

## 6.5.3 Performance and Growth Reports - Q1 2021-22

**Responsible GM:** Jenny Scicluna  
**Author:** Porshia Sidhu

### Recommendation(s)

The Performance and Growth Reports for Quarter 1 2021-22 be received and noted.

### Attachments

1. Performance Report Q1 2021-22 [6.5.3.1 - 14 pages]
2. Growth Report Q1 2021-22 [6.5.3.2 - 6 pages]
3. Council Plan Initiative Progress Report Q1 2021-22 [6.5.3.3 - 14 pages]

### Executive Summary

The new Council Plan 2021-25 was adopted at the Council Meeting on Monday 21 June 2021. This is the first reporting year for the new Council Plan. The Council Plan is structured around 5 strategic objectives that underpin the overarching strategic direction for the next 4 years. Under each strategic objective is a series of strategies, initiatives and indicators. Council has committed to undertake work on 36 Council Plan initiatives during the 2021-22 financial year. All Initiatives, except one, are on track to be completed by their due dates.

The organisation service request performance for the quarter is 84%, below our target of 90% of service requests completed within service standard. The Customer Support service level (percentage of calls answered within 300 seconds) is 77% for the quarter. There has been a high level of staff turnover in the contact centre this quarter with several staff taking secondments or other permanent roles at Cardinia.

There are 7 Local Government Performance Reporting Framework (LGPRF) service measures; Time Taken to Action Animal Requests, Animals Reclaimed, Council Decision Closed to the Public, Councillor Meeting Attendance, Missed Bins, Planning Application Decisions in 60 Days and Waste Diverted from Landfill, where we have observed some variation in results, while all other metric results remain relatively stable.

Population growth within the Shire has increased this quarter. There are four households moving to the area per day, for the quarter. While subdivision land activity is starting to gain momentum, the construction of sealed roads and footpaths remains slow low due to the reduction in completed estate development.

## **Background**

### ***CEO Report***

The first quarter of 2021-22 marks a new beginning with our key strategic documents now in place and guiding our work. The significant impacts of the COVID-19 pandemic are still being felt by Council and our community, but we are continuing to work hard to deliver essential services and support our community through these challenging times.

### **The future of our shire**

Our 4 key strategic documents to guide the future of our shire are now in effect; our Council Plan 2021–25 incorporating the Community Vision 2040, Council Budget 2021–25, Financial Plan 2021–31 and Revenue and Rating Plan 2021–25.

Our key financial documents will enable us to deliver on the Council Plan while continuing to meet community needs. We've committed to delivering a significant capital works program of approximately \$98 million for 2021–22 and more than \$319 million is earmarked for capital works between 2021–25. We've also maintained a strong commitment to community services such as libraries, maternal and child health, safe and inclusive communities, and youth services.

Council is working hard to deliver all of this while keeping to the Victorian Government's rate cap of 1.5%. Our budget, financial plan and revenue and rating plan reflect our commitment to responsible financial management while continuing to deliver vital community services and infrastructure.

### **Advocacy**

We continue to work with all levels of government to lobby for action on important local issues and to influence government priorities for the benefit of our community. Council also works with other groups of Councils to facilitate investment into the broader region.

We remain committed to actively seeking grant support from the Victorian and Australian governments. For the first quarter of 2021–22, we lodged 13 grant applications and have been advised that 8 have been successful to date, securing a total of \$5.87 million.

### **Supporting our community**

The ongoing impacts of the COVID-19 pandemic continues to present significant challenges to Council and our community. We are working hard to continue to support our community and deliver essential services through these ongoing challenges and uncertainty.

Further information about Council's progress this quarter can be found on the following pages.

**Carol Jeffs**

**Chief Executive Officer**

**Cardinia Shire Council**

## ***Government Interaction***

### **Government Advocacy**

Council continues to work 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 primary concerns are to support the health and wellbeing of our staff and community, and the continuation of essential services.

Council works with all levels of Government to lobby for action on important local issues and works hard to influence government priorities that will benefit our local communities. Council also works with other groups of Councils, such as South East Melbourne and Interface Groups, to facilitate investment into the broader region.

