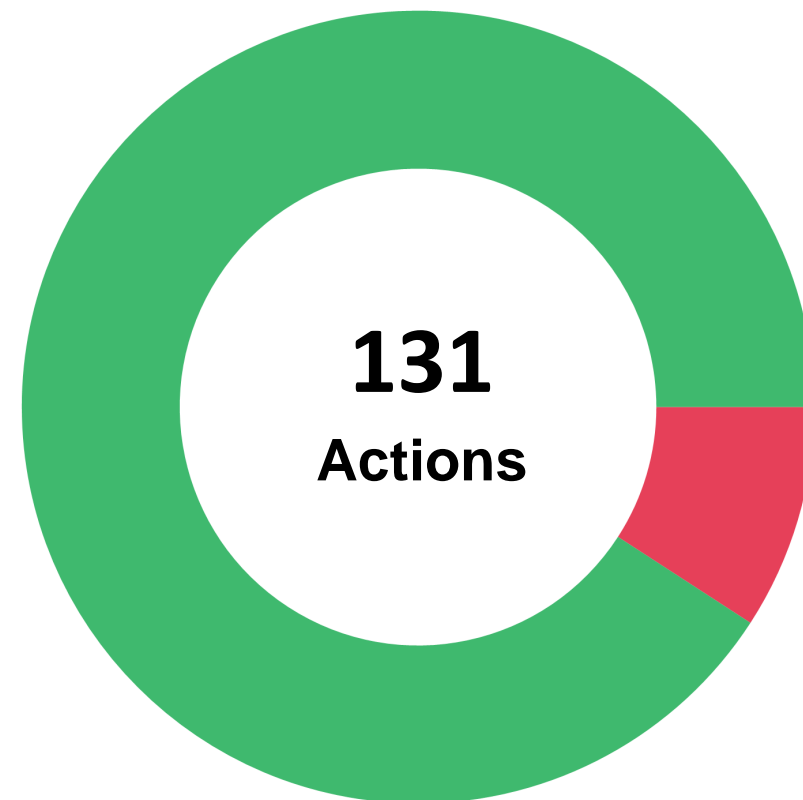
camms**strategy**

ACTION SUMMARY BY PERFORMANCE

12 OFF TRACK

119 ON TRACK






0 NO TARGET SET





1 Our People

1.1 Access to a variety of services for all


1.1.1 Continually review services to ensure those provided by Council meet community needs.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.1.1.2 CP - Complete the design of the Integrated Children's Centre at Timbertop.	Buildings and Facilities	01-07-2018	30-06-2021	In Progress	90	 GREEN
Progress Comments: Awaiting land transfer from Developer to Council, before progressing this project to market pricing.						
1.1.1.3 CP - Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	Community Strengthening	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Developing the Implementation Plan for the Services for Success attraction model. Facilitating an internal working group to develop incentives for service attraction; map procedures that are undertaken to attract and 'close the loop' on service attraction; develop a suite of tools to support service attraction; identify gaps in the model and explore solutions with the working group. E.g. set targets. and develop role clarity for Service Attraction across business units, including accountable reporting outcomes. Working with internal and external stakeholders to develop the Pakenham Community Hospital and Irabina Autism Centre of Excellence.						
1.1.1.3 CP - Document outcomes and learnings for integrated service models such as My Place and Child and Family Centres to inform future developments.	Community and Family Services	01-07-2020	30-06-2021	In Progress	20	 GREEN
Progress Comments: The Child and Family Services team and Youth Services team are working closely to ensure leanings and outcomes are consistently met.						
1.1.1.4 CP - Evaluate and report on the utilisation of all community places and facilities; participation rates for three and four year kindergarten; and universal and enhanced maternal and child health.	Community and Family Services	01-07-2020	30-06-2021	In Progress	20	 GREEN
Progress Comments: Reporting is being planed to ensure all council facilities are utilized at a high rate - due to current situation utilization is lower currently						
1.1.1.13 CP - Commence the construction of a Children's Centre in Timbertop.	Buildings and Facilities	01-07-2019	30-06-2021	Not Started	0	 GREEN
Progress Comments: Awaiting land transfer from Developer to Council before progressing this project to market pricing.						


1.1.1 Continually review services to ensure those provided by Council meet community needs.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.1.1.14 CP - Design and cost the extension of the Koo Wee Rup Community Centre by at least another bay to accommodate larger gatherings including an inbuilt stage with change rooms, curtains, lighting and improved sound. Progress Comments: Project is yet to commence.	Buildings and Facilities	01-07-2020	30-06-2021	Not Started	0	 GREEN
1.1.1.15 CP - Design and cost the reconfiguration of some internal rooms/walls of the Koo Wee Rup Community Centre to facilitate a broader range of activities. Progress Comments: Project is yet to commence.	Buildings and Facilities	01-07-2020	30-06-2021	Not Started	0	 GREEN

1.1.2 Routinely review overall community needs for services and either deliver or advocate for others to provide services to meet those needs.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.1.2.4 CP - Implement final year of the Child, Youth and Family Strategy (2017 -2021), utilising learnings from previous years to inform future development and set key priorities. Progress Comments: The Community and Family Service team continue to align work plans to the Child and Family Strategy ensuring key priorities are met	Community and Family Services	01-07-2020	30-06-2021	In Progress	20	 GREEN

1.1.3 Deliver Ageing Well initiatives that support older adults to live longer in their own homes and reduce social isolation.



Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.1.3.4 CP - In line with WHO guidelines, work in partnership with older people to develop and deliver the first year of action of the Ageing Well Strategy 2019-2024. Progress Comments: The Ageing Well strategy & action plan was adopted by council in July 2020. Since that time planning has commenced for the implementation of the 20/21 action plan. Timelines have been impacted by COVID-19 restrictions, however many current activities have been modified where possible to ensure continued work to support older adults in our community is undertaken. An increased focus on reducing social isolation in older adults will be key to COVID-19 recovery. This work will be implemented in partnership with both internal & external groups with key actions to be achieved.	Community Strengthening	01-07-2020	30-06-2021	In Progress	25	 GREEN

1.2 Access to support services and programs for young people


1.2.1 Ensure Council either provides or advocates for others to provide employment, recreation and leisure opportunities for young people.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.2.1.3 CP - Evaluate local data and evidence in consultation with key stakeholders, including the Youth Strategic Reference Group, to assess current and emerging needs of young people to secure employment in the Shire, including the identification of gaps and opportunities for joint funding and advocacy. Progress Comments: Councils Youth team are working with internal and external stakeholders, advocating for systems/funding to ensure any gaps are met.	Community and Family Services	01-07-2020	30-06-2021	In Progress	20	 GREEN

1.2.2 Advocate for an increase in locally based health and wellbeing services to support young people.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.2.2.3 CP - Implement priorities within the Playground Strategy and playground renewal program. Projects nominated include: Keith Ewenson Park, Upper Beaconsfield, Kath Roberts Reserve, Beaconsfield and Redwood Rd Reserve, Gembrook. Progress Comments: Site investigation work is currently under way at each of the 3 proposed playgrounds	Infrastructure Services	01-07-2020	30-06-2021	In Progress	15	 GREEN
1.2.2.3 CP - Undertake a local review of youth needs through the Youth Forum Survey in partnership with local steering committees and networks. Progress Comments: Youth forum survey has been developed to inform this action. Survey to be distributed to young people early 2021	Community and Family Services	01-07-2020	30-06-2021	In Progress	41	 GREEN

1.2.3 Investigate opportunities for allied services to be co-located with Council facilities


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.2.3.3 CP - Continue to support relevant agencies and service providers from across the region to co-locate at My Place, with consideration being given to facility capacity and availability. Progress Comments: Advocacy work and lease agreements have begun with relevant stakeholders to ensure the success of the new facility. My Place and The Point provide facilities for youth organisations and education providers to co-locate/outreach and deliver programs and services to young people.	Community and Family Services	01-07-2020	30-06-2021	In Progress	44	 GREEN

1.3 Learning opportunities for all ages and abilities


1.3.1 Advocate to the Victorian Government to partner with Council during the development of new primary and secondary schools.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.3.1.3 CP - 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.	Office of the General Manager - Liveable Communities	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Continue to advocate need for new schools annually to the Victorian Government and local MPs for the allocation of funding in the state budget.						

1.3.2 Advocate to Australian and Victorian governments for post-compulsory and vocational training that meets the needs of local employers and residents


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.3.2.3 CP - Advocate where possible regarding the challenges of access to higher education in the interface regions.	Office of the General Manager - Liveable Communities	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Advocating the challenges of access to higher education in the interface regions.						