### **Grant applications**

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 can achieve through rates and is required to have a strong focus on seeking grants.

For the first quarter 13 grant applications have been lodged and to date advice has been received that 8 have been successful for a total of \$5,876,032.

### **Legislative Program**

The staged implementation of the Local Government Act 2020 continues, and 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. The Audit Committee is monitoring this timetable.

The Gender Equality Act 2020 took effect on 31 March 2021. It requires Council to measure, report on, plan for and progress gender equality in the organisation. Importantly, the Gender Equality Act 2020 requires council to consider gender equality not only in the workforce but in policies, programs and services that the Council delivers.

## 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 initiative plan which covers 5 Key Priority Areas (KPAs). The performance of the 5 KPAs and their Council Plan Initiatives is illustrated in Figure 1. For a more comprehensive account of the initiative progress, please refer to the Council Plan Initiative Progress Report attached.

There are 36 Council Plan initiatives due to be completed during the 2021-22 financial year of which 1 initiative (3%) is off track. This initiative has indeed been commenced but has not yet reached the 25% milestone anticipated for this quarter. Please refer to Table 1 for further details.

**Figure 2. Council Plan Initiative Performance**



**Figure 3.**

**Table 1. Off-track Council Plan Initiatives**

#	Initiative	Business Unit	Executive Comment
5	2.1.1.1 CPI - Develop a municipal-wide community infrastructure plan and include relevant projects in the 10-year capital program.	Future Communities	Project commenced with community kindergarten infrastructure service planning underway. Population projection data reviewed to inform service and infrastructure demand.

**Figure 4.**

### Service Request Performance

Service requests are recorded in Council's Customer Relationship Management System (CRMS) when a request for service is made to Council via an established channel, including telephone, Council's website, and web mail. Each request type 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 84%, a 2% increase from the previous quarter. Table 3 illustrates the top 5 service categories by volume and their service level, for the quarter. A focus on improving Service Levels across these service categories is expected to have a strong effect on the overall Service Level for the organisation.

**Table 2. Top 5 Service Request Categories by Volume, and their Service Levels**

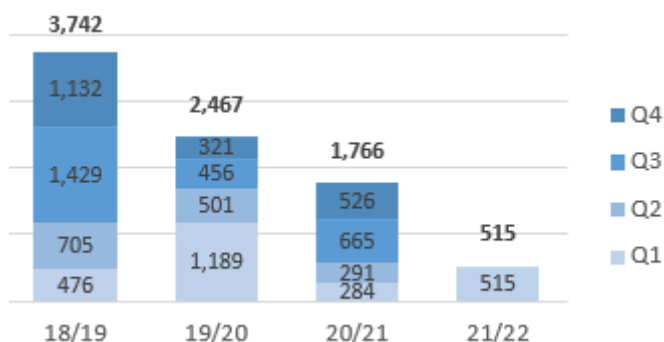
				90% target
1	Waste – Kerbside Bin	3000	94%	
2	Waste – Kerbside Bin - Order/Cancel Service	1342	98%	
3	Trees and vegetation on Public or Council land	987	44%	
4	Rates	824	86%	
5	Planning	744	90%	

**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 increased by 5% compared to the same time last year. Operations has reduced the cost of the road grading service through returning to an inhouse team only, without any significant impact on request volumes.

The current service level for unsealed road related requests is 65%. Figure 2 below, shows that there was an 81% increase in the number of unsealed road services requests compared to the same time last year. This variability is most likely due, however, to the significant decrease in unsealed road related requests seen across the same period last year. Comparing to first quarter totals for previous years, we can see that the 515 service requests that were lodged during the first quarter this year appear to be a result that is within the bounds of expectation.

**Figure 5. Unsealed road service requests due**



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 two 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 delivers 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 under review, and further details 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 is 83% lower than the same time last year. Last year's significant increase in this area was due to the availability of resources, a combination of both internal staff and contractors, at that time. The number of linear metres of underground drains cleared, during the first quarter this year, has increased by 176% compared to the same time last year. This result was due to an increase in demand for drainage pipe and pit cleaning and is not considered unusual for this time of the year. The current service level for drainage related requests is 60%. As the drainage service requests are also managed through the Reflect system, it is expected that the integrated solution will also affect the service level results for this service area.