1.3.3 Support the provision of learning opportunities for all ages and abilities.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.3.3.2 CP - 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.	Community Strengthening	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Neighbourhood House funding has been provided to those who have a signed funding and service agreement to assist in the delivery of learning opportunities for the community. U3As have been provided with an annual allocation to support learning opportunities for people who are retired or semi-retired. E-Gaps funding has also been distributed to assist in providing internet access to the community to support learning activities within Neighbourhood Houses. Both Neighbourhood Houses and U3As continue to be supported by key staff in the Community Development Team'						

1.4 Improved health and wellbeing for all


1.4.1 Source funding and deliver a range of initiatives that promote health and wellbeing.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>1.4.1.2 CP - Facilitate the delivery of an annual action plan to support inclusion for the LGBTIQ+ community in Cardinia Shire.</p> <p>Progress Comments: Continue to facilitate the delivery of an annual action plan to support inclusion for the LGBTIQ+ community in Cardinia Shire. Council hosted a virtual "Wear it Purple Day - lunch and learn session" on Wednesday 26 August 2020 to support this community event.</p>	Office of the General Manager - Liveable Communities	01-07-2020	30-06-2021	In Progress	25	 GREEN
<p>1.4.1.3 CP - Coordinate health and wellbeing initiatives across the Shire in line with the priorities set in Cardinia Shire's Liveability Plan 2017-29.</p> <p>Progress Comments: As a partner of the South East Prevention Leadership Group, Council has submitted a joint application to the Let's Stay Connected fund for the delivery of the #GetSunflowered Project across Cardinia, Casey and Dandenong.</p> <p>The Place-based suicide prevention trial in Dandenong (delivered by the Primary Health Network) will now be extended into Cardinia Shire.</p> <p>Recklink have been successful in receiving a \$150K VicHealth Partnership Grant to deliver sport and recreation programs to disadvantaged groups within Cardinia Shire.</p>	Community Strengthening	01-07-2020	30-06-2021	In Progress	25	 GREEN

1.4.2 Develop the new Municipal Public Health and Wellbeing Plan and review annually.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>1.4.2.46 CP - Implement and review the Liveability Plan annual 'action agenda' in accordance to the public health and wellbeing Act 2008.</p> <p>Progress Comments: The Liveability Plan Annual Report 2019-20 is currently drafted, after receiving progress comments from all partner agencies. The draft report will be circulated back to the partners and Council managers for feedback, prior to being finalised and presented to Council at their meeting in December.</p>	Community Strengthening	01-07-2020	30-06-2021	In Progress	50	 GREEN

1.4.3 Routinely investigate community health and wellbeing issues to inform Council's planning and activities.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.4.3.4 CP - Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning. Progress Comments: COVID-19 Survey - results presented to Council, COVID-19 Recovery Action Teams, Gender and Pandemic Forum, and Pakenham Community Hospital Consultative Committee. Equality and Respect Survey	Community Strengthening	01-07-2020	30-06-2021	In Progress	25	 GREEN








1.4.4 Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.4.4.1 CP - Finalise the design and start construction of MyPlace. Progress Comments: The design of MyPlace project is at the end of detail design stage in readiness to go to market pricing.	Buildings and Facilities	01-07-2020	30-06-2021	In Progress	50	 GREEN
1.4.4.3 CP - Completion and activation of the Pakenham Hills Parentzone Hub and the provision of parenting advice, education and support. Progress Comments: Children and Family Services team are working with Anglicare and providers to activate the Pakenham Hills Parentzone Hub.	Community and Family Services	01-07-2020	30-06-2021	In Progress	20	 GREEN
1.4.4.4 CP - Continue operations and engagement with community stakeholders to activate the Hills Hub. Progress Comments: Due to Covid, the Hills Hub has not been utilized greatly by the community, however a core group of community members are heavily engaged at the centre	Community and Family Services	01-07-2020	30-06-2021	In Progress	20	 GREEN








1.5 Variety of recreation and leisure opportunities**1.5.1 Provide active and passive recreation facilities to meet the needs of residents.**

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.5.1.1 CP - Prepare a master plan for Gin Gin Bin Reserve Officer Progress Comments: The project has been delayed, 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	01-07-2017	02-07-2020	Overdue	80	 RED




1.5.1 Provide active and passive recreation facilities to meet the needs of residents.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.5.1.2 CP - Prepare a master plan for McMullen Recreation Reserve Officer	Active Communities	01-07-2017	02-07-2020	Overdue	10	 RED
Progress Comments: 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. Settlement expect October 2021.						
1.5.1.3 CP - Complete civil works to enable access to Pepi's Land facilities in Emerald.	Infrastructure Services	01-07-2018	30-06-2021	In Progress	80	 GREEN
Progress Comments: 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 near completion.						
1.5.1.3 CP - Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups.	Environment and Heritage	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Through the successful application of the Caring for the Local Environment project grant, Officers have coordinated the development of eight friends group strategic action plans, which identify community conservation actions over a five year period. Councils annual Weed Control Grants are available to community groups to the value of \$500 per group. These grants provide a reimbursement for weed management related activities in Council reserves. These grants will be available throughout the year.						
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	01-07-2018	02-07-2020	Overdue	10	 RED
Progress Comments: Project delayed due to budget re-prioritisation. Funding has been allocated in the 2020-21 budget for design works. Those works are due to commence early 2021.						
1.5.1.6 CP - Complete design for Bunyip Indoor Stadium.	Active Communities	01-07-2019	02-07-2020	Overdue	10	 RED
Progress Comments: 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 and to reach an outcome within the coming months (Sep/Oct).						
1.5.1.6 CP - Start the construction and fit-out for opening of the Cora Lynn Reserve Pavilion.	Buildings and Facilities	01-07-2018	30-06-2021	In Progress	25	 GREEN
Progress Comments: The consultants brief document is being prepared to select an appropriate design consultant to provide design documentation.						
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	01-07-2019	02-07-2020	Overdue	10	 RED
Progress Comments: 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.						

1.5.1 Provide active and passive recreation facilities to meet the needs of residents.




Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
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. Progress Comments: Once the finalised design of the project has been approved, the project will go to tender.	Active Communities	01-07-2019	02-07-2020	Overdue	10	 RED
1.5.1.10 CP - Complete the construction and fit-out of the Emerald Netball Pavilion. Progress Comments: The project will be brought to a close in September 2020.	Buildings and Facilities	01-07-2019	30-06-2021	Completed	100	 GREEN
1.5.1.11 CP - Continue to implement recommendations of the Recreation Reserves management and maintenance review. Progress Comments: Consultant engaged to complete the project earlier this year. All committees have been met with individually, risk data has been gathered and is being reviewed. Risk treatment plan due September, committee training to be delivered virtually in October/November. Following training and the provision of templates for committees, committees will then be required to implement changes.	Active Communities	01-07-2020	30-06-2021	In Progress	90	 GREEN
1.5.1.11 CP - Deep Creek Reserve (Pakenham) - Master Plan – Commence construction of retarding basin, wetlands, pathways and landscaping. Progress Comments: Works completed and facility opened in 2019-20.	Infrastructure Services	01-07-2020	30-06-2021	Completed	100	 GREEN
1.5.1.11 CP - Finalise the construction and fit out for opening of the Koo Wee Rup football/cricket pavilion and the Koo Wee Rup netball pavilion. Progress Comments: The contract for this project has been let with the contractor starting on site on 5 October 2020.	Buildings and Facilities	01-07-2019	30-06-2021	In Progress	5	 GREEN
1.5.1.13 Lang Lang Community and Recreation Precinct - Finalise the pavilion construction. Progress Comments: Note that this project was completed in the 19/20 FY and is currently in defects stage.	Buildings and Facilities	01-07-2020	30-06-2021	Completed	100	 GREEN
1.5.1.14 CP - Develop a buildings masterplan and start construction of new change rooms at Upper Beaconsfield Recreation Reserve.	Buildings and Facilities	01-07-2020	30-06-2021	Not Started	0	 GREEN

1.5.2 Increase opportunities for residents to participate in a range of sport, recreation and leisure activities.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.5.2.2 CP - Comely Banks Reserve - complete construction of Pavilion. Progress Comments: Stage 4 restrictions have halted works on site, with construction progress currently being 65%.	Buildings and Facilities	01-07-2020	30-06-2021	In Progress	65	 GREEN
1.5.2.2 CP - Progress the securing of a permanent location for the Koo Wee Rup & District Motorcycle Club. Progress Comments: Discussions regarding alternative site are well progressed	Governance	01-07-2020	30-06-2021	In Progress	50	 GREEN
1.5.2.3 CP - Comely Banks Reserve - commence the playing fields and associated works. Progress Comments: Construction is set to commence in January 2021. Tenders have been assessed, with the contract awarded at the August Council meeting.	Active Communities	01-07-2020	30-06-2021	In Progress	80	 GREEN

1.6 Increased awareness of safety

1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.6.1.2 CP - Continue to work with key agencies and partners to maintain our designation as an International Safe Community and address safety issues within Cardinia Shire.	Pandemic Response and Emergency Management	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: The Safer Communities Partnership Committee has continued to meet and focus on a number of key areas to maintain International Safe Communication designation. Additionally other streams ie: Family Violence and Emergency Management also continue to contribute to safety within the Shire.						
1.6.1.3 CP - Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: All planning applications and scheme amendments consider CPTED during the assessment and implementation phase.						
1.6.1.4 CP - Support the implementation of family violence projects in the Shire at a local, regional and state level including the Together We Can initiative.	Community Strengthening	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: The Together We Can Round Table have been meeting fortnightly during this period. The meetings have focused on issues and impacts of COVID-19 on victim/survivors and perpetrators. Increased social media messaging has occurred. Inclusion of Family violence support services have been added to the online hub. A six week Pakenham Gazette campaign was delivered which included key messages and promotion of the 1800 RESPECT and Mensline websites and phone numbers. The Together We Can Round Table agreed to take on the role of the COVID-19 Family Violence Recovery Action Team and are developing its Action Plan for the next 6 months. In partnership with WHISE, Council staff participated and were keynote speakers in a regional Gender and Pandemic Forum which considered gender aggregated COVID-19 Survey data in the planning of emergency recovery. The Equality and Respect Survey has also been completed which looks at the attitudes and behaviours of residents towards family violence and gender equality. Cardinia Shire Council, Outlook Vic and Aligned Leisure attended the virtual White Ribbon relaunch, led by Aligned Leisure on August 13.						

1.6.2 Improve awareness of township safety in local communities.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.6.2.2 CP - 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.	Pandemic Response and Emergency Management	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: During the past quarter, significant engagement with communities has been as a result of COVID-19 and supporting understanding of the associated risks to the Pandemic. However there has also been some ongoing engagement on fuel management within two Community based programs. Regretfully a Community Resilience Forum has not been able to be delivered due to COVID-19 restrictions and Council capacity.						

1.7 Minimised impact of emergencies


1.7.1 Implement plans that support people in times of emergency.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.7.1.2 CP - 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.	Pandemic Response and Emergency Management	01-07-2020	30-06-2021	In Progress	26	 GREEN
Progress Comments: Throughout the COVID-19 Pandemic a number of elements of the Municipal Emergency Management Plan and Relief and Recovery Sub Plan have been activated. In due course these plans will be reviewed for effectiveness based on lessons learnt. Other sub plans remain within their review cycle.						

1.7.2 Implement effective plans and procedures that minimise the impact of all emergencies in the Shire.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.7.2.2 CP - Continue to implement the long term plan for burning on Council land. Conduct annual fire inspection program.	Pandemic Response and Emergency Management	01-07-2020	30-06-2021	In Progress	15	 RED
Progress Comments: Undertaking controlled burns within the Shire has been restricted due to COVID-19. However Council has also continued discussions with key agencies and community on opportunities for fuel reduction in the upcoming months. The early stage of planning for the fire hazard inspection program for 20/21 is underway.						

1.7.3 Protect against the impacts of emergencies through effective preparation and community planning and education.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.7.3.2 CP - Support community preparedness initiatives and assist communities to develop community emergency management plans with particular focus on high risk communities. Promote awareness of safety measures in the areas of heat health, thunderstorm asthma, fire readiness etc. through a variety of communication methods.	Pandemic Response and Emergency Management	01-07-2020	30-06-2021	In Progress	30	 GREEN
Progress Comments: Significant work has been undertaken to support community preparedness, and to promote awareness of safety across all hazards. This has included; supporting the Open Air Burning magnet distribution with the Upper Beaconsfield Fuel Management Working Group. Development of the Model Roads Project at Bunyip. Installation of flood warning signs in high risk areas. Implementation of the Year 1 Actions of the Municipal Heat Health Plan including procuring A Frames on Heat Health messaging and portable water stations for future community use.						


2 Our Community

2.1 Our diverse community requirements met




2.1.1 Monitor and research emerging community trends to help plan for the needs of residents.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.1.3 CP - 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).	Community Strengthening	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Produced a document showing the demographic and household data for the new Council wards. Collated updated indicator data for the Liveability Plan Annual Report. Updated population overviews for a number of grant applications and the annual report, and produced a map summarising regional variations in population growth rates.						



2.1.2 Promote access to and encourage, a mix of housing types to cater for the varying needs of people in the Cardinia community.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.2.4 CP - Deliver the actions in the Social and Affordable Housing Strategy.	Community Strengthening	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: The Social and Affordable Housing Partnership met on Friday 7th August, with Principal Growth Area Planner, presenting an alternative affordable housing model for the Partnership to workshop. Homelessness Week 2020 ran from 2-8th August with Council focusing our social media campaign on sharing community stories, where everyday people experience housing stress, and 'one or two things can go wrong, and you can end up in a position of homelessness.' All cases of suspected homelessness have been followed up. The Regional Local Government Homelessness and Social Housing Charter was endorsed by Councillors at the General Meeting on 17 August. Cardinia Shire Council is one of 13 councils in Melbourne's east and south east that have joined together to call for urgent action for more social housing to end homelessness.						


2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.3.1 CP - Continue to develop and implement a Shire-wide Public Art Program which includes both permanent and ephemeral public art outcomes, including the implementation of a new public art commission for Port Ward. Progress Comments: Public Art project at Lang Lang progressing, Artist presented concept to Art and Culture Reference group and will start onsite when restrictions allow	Economic Development	01-07-2020	30-06-2021	In Progress	25	 GREEN
2.1.3.2 CP - Activate the Cardinia Art Space in conjunction with a range of hub and spoke activities to bring art to the community. Progress Comments: Have adapted this program in line with Covid guidelines. Created an online arts program with content utilising local artists and online workshops to enable people to participate and experience our Art and Cultural program from home. Developed a virtual tour of the Looking Forward Looking Back, Cardinia Art exhibition at the Cardinia Cultural Centre. Developed an online Music program to showcase local artists	Economic Development	01-07-2020	30-06-2021	In Progress	25	 GREEN
2.1.3.3 CP - 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. Progress Comments: The Grant recipients are currently working through their funded arts projects. Work underway in trying to bring forward the next round of Arts grants to give artists the ability to be more economically viable during Covid19 restrictions	Economic Development	01-07-2020	30-06-2021	In Progress	25	 GREEN


2.1.4 Plan for the provision of facilities to service and support the changing community.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.4.3 CP - Implement an evidence based process to undertake a six monthly review of the Child and Family Centre Build Plan, including a regular reporting cycle to engage with and inform relevant stakeholders of build progress and capacity to meet current and emerging needs. Progress Comments: Currently being reviewed in partnership with 3. yr old kinder roll out	Community and Family Services	01-07-2020	30-06-2021	In Progress	20	 GREEN
2.1.4.4 CP - Complete Multicultural Hub feasibility study. Progress Comments: The Multicultural Hub Feasibility Study considers appropriate locality and spectrum of required services, for our multicultural and broader community needs. The Study is well advanced..	Buildings and Facilities	01-07-2020	30-06-2021	In Progress	40	 GREEN


2.1.5 Work with local communities to review and implement township strategies that contribute to meeting the needs of those communities.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.5.48 CP - Incorporate planning strategies and controls into the planning scheme from studies. Progress Comments: Municipal Strategic Statement review should be sent to Minister for Planning in next quarter. Existing policies are being reviewed and new policies are also being proposed to be brought into the Cardinia Planning Scheme.	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	25	 GREEN


2.2 Engaged communities**2.2.1 Provide a range of opportunities that encourage community participation in Council policy and strategy development.**

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.2.1.1 CP - Develop a community vision in accordance with the Local Government Act review and implementation. Progress Comments: Development of the Community Vision will begin with the first stage of Community Engagement in November 2020, immediately after Local Government Election. A second round of Deliberative Engagement, according to Council's Engagement Policy, is scheduled for early 2021. Council officers aim to have the Community Vision adopted, by the new Council, by 30 June 2021.	Customer and Service Improvement	01-07-2020	30-06-2021	Not Started	0	 GREEN

2.2.2 Communicate the activities and decisions of Council to the residents in a variety of ways.



Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.2.2.4 CP - Implement key outcomes and actions of the Communications Strategy. Progress Comments: Council continues to strive to deliver efficient, timely, important and interesting information to its community across a variety of channels. Recent communications have primarily focussed on and supported pandemic communications, including a dedicated online help hub, business portal and community connection portal, advertising, editorials and newsletters, as well as key messaging through digital and traditional media.	Communications	01-07-2020	30-06-2021	In Progress	25	 GREEN

2.2.3 Embrace and support community leadership.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.2.3.3 CP - Deliver the community leadership program in the Shire by providing targeted training for community groups/leaders. Progress Comments: The Community Leadership Program graduation for the 2020 program has been delayed due to COVID-19 and will be delivered online. Planning for the 2021 Leadership Program has commenced with Leadership Victoria.	Community Strengthening	01-07-2020	30-06-2021	In Progress	10	 GREEN

2.3 Increased levels of community participation


2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.3.1.22 CP- Implement the Cultural Diversity Action Plan. Progress Comments: Councils first internal cultural insights session at A Taste of Harmony which was highly successful Local schools have joined the Refugee Welcome Zone initiative/display boards Racism.It Stops with Me video is being produced highlighting the challenges for local residents A COVID response has provided ongoing information and resourcing to our most vulnerable communities Multicultural Hub Feasibility is underway	Community Strengthening	01-07-2020	30-06-2021	In Progress	25	 GREEN
2.3.1.23 CP - Implement the Reconciliation Action Plan. Progress Comments: Consultation completed on the new Reconciliation Action Plan and the 2nd draft is currently sitting with Reconciliation Australia (RA) for review and further comment. Once given approval by RA it can be endorsed by council.	Community Strengthening	01-07-2020	30-06-2021	In Progress	25	 GREEN

2.3.2 Recognise, support and promote the value of volunteerism in our communities.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.3.2.3 CP - Host annual Mayoral Volunteer Reception to recognise and value the contribution of volunteers in our Shire. Progress Comments: Reception will be held in Volunteer Week 2021 provided COVID restrictions have been lifted.	Governance	01-07-2020	30-06-2021	In Progress	50	 GREEN

2.3.3 Strengthen Council's community engagement through the development, implementation and promotion of effective practices.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.3.3.3 CP - Provide training and support to staff across the organisation regarding the Community Engagement Framework and Toolkit to enhance community participation. Progress Comments: A redevelopment of the Community Engagement policy and toolkit is underway as part of the Local Government Act Changes, this has included internal and external consultation to inform the policy. This will be adopted early next year and training/ communication rolled out across the organisation.	Community Strengthening	01-07-2020	30-06-2021	In Progress	25	 GREEN

2.4 Improved health and wellbeing of our residents


2.4.2 Enhance food literacy and security within the community

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.4.2.3 CP - Implement the Cardinia Community Food Strategy.	Community Strengthening	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: A progress review of the actions within the Food Strategy Action Plan has been undertaken with the key partner organisations, identifying which actions have been completed and which actions have been impacted by COVID-19 restrictions. The Food Circles Steering Group have met three times in the past quarter and are currently undertaking a review of their Terms of Reference and membership. The Cardinia Food Movement continues to meet virtually each month.						