***Waste Management Performance:***

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.

The average volume of garbage to landfill per household is 521kg to date this financial year. The amount of garbage waste to landfill is 4% lower than compared to the same time last year. The amount of recycled waste is 5% higher and the amount of green waste is 14% higher, both in comparison to the same time last year. The service level achieved for waste management requests this quarter was 95%, above the organisation's 90% target.

**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 300 seconds. At Cardinia, our current Service Level target is 80%. The Service Level for the quarter is 77%. The average wait time for a customer in the call queue last quarter was 136 seconds. After Call Work Time is the average time taken by Customer Support officers to finalise call details. The result this quarter was 124 seconds, which is 19 seconds above the target. The Abandoned Call rate is 11.3% this quarter, above the target of 3%.

There has again been significant turnover of staff in the Customer Support team over the last quarter. This is due to team members taking secondments or finding new permanent roles within Cardinia, and has resulted in a period of understaffing, particularly across the second half of the quarter, that has affected service level. During the last month of the quarter, there has again been significant recruiting activity aimed at filling the open positions in the team, with three new team members recently entering training.

### **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.

The time taken to action animal requests has decreased slightly while the rate of animals reclaimed has increased to 43%. The time taken to action food complaints has remained stable at 1.48 days. Council decisions closed to the public decreased to 3.8%, given that only 3 matters have been considered at meetings closed to the public this year. The councillor attendance rate at meetings is at 92%. A by-election for Westernport Ward was held in July 2021, following the passing of our much-respected councillor Ray Brown. Our new councillor for Westernport Ward, Cr Kaye Cameron, was sworn in on 9 August 2021.

Cardinia sealed roads maintained to condition standards has increased slightly to 98.67%. Maternal and Child Health enrolments and the 4-week Key Ages and Stages (KAS) participation rates remain high. The percentage of planning applications decided in 60 days has dropped to 56%, primarily because of pandemic related disruptions. Half of planning decisions made by Council have been upheld at VCAT. The percentage of kerbside bins collection missed has decreased to 9.9%, similar to last 3 years of results. At the same time, the percentage of waste diverted from landfill is 47.2%.

### ***Growth Summary***

Residential development activity drives much of the growth in demand for Council's services and facilities. There are 4 main precincts across the Shire in which residential land is currently in development. On 21 January 2021 the structure plan for the Pakenham East Precinct was approved and the development has now begun. There are over 19,000 lots still to be developed across the Shire, the majority of which being within the Officer and the Pakenham East precincts. Residential land development in the Shire had varied results this quarter. The number of residential subdivision lot applications lodged is 2% higher compared to the same time last year. The number of residential lots issued a statement of compliance is 31% higher compared to the same time last year.

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 is 23% higher than the same time last year. Residential building completions is trending upwards, with 291 residential building completions processed this quarter. The number of residential building completions processed is 1% higher than 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 received is 18% higher than the same time last year. The household growth rate in the Shire is four 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 487 births in the Shire this quarter. Birth notifications are 6% 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. Enrolments are 7% higher 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 2.02 KMs of sealed roads constructed this quarter. Sealed road construction is 29% 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 3.46 KMs of footpaths constructed this quarter. The length of footpaths constructed is 15% lower than the same time last year. The construction of both sealed roads and footpaths has slowed due to the reduction in completed estate development.

### **Policy Implications**

Nil

### **Relevance to Council Plan**

5.1 We practise responsible leadership

5.1.1 Build trust through meaningful community engagement and transparent decision-making.

5.1.4 Maximise value for our community through efficient service delivery, innovation, strategic partnerships and advocacy.

### **Climate Emergency Consideration**

Not Applicable

### **Consultation/Communication**

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

### **Risk Assessment**

Not Applicable

### **Financial and Resource Implications**

Nil

### **Conclusion**

This is the first quarterly report for the 2021-22 year. Council committed to undertake work on 36 Council Plan initiatives during this period, of which 35 initiatives are on track. The organisation service request Service Level was 84% and the Customer Support call Service Level was 77% for the quarter. The LGPRF service measures results remain relatively stable.