2.4.3 Help establish partnerships and social infrastructure opportunities that improve health and wellbeing outcomes for residents.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.4.3.4 CP - Work with partners to ensure local health and wellbeing priorities are being addressed.	Community Strengthening	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: The Liveability Partnership Steering Group held their quarterly meeting on 27th August, with a focus on enhancing our collective impact for health and well-being in the context of COVID-19. Council continues to participate in the South East Prevention Leadership Group along with City Greater Dandenong, City of Casey, Enliven, Women's Health in the South East, Monash Health and Kooweerup Regional Health Service, where extensive planning for new initiatives has been undertaken.						



2.4.4 Support the provision of services by Council or others for people of all abilities.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.4.4.2 CP - Review the 2017 - 21 Disability, Access and Inclusion Action and undertake consultation to develop the new Action Plan.	Community Strengthening	01-07-2020	30-06-2021	In Progress	85	 GREEN
Progress Comments: Council, in conjunction with the Cardinia Access and Inclusion Advisory Committee, continues to monitor and implement the Access and Inclusion - Disability Action Plan 2017-2021. Four years into this five-year plan, Council has completed 25 of 30 actions. This demonstrates councils commitment to this very important portfolio.						



3 Our Environment

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





3.1.1 Maintain all Council roads and supporting infrastructure in accordance with the Roads Management Act 2004.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.1.1.3 CP - Inspections and maintenance of the road network in accordance with the Road Management Plan.	Operations	01-07-2020	30-06-2021	In Progress	15	 RED
Progress Comments: Currently on track and ongoing, all inspections have been completed through September quarter as per the Road Management Plan.						
3.1.1.3 CP - Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans.	Infrastructure Services	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Works have commenced on footpath renewal projects and site investigations are under way on the roads proposed to be included in the current financial years roads program.						



3.1.3 Provide accessible facilities to meet identified community needs.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.1.3.1 CP - Upgrade of the Gembrook Reserve Sports Pavilion.	Buildings and Facilities	01-07-2018	30-06-2021	In Progress	10	 GREEN
Progress Comments: This project has been delayed by Stage 4 restrictions, with contractor expected to return to site late September/early October 2020.						
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 Discrimination Act requirements where feasible.	Buildings and Facilities	01-07-2019	30-06-2021	In Progress	10	 GREEN
Progress Comments: An annual program of priority projects, incorporating the requirements from the Council's Enhanced Standard - Universal Design has been developed and currently obtaining quotes for progression of required works.						
3.1.3.5 CP - 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.	Buildings and Facilities	01-07-2020	30-06-2021	In Progress	10	 GREEN
Progress Comments: The annual renewal program priorities have been identified and currently being scoped and quoted accordingly.						



3.1.4 Manage Council's assets like roads, drainage, footpaths and buildings, etc. in a way that ensures they are adequately maintained over their life.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.1.4.1 CP - Review of Open Space Asset Management Plan	Infrastructure Services	01-07-2018	02-07-2020	Overdue	50	 RED
Progress Comments: 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 mid 2021.						
3.1.4.2 CP - Continue to support the conservation of sites of heritage significance throughout the Shire.	Environment and Heritage	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Council continues to support the conservation and protection of community and Council owned heritage sites. The annual heritage grant program assists owners of heritage places to undertake necessary maintenance works. The grant has closed for this year with applications assessed and grant applicants notified.						
3.1.4.2 CP - Review of Road Asset Management Plan and Buildings Asset Management Plan.	Infrastructure Services	01-07-2019	02-07-2020	Overdue	40	 RED
Progress Comments: 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.						
3.1.4.3 CP - Review of Drainage Asset Management Plan.	Infrastructure Services	01-07-2020	30-06-2021	In Progress	5	 GREEN
Progress Comments: Drainage information is being validated and missing information is currently being collected.						


3.2 Transport Linkages connecting towns**3.2.1 Upgrade Council roads to improve safety while considering the traffic demand of the community.**

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.2.1.1 CP - Commence construction of the Lang Lang Bypass from Westernport Road to McDonalds Track, including Milner's Road.	Infrastructure Services	01-07-2014	02-07-2020	Overdue	10	 RED
Progress Comments: The project has been delayed due to ongoing negotiations with quarry operators. Construction will commence after funding is secured.						
3.2.1.6 CP - Implement recommendations from revised Road Safety Strategy, including cyclist awareness program.	Infrastructure Services	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: This is continually been undertaken as part of all the work that the Traffic team deliver and provide expert advise on.						


3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.2.2.6 CP - Commence delivery of the federally funded 'Sealing the Dandenong Ranges and surrounds' road construction program.	Infrastructure Services	01-07-2019	30-06-2021	In Progress	50	 GREEN
Progress Comments: Project delayed due to the impact of COVID-19. A priority list of roads was endorsed at the March 2020 Council meeting. a significant package of design works has been awarded and is well underway. These design works will accommodate construction for the next three years. The first project to commence will likely be Beenak East Road with tenders currently being prepared for delivery to commence prior to January 2021.						
3.2.2.7 CP - Finalise the O'Sullivan Road, Hill Street and Peet Street (Pakenham) scheme.	Infrastructure Services	01-07-2020	30-06-2021	In Progress	90	 GREEN
Progress Comments: Works on site are substantially complete with only some minor works outstanding						



3.2.3 Develop transport networks that incorporate effective public transport.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.2.3.3 CP - Implementation of Road Development Program to seal strategic collector roads.	Infrastructure Services	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Program design works and planning are well underway. The first roads to be tendered will include Main Drain Road and Boundary Drain Road. Tenders to be called in September with works expected to be undertaken this coming summer. Programming of the reminder roads is being programmed over the next two years to align with the funding in the capital works.						

3.2.4 Prioritise multi-use pathways, where practicable, to create networks that connect destinations.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.2.4.3 CP - Upgrade pathways and walking tracks across the Shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy.	Infrastructure Services	01-07-2020	30-06-2021	In Progress	30	 GREEN
Progress Comments: Works have commenced on footpath renewal projects, along with the new footpaths to be constructed this financial year.						

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



Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.2.5.3 CP - 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. Progress Comments: Participation is ongoing and information is provided as required to support advocacy campaigns.	Infrastructure Services	01-07-2020	30-06-2021	In Progress	25	
3.2.5.4 CP - Facilitate action to advocate for an improvement to the current bus service timetable (new commuter timetable) between Koo Wee Rup and Pakenham to connect with the peak services suburban rail network. Advocate for the linking of Lang Lang and surrounding areas with the commuter service from Koo Wee Rup to Pakenham. Progress Comments: Advocacy is ongoing and will continue throughout the year. Council has written to the Department of Transport requesting a review of this service. Council officers are currently requesting a meeting with Public Transport Victoria & the Department of Transport on a service between Pakenham and Koo Wee Rup.	Infrastructure Services	01-07-2020	30-06-2021	In Progress	25	

3.3 Enhanced natural environment





3.3.1 Adapt to the impacts of climate change by working in partnership with the South East Councils Climate Change Alliance and both Australian and Victorian governments.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.3.1.3 CP - Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce council and community energy use). Progress Comments: Council continues to participate in regional projects delivered by SECCCA. Current and active projects include: 1. Asset Vulnerability Assessment - Proposals from consultants are currently being reviewed 2. Community Climate Action Planning project - to identify actions and interventions to effectively encourage community emission reductions. Priority project actions for the Cardinia community have been identified.	Environment and Heritage	01-07-2020	30-06-2021	In Progress	25	


3.3.3 Reduce Council's energy consumption and help the community to do likewise.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.3.3.3 CP - Implement the Aspirational Energy Transition Plan including, energy saving retrofits and solar power for council buildings. Progress Comments: Council continues to invest in solar and building efficiency upgrades. Design and technical development of roof top solar energy system for the Council Civic Centre is underway.	Environment and Heritage	01-07-2020	30-06-2021	In Progress	25	 GREEN
3.3.3.4 CP - Continue to work in conjunction with Planning & Development Division and Environment Unit to meet any requirements to have a local policy gazetted to formalise Sustainable Design Assessment in the Planning Process (SDAPP) through the undertaking of a planning scheme amendment. Progress Comments: COVID19 implications have slowed down the progressive nature of the required support to the Planning & Development, as well as the Environment Unit, to progress the local policy.	Buildings and Facilities	01-07-2020	30-06-2021	In Progress	25	 GREEN