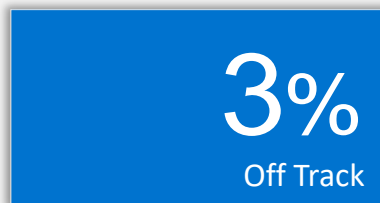
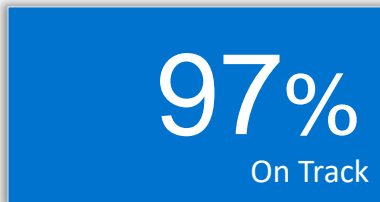
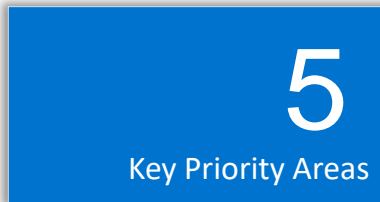


# PERFORMANCE REPORT

Q1 JUL – SEP 2021

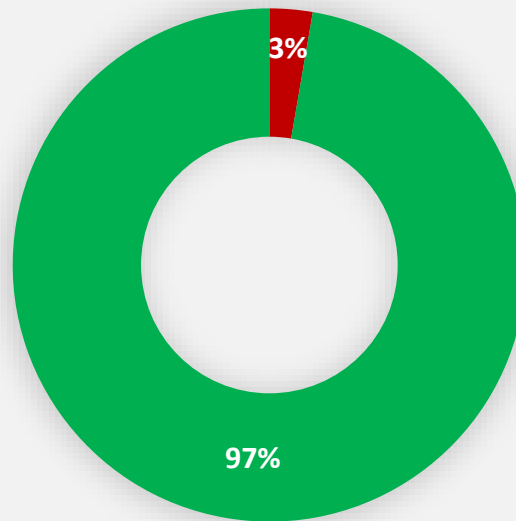
Q1 JUL - SEP 2021

## COUNCIL PLAN



## COUNCIL PLAN INITIATIVE PERFORMANCE

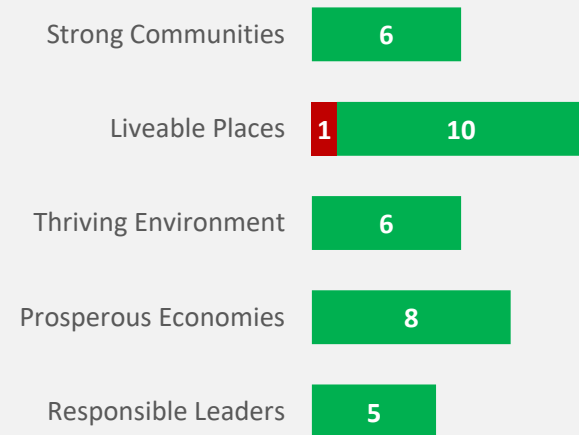
The Council Plan sets out a medium to long-term vision for how Council respond to community needs and the opportunities and challenges facing Cardinia Shire. The performance of the Council Plan is illustrated below.



■ 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 Initiatives are illustrated below.



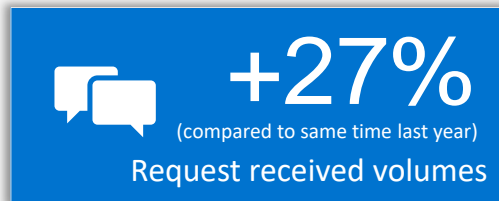
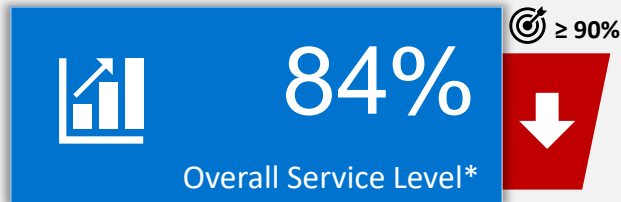
■ Completed ■ Off Track ■ On Track