3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>3.3.4.9 CP - Provide waste and resource recovery education, material, and support to schools and early learning centres to improve engagement, knowledge and resource recovery capacity.</p> <p>Progress Comments: Direct engagement with schools limited due to COVID-19 restrictions, particularly during stage 4 and while schools are learning from home. Have established some digital resources and support services such as pages on 'Connecting Cardinia' and opportunities for students/teachers/parents to have questions answered by education officers. Sustainability Victoria have launched a new recycling education campaign in mid-august. we are working with internal communication team to have key messages shared with our community.</p>	Infrastructure Services	01-07-2020	30-06-2021	In Progress	50	
<p>3.3.4.10 CP - Implement new services and roll out behaviour change program that reduce food organic waste to landfill.</p> <p>Progress Comments: New Bookable Hard Waste Service including green waste allocations rolled out on 1 July 2020. Ongoing education and engagement campaigns on how to use the service are in place. New Food Waste recycling program service started on 1 Oct 2020. Engagement and communication plan underway. Hampered slightly by Council election embargo period. Will ramp up communications after November. All households paying for a green waste service received a kitchen caddy for their food scraps between 28 sept - 19 oct</p>	Infrastructure Services	01-07-2020	30-06-2021	In Progress	75	
<p>3.3.4.11 CP - 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>Progress Comments: Continued support and promotion of State Government run program including Detox you Home and Drum Muster - some of these are limited at the moment due to COVID-19 restrictions. 3 new e-waste recycling boxes rolled out bringing the total across the shire to 6. Boxes in customer service areas not accessible during closures. Residents encouraged to use new bookable hard waste service to have e-waste removed and recycled. Green Waste Drop off days at local transfer stations planned for and Nov (permitted during stage 3 COVID shut downs)</p>	Infrastructure Services	01-07-2020	30-06-2021	In Progress	50	
<p>3.3.4.12 CP - Collaborate on regional projects with South East Councils and MWRRG to procure landfill and alternate to landfill services.</p> <p>Progress Comments: South East group procurement for landfill contract (2021 onwards) is in final stages of completion. Group procurement options for managing kerbside commingled recycling are being explored. EOI to be managed by MWRRG in regions. Alternative Waste Technologies procurement process has completed EOI stage, formal announcement of shortlisted parties announced by MWRRG in Sept. Some work on contract development at a State Government level has been impacted by COVID-19 altering priorities.</p>	Infrastructure Services	01-07-2020	30-06-2021	In Progress	50	


3.3.5 Manage water in an integrated way, including the reduction of potable water consumption by Council and households.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.3.5.3 CP - Implement the Integrated Water Management Plan including investigating water efficiency and alternative water sources.	Environment and Heritage	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Council continues to be a representative on the Westernport Integrated Water Management Forum chaired by DELWP. The development of a Draft Integrated Water Management Plan for the Westernport area is currently being developed and will ensure a consistent approach to water planning and management across the region.						


3.3.6 Promote water catchment management practices that improve the quality of our waterways.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.3.6.3 CP - Reduce off-site discharges by advocating to water authorities to complete the backlog sewer program.	Development and Compliance Services	01-07-2020	30-06-2021	In Progress	10	 GREEN
Progress Comments: Due to the pandemic, there has been no specific work done on this project during the quarter. This is unlikely to impact the long-term timeline.						

3.3.7 Protect and improve biodiversity by increasing the area of natural ecosystems across the Shire.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.3.7.7 CP - Protect and improve biodiversity across the Shire by increasing the quantity and quality of indigenous flora and fauna and reduce the extent of weeds.	Environment and Heritage	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Currently working with Westernport Catchment Landcare group to identify properties where fencing and indigenous plantings will occur, to increase biodiversity within the shire.						


3.3.8 Preserve and improve our bushland and natural environment by implementing weed management strategies and programs and continuing activities on high conservation bushland reserves and roadsides.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.3.8.4 CP - Preserve and improve natural environment by undertaking weed management and indigenous plantings.	Operations	01-07-2020	30-06-2021	In Progress	15	 RED
Progress Comments: Currently on track and ongoing, all inspections have been completed through September quarter.						


3.3.9 Manage agricultural land use by supporting farmers to utilise sustainable farming practises.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.3.9.3 CP - Facilitate investment in farm practises and work with State Government to review the regulatory system.	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Through consultation with Economic Development and the implementation of the green wedge management plans and zones Council is looking to facilitate investment in farming practices at any opportunity.						


3.4 Natural and built environments supporting the improved health and wellbeing of our communities**3.4.1 Plan and develop built environments that support improved health and wellbeing of our communities through implementation of the Healthy by Design guidelines.**

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.4.1.2 CP - Implementation of Environmental Sustainable Design elements into infrastructure works and new buildings.	Buildings and Facilities	01-07-2020	30-06-2021	In Progress	15	 GREEN
Progress Comments: Council has adopted the Council's Enhanced Standard - Sustainable Buildings, which is incorporated into new capital building developments, as well as in the annual renewal program for existing buildings.						


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

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.4.2.3 CP - Provide information, awareness and engagement opportunities for the community on environmental topics.	Environment and Heritage	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Through the successful application of the Caring for the Local Environment project grant, Officers are currently preparing a series of online workshops for the community volunteers of bushland reserves. Officers are in the early stages of working with the Cardinia Environment Coalition in the establishment of a Friends group network which will provide education activities and support services for environmental volunteers.						



3.4.3 Advocate for changes in the state planning scheme which support development of local policies which reduce health-detracting environments (gaming, liquor, fast food).

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.4.3.3 CP - Continue to review the planning scheme and undertake amendments as required.	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Review of existing policies and introduction of new policies to adapt to changing planning and construction environments is occurring through various planning scheme amendments.						


3.5 Balanced needs of development, the community and the environment**3.5.1 Review the Municipal Strategic Statement and the Cardinia Planning Scheme regularly to ensure it continues to meet Council objectives.**

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.5.1.3 CP - Undertake an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme.	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Fix up amendments are cataloged frequently through the year and planning scheme amendments are currently in place or are being planned to fix issues up and streamline planning processes.						

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

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.5.2.5 CP - Ongoing review of Precinct Structure Plans and Development Contribution Plans in conjunction with the Victorian Planning Authority.	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: There is currently two Precinct Structure Plans being reviewed, both in the early review phase which is the Officer PSP and Cardinia Road Employment PSP. The Development Contributions Plans are also reviewed if deemed required.						
3.5.2.6 CP - Implement approved structure plans for the growth area including implementation of developer contributions in an orderly manner.	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: All active Precinct Structure Plans are currently being implemented through the assessment and issuing of planning permits and hence facilitate housing, road infrastructure, community infrastructure and jobs.						

3.5.3 Provide for the sustainable development of rural townships while taking into account their existing character and community needs

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.5.3.1 CP - Undertake review of township strategies as required.	Policy, Design and Growth Area Planning	01-07-2018	30-06-2021	In Progress	25	 GREEN
Progress Comments: The railway township strategies have progressed through its background investigations and is going to Council for consideration in September. The Hills township strategies (Upper Beaconsfield, Emerald, Gembrook and Cockatoo) are being investigated currently to be reviewed to update their content to align them with updated planning controls and policies.						



3.5.4 Ensure the planning of rural (green wedge) areas protects and enhances important agricultural, environmental, natural resource, infrastructure and recreational values.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.5.4.17 CP - Implement the Westernport Green Wedge Management Plan and continue to advocate for a Green Wedge Management Plan for the remainder of Cardinia Shire.	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: The Westernport Green Wedge Management Plan is being implemented through the use of the plan when assessing planning applications and providing advice to potential investors in the region.						


4 Our Economy

4.1 Increased business diversity in Cardinia Shire

4.1.1 Plan for and support local employment opportunities.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>4.1.1.1 CP - Continue the review of Cardinia Road Employment precinct to encourage investment and employment opportunities.</p> <p>Progress Comments: 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	01-07-2018	30-06-2021	In Progress	25	 GREEN
<p>4.1.1.3 CP - Finalise the Pakenham South Precinct Structure Plan.</p> <p>Progress Comments: 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.</p>	Policy, Design and Growth Area Planning	01-07-2014	30-06-2021	In Progress	85	 GREEN


4.1.2 Support the development of existing and new businesses within the shire.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>4.1.2.3 CP - Facilitate business networking opportunities through the Casey Cardinia region and relevant stakeholders and individuals.</p> <p>Progress Comments: Council continues to facilitate networking opportunities for businesses through our established Casey Cardinia partnership and local initiatives. These include webinars, training opportunities, local business networks, and the implementation of the new Cardinia Business portal.</p>	Economic Development	01-07-2020	30-06-2021	In Progress	25	 GREEN

4.1.3 Plan for a staged development of the Officer–Pakenham employment precinct.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>4.1.3.5 CP - In partnership with the Victorian Planning Authority continue development of the Officer South Precinct Structure Plan.</p> <p>Progress Comments: Officer South PSP in partnership with the Victorian Planning Authority is currently in the visioning and background information phase. Early consultation has occurred with key stakeholders within the precinct.</p>	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	25	 GREEN


4.1.4 Plan the development of Officer and Pakenham town centres.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.4.7 CP - Facilitate development of key sites in the core commercial areas in Officer and Pakenham.	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Both Officer and Pakenham Town Centre policies have recently been reviewed to facilitate development. The town planning teams have been facilitating development through the assessment and issuing of planning permit applications.						