# Service Request Performance – Whole Organisation



Q1 JUL - SEP 2021

## PERFORMANCE METRICS



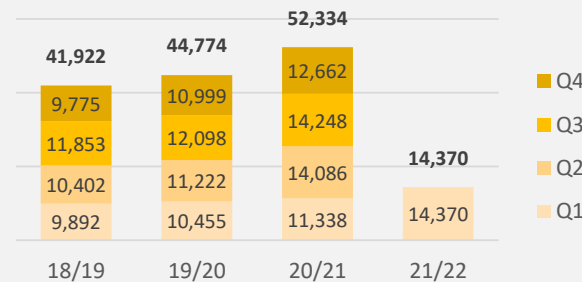
## WHAT DOES SERVICE LEVEL MEAN?

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%.

## REQUEST STATISTICS

### Request received volume



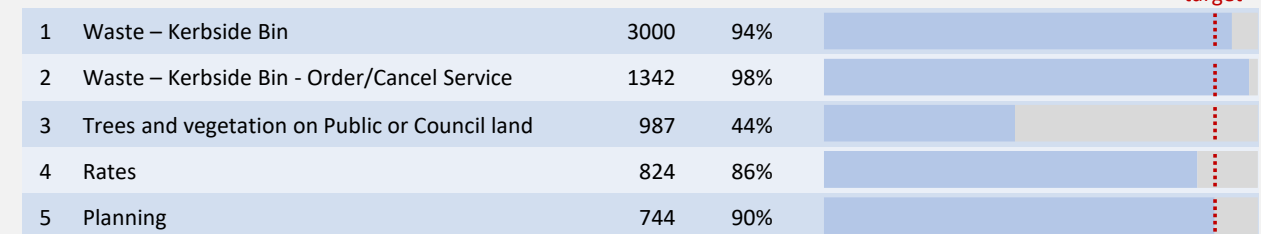
### Service quality

[Customer Satisfaction metric]

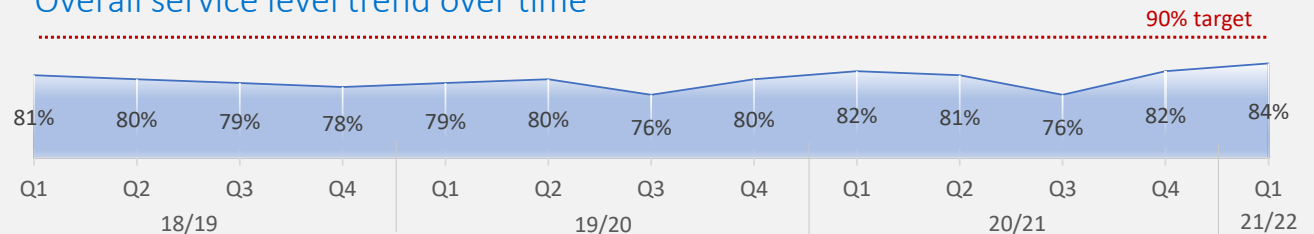


## REQUEST PERFORMANCE

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



### Overall service level trend over time



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

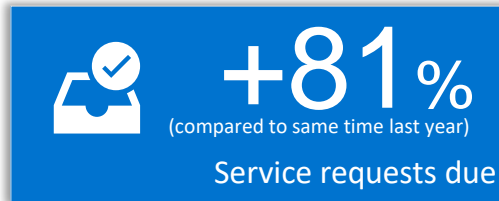
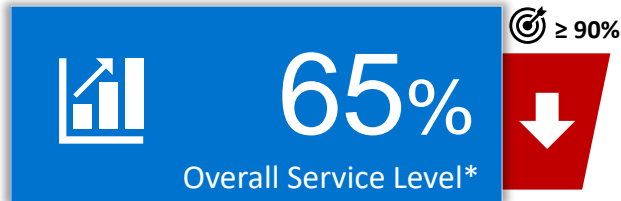
# ORDINARY COUNCIL MEETING 15 NOVEMBER 2021