4.1.5 Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.5.5 CP - Finalise the new Cardinia Shire Council Economic Development Strategy.	Economic Development	01-07-2020	30-06-2021	In Progress	30	 GREEN
Progress Comments: The new Cardinia Shire Council Economic Development Strategy is in development.						
4.1.5.6 CP - Assist businesses and investors to create jobs by activating employment land, advocating for an Airport in the South East region and assist existing businesses to grow.	Economic Development	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Council continues to assist businesses and investors to create local jobs through a coordinated planning and economic development response to all new inquiries and applications for development. This can be demonstrated through the extensive development that has occurred in the South East business park and the establishment of a range of new businesses operating in the shire. Council is working closely with the Victorian Planning Authority (VPA) to activate the Officer South Employment and industrial corridor through the development of the Officer South Precinct Structure Plan (PSP). Council continues to advocate for an airport as a priority in collaboration with the South East Melbourne (SEM) group of Councils.						

4.1.6 Encourage procurement of local products and services.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.6.3 CP - Ensure that tender documentation and consideration includes weighting for local products and services.	Finance	01-07-2020	30-06-2021	Completed	100	 GREEN
Progress Comments: 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.						

4.2 Maintained strong agricultural activities

4.2.1 Support our farmers and growing agricultural industry in adapting to the changing economy and climate.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.2.1.3 CP - Implement the actions of the Westernport Green Wedge Management Plan.	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Implementation of the Westernport Green Wedge Management Plan has been occurring through the assessment of planning applications in considering the plan, and through the considering action the plan when meeting with landowners and future investors.						

4.2.2 Identify innovative ways to value-add to the region's primary production and transportation.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.2.2.3 CP - Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension.	Economic Development	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Council continues to advocate for enhanced access to markets for our local businesses and agricultural sector. Our priorities include the further development of a regional food plan, exploration of integrated water management systems, the early delivery of critical transport infrastructure including Thompson's Rd and the upgrade of Koo Wee Rup Rd and the establishment of a South East airport. This is achieved through a range of regional and state partnerships and platforms.						

4.3 Diverse and resilient business community

4.3.1 Support small businesses to remain viable in rural townships.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.3.1.3 CP - Continue to work with local businesses within the Shire to improve viability.	Economic Development	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Council continues to work with local businesses within the Shire to improve viability. During the Covid -19 environment Council has advocated for the extension of JobKeeper and JobSeeker support packages and implemented a range of initiatives in consultation with our local business community. This includes the launch of a new Cardinia Business portal, the provision of timely and accurate information regarding support and funding for businesses, free online training, support through planning applications and a buy local campaign focused on creating greater awareness of local businesses to enhance their capacity to trade.						


4.3.3 Advocate for the delivery of small and large scale projects that enhance and drive economic activity.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.3.3.3 CP - Assist businesses to develop in the Casey–Cardinia region.	Economic Development	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Council is providing a range of support initiatives to assist businesses to continue to develop and manage the unprecedented effects of the Covid-19 pandemic. Support initiatives included our business concierge service, Cardinia Business portal, rent and rate relief options for commercial tenants in Council properties, faster payments for suppliers and contractors, and rebates for some business fees and charges. Our COVID-19 online help hub features information and advice on local business support, as well as Council and government assistance packages.						

4.3.4 Work with others to grow economic activity and attract new enterprises.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.3.4.3 CP - Work with South East Melbourne Councils and State & Federal Government departments to attract new enterprises and investment into the region to increase economic activity in Cardinia.	Economic Development	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Cardinia Shire Council in collaboration with the South East Melbourne Councils (SEM) continues to work with our State & Federal Government partners to attract new enterprises and investment into the region to increase economic activity in Cardinia.						

4.3.5 Support business and organisations to enhance their skills.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.3.5.3 CP - Council will help facilitate training opportunities for local businesses.	Economic Development	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Council continues to facilitate training opportunities through 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 young people and providing small business mentoring via the small business mentoring service.						

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


4.4.1 Lead by example as a health promoting workplace.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.4.1.2 CP - Deliver a range of health and wellbeing initiatives across the organisation.	People and Culture	01-07-2020	30-06-2021	In Progress	40	 GREEN
<p>Progress Comments: The well-being of our employees is of utmost importance to Council. Our health and well-being program offers a holistic approach, which can be tailored to employee specific needs. Our program focuses on physical, mental, social, financial and intellectual well-being.</p> <p>Council provides annual well-being support to employees via a dedicated Employee Assistance Program, providing annual flu shots and subsidized skin checks and is able to offer corporate rates on gym memberships and private health insurance. Our well-being calendar enables the organisation to learn about important initiatives such as RU OK?, Men's and Women's health issues and to celebrate and educate on our multicultural and diverse community.</p> <p>To support our employees during the COVID 19 Pandemic Council has increased it's well-being focus to support employees and people leaders who are working and interacting together virtually or in accordance with DHHS requirements.</p>						

4.4.3 Support tourism and local businesses that deliver health and wellbeing initiatives.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.4.3.3 CP - Implement the Casey Cardinia Tourism Strategy and support a tourism board to guide future development of the sector.	Economic Development	01-07-2020	30-06-2021	In Progress	40	 GREEN
<p>Progress Comments: Council continues to work with the Casey Cardinia tourism board to implement the tourism strategy. Achievements include the development of a tourism website. Currently engaging with associated businesses and tourism operators to access the website in readiness for local visitation campaigns to support the local tourism industry.</p>						


4.4.4 Encourage the procurement and consumption of local food.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.4.4.3 CP - Tender documentation and consideration includes weighting for local products and services.	Finance	01-07-2020	30-06-2021	Completed	100	 GREEN
<p>Progress Comments: Duplicate of action 4.1.6.3</p> <p>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.</p>						

5 Our Governance

5.1 An engaged community

5.1.2 Enhance the community's confidence in Council's community engagement.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.1.2.3 CP - Council will continue to increase its use of online platforms to educate, inform and engage the community. Progress Comments: Expansion of the Creating Cardinia Platform has been taking place to assist internal business units to create both public and private pages to engage with the community on topics, increased use during COVID-19 social distancing. This has included the 'Connecting Cardinia' COVID-19 Community Connection portal and the 'Cardinia Business' page.	Community Strengthening	01-07-2020	30-06-2021	In Progress	25	 GREEN

5.2 Open governance

5.2.1 Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.2.1.5 CP - Monitor compliance with statutory reporting requirements. Progress Comments: Requirements are regularly monitored	Governance	01-07-2020	30-06-2021	In Progress	25	 GREEN
5.2.1.6 CP - Maintain and update the register of information to be available to the public. Progress Comments: Register is maintained and updated as required	Governance	01-07-2020	30-06-2021	In Progress	49	 GREEN

5.2.2 Govern and make decisions in the best interests of the Cardinia Shire community.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.2.2.3 CP - Develop code of conduct with new Council within statutory time period. Progress Comments: New Code of Conduct will be discussed with new Council	Governance	01-07-2020	30-06-2021	Not Started	0	 GREEN

5.3 Long-term financial sustainability


5.3.1 Make financial decisions that achieve the objectives of Council and long-term financial sustainability.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.3.1.3 CP - Develop Council's Strategic Resource Plan and Annual Budget which summarise the resources required for and financial impact of implementing Council Plan objectives, strategies and actions and achieving long-term financial goals.	Finance	01-07-2020	30-06-2021	Not Started	0	 GREEN
Progress Comments: The 4yr Budget and 10yr Financial Plan process will commence in November 2020 for Council adoption in June 2021.						


5.3.2 Make financial decisions that are fair and ethical and balance costs and benefits between present and future generations.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.3.2.3 CP - Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor.	Finance	01-07-2020	30-06-2021	Completed	100	 GREEN
Progress Comments: The Procurement policy requires procurement activities performed on a best Value for Money basis by considering all relevant costs and benefits of proposals throughout the procurement cycle. This includes minimising the total cost of ownership over the lifetime of the requirement consistent with acceptable quality, reliability and delivery considerations. As a result, the lowest price is not the sole determinate of value for money.						
Procurement staff discuss full life cycle costs with service units as part of the Procurement Plan process for large early stage contracts. They recommend contract design or scoping of requirements to include consideration of full lifecycle costs for the end product. Procurement's tender evaluation procedure includes consideration of whole of life costs in evaluating and scoring tender submissions.						
Finance has also supported the inclusion of full life cycle cost of infrastructure delivered by capital projects in initial project business cases.						


5.3.3 Manage the municipality's finances and assets in a responsible way.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.3.3.3 CP - Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council.	Finance	01-07-2020	30-06-2021	Not Started	0	 GREEN
Progress Comments: The 4yr Budget and 10yr Financial Plan process commencing will incorporate transparent asset and financial management practices, including: Capital Works Program based on asset renewal modelling and Asset Management Plans; Service planning; and long-term financial principles and assumptions, prepared in accordance with approved Australian Accounting Standards, Local Government Act and Planning & Reporting Regulations that are benchmarked against VAGO financial sustainability measures.						

5.3.4 Identify and implement programs to achieve Council's debt reduction policy.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.3.4.3 CP - Maintain an effective debt management policy.	Finance	01-07-2020	30-06-2021	Not Started	0	 GREEN
Progress Comments: The current Debt Management guideline strategy included in the 2020/21 Budget will be reviewed as part of the Budget process commencing in November 2020.						

5.3.5 Identify ways to contain Council's cost base by a focus on innovation and efficiency.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.3.5.3 CP - Develop and maintain 'internal consulting' ability, and work with internal divisions/teams to facilitate the identification and implementation of innovation and efficiency improvement actions.	Customer and Service Improvement	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Performance and Improvement officers have spent the quarter supporting the implementation of improvements and performance metrics in Customer Support, furthering their skills in these important activities. Beyond this, they have also been re-designing Council's quarterly performance framework, in the continuous effort towards improving the visibility and understanding of the organisation's performance.						

5.4 Appropriate funding and support from all levels of government

5.4.1 Advocate on behalf of the community to ensure it receives a fair share of funding and support from the Australian and Victorian governments for infrastructure, facilities and services.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.4.1.1 CP - 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.	Economic Development	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Council continues to advocate for priority projects at both State and Federal Government levels primarily through the South East Melbourne (SEM) group of Councils and City Deal. We continue to foster strong collaborative relationships with our Federal and State members and relevant Ministers and coordinate advocacy priorities in the lead up to both Federal and State elections and budgets, to ensure Cardinia Shire Council receives a fair share of funding for the local community.						

5.4.2 Work with both interface and regional Councils to strengthen advocacy campaigns to Australian and Victorian governments aimed at increasing awareness and support for joint issues.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.4.2.3 CP - Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.	Office of the General Manager - Liveable Communities	01-07-2020	30-06-2021	In Progress	25	 GREEN
Progress Comments: Continue to participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group. A pilot project for the Orange Doors project is currently being considered for the Cardinia Shire.						



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ORDINARY COUNCIL MEETING 14 DECEMBER 2020

Growth Projections

Q1 JUL - SEP 2020

ATTACHMENT 6.5.1.3



POPULATION FORECAST

Cardinia Shire is a growing community. It is important therefore that we forecast our population growth to ensure that there are adequate services and infrastructure provisions for our residence in the future.

Population 2020

120,559

Population 2041

200,238

Change 2020-41

66.09%

HOUSEHOLD GROWTH

YTD comparison to last year

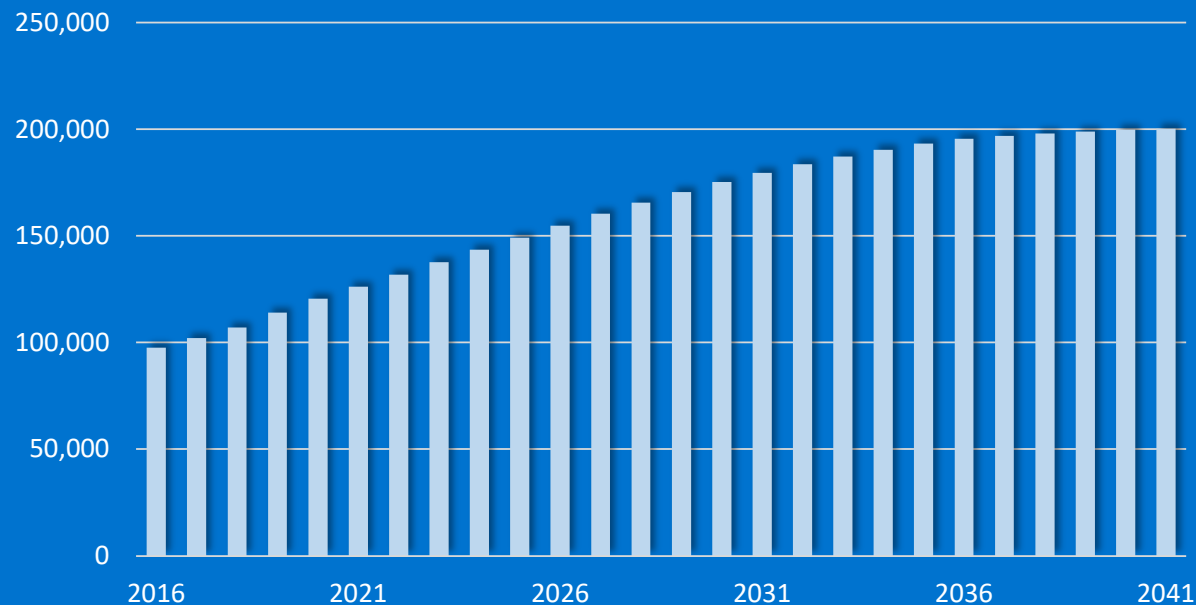
Growth Indicator



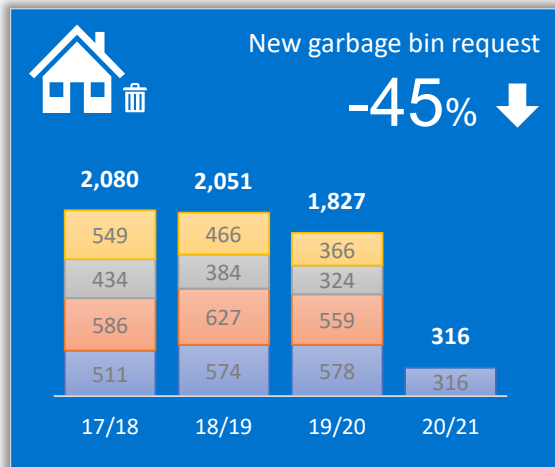
3

Number of households moving into the Shire per day

Cardinia Shire – Population Forecast



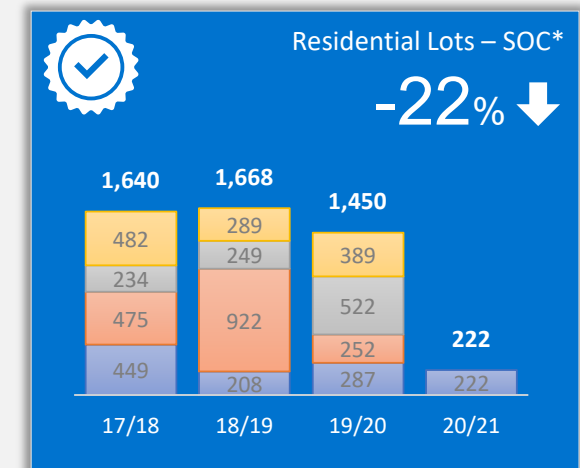
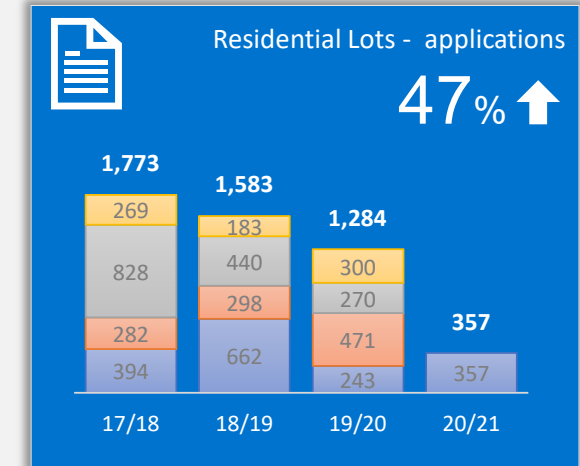
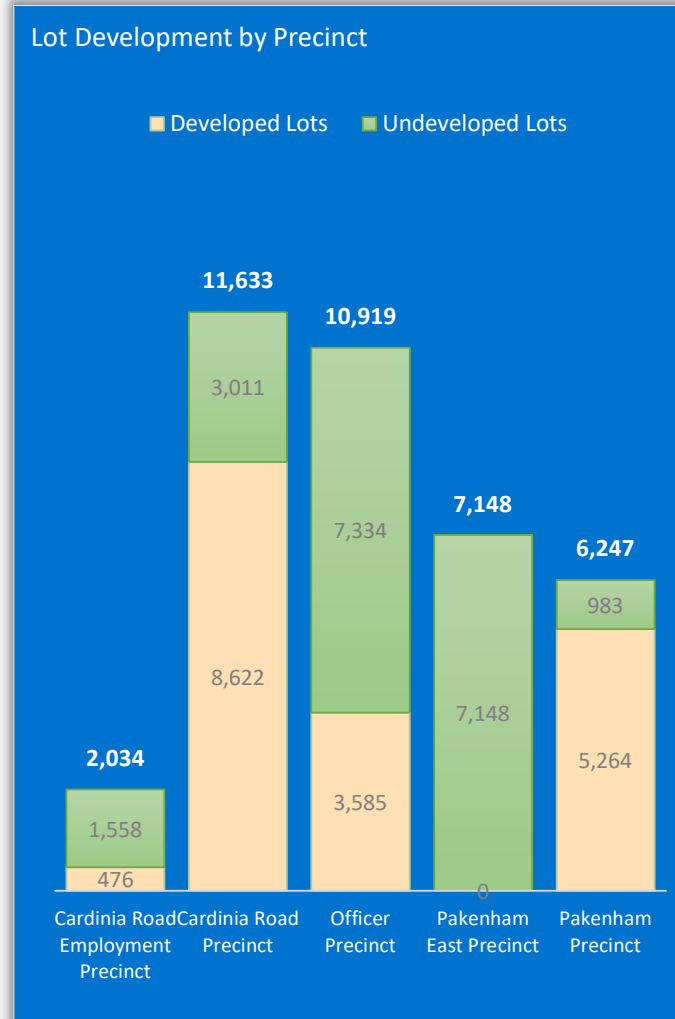
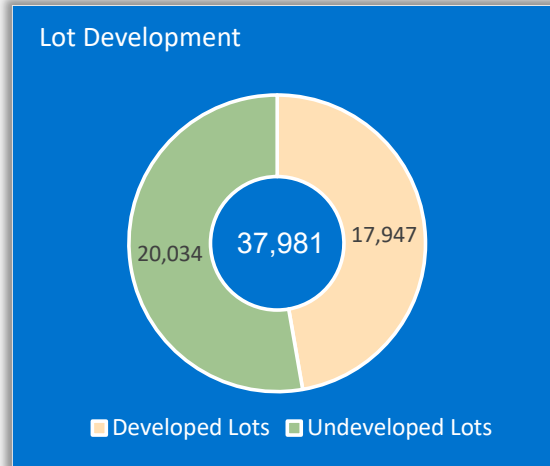
A new household garbage service is requested predominantly when a new home has been completed and ready to be occupied. This indicator can therefore represent the growth of new households within the Shire.



RESIDENTIAL LAND ACTIVITY METRICS

SUBDIVISION METRICS

YTD comparison to last year

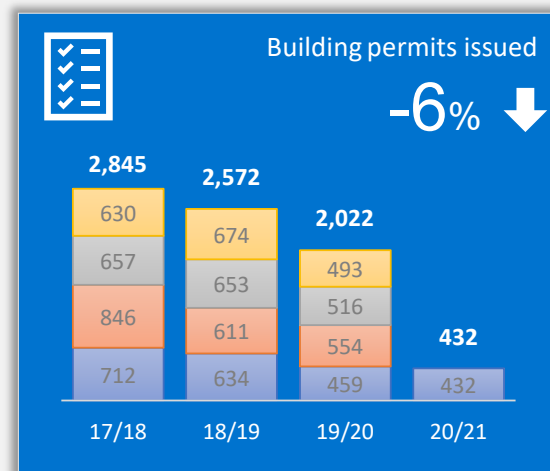
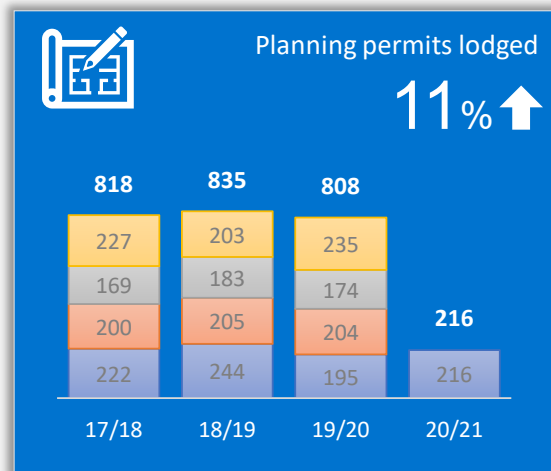


* Statement of Compliance (SOC)

Q1 JUL - SEP 2020

PROPERTY METRICS

YTD comparison to last year

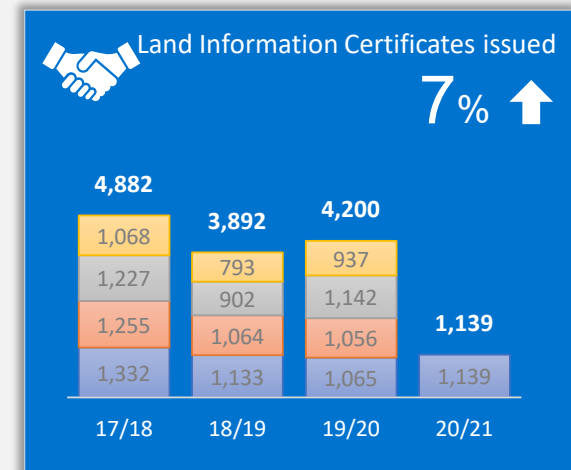
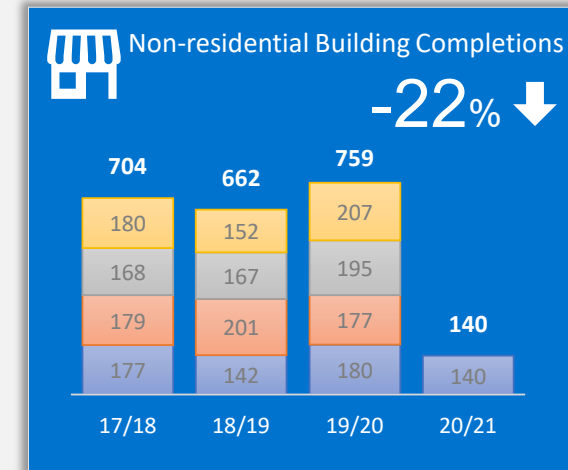
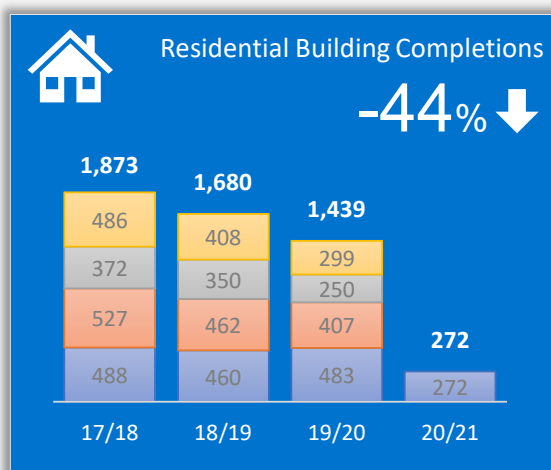


Activity within the property sector can help determine the growth rate within a municipality and therefore assist with future decision making.

Planning permits are required to make changes to a property. Changes are dependant on location, zones, overlays and particular provisions affecting a property.

Building permits are required for both new buildings and alterations to existing buildings.

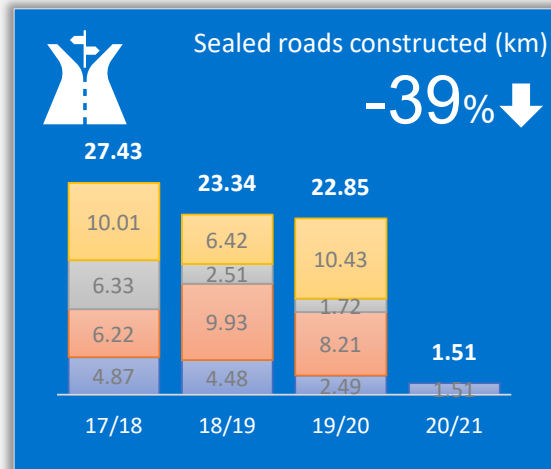
Land Information Certificates are required whenever a property changes owners. This figure includes both first home buyers and subsequent owners. It shows both growth and churn in the property market.



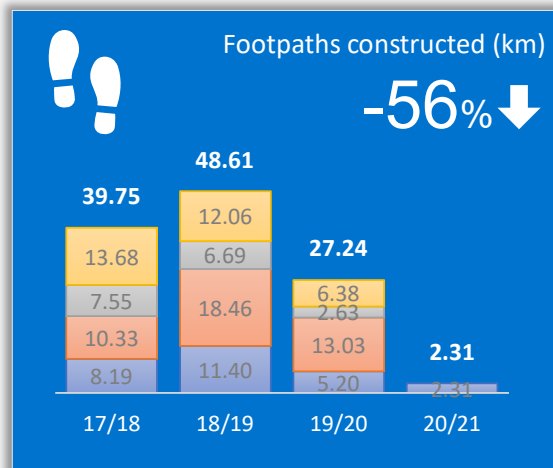
Q1 JUL - SEP 2020

INFRASTRUCTURE METRICS

YTD comparison to last year



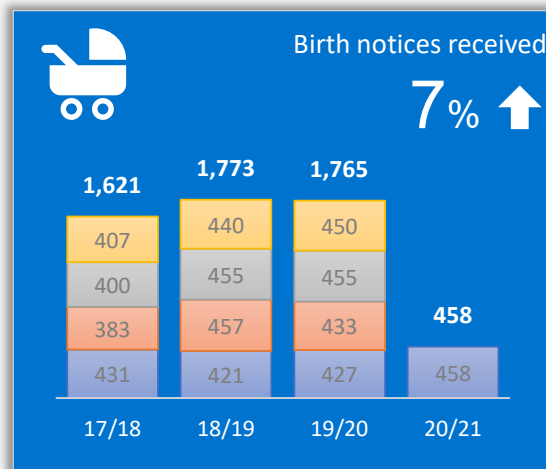
Sealed road growth is due to a combination of subdivision development and Council's sealing of unsealed roads through special charge schemes or other external funding such as Roads to Recovery.



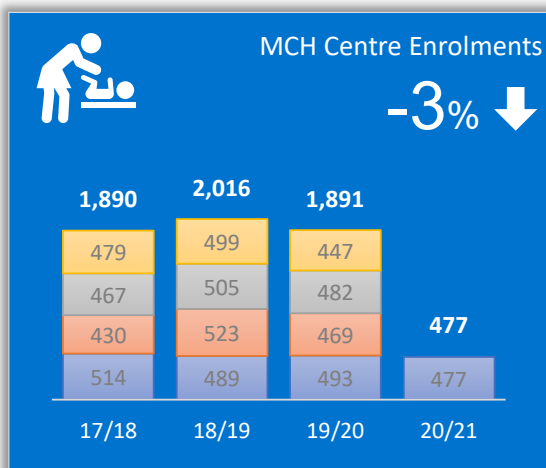
Footpath growth is due to a combination of footpaths constructed from subdivision development and Council's capital works program.

MATERNAL & CHILD HEALTH METRICS

YTD comparison to last year



Birth notices are the number of notifications received from hospitals, for newborn babies in the municipality.



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 born babies and children of families moving to Cardinia Shire.