## Unsealed Roads Performance



Q1 JUL - SEP 2021

### PERFORMANCE METRICS

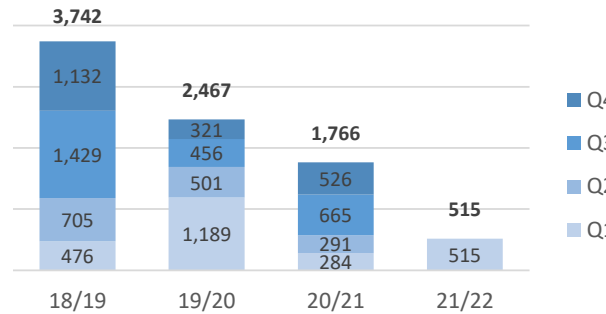


### WHAT IS ROAD GRADING EFFORT?

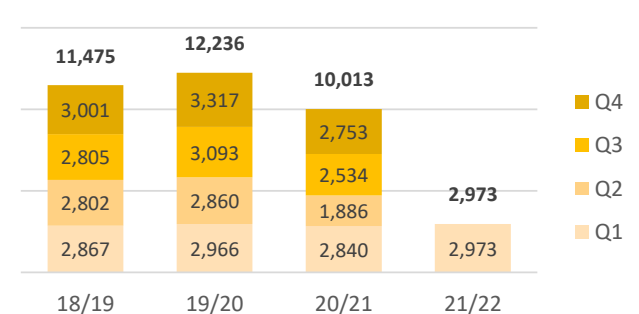
Road grading effort is the total hours spent on the roads doing maintenance work with our graders and heavy rollers. This includes both in house resources and additional resources from our contract partners.

### UNSEALED ROAD STATISTICS

Service requests due



Road Grading effort (hours)

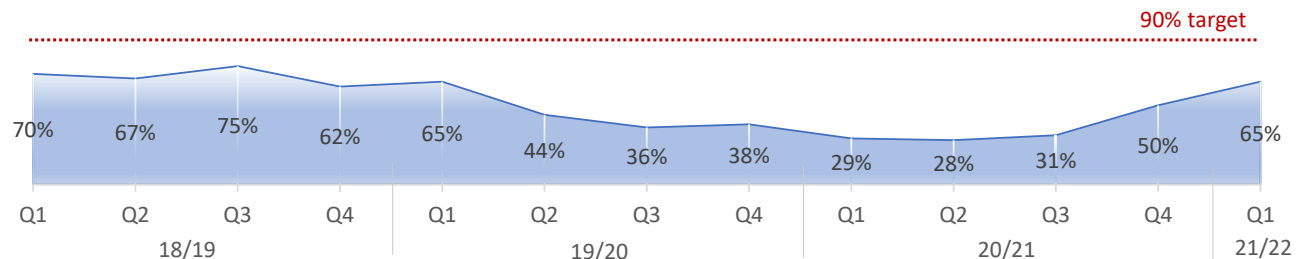


### UNSEALED ROAD PERFORMANCE

Service request types by volume, standard and service level

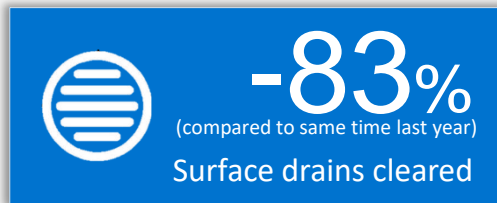
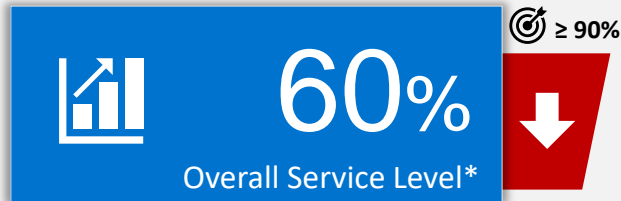
Request Type	Volume	Standard	Service Level	Percentage	Target
1 Corrugation or pothole complaint	347	3 days	68%	68%	90% target
2 Other complaint (request to grade)	144	3 days	61%	61%	90% target
3 Slippery surface complaint	24	3 days	46%	46%	90% target

Overall service level trend over time



Q1 JUL - SEP 2021

## PERFORMANCE METRICS

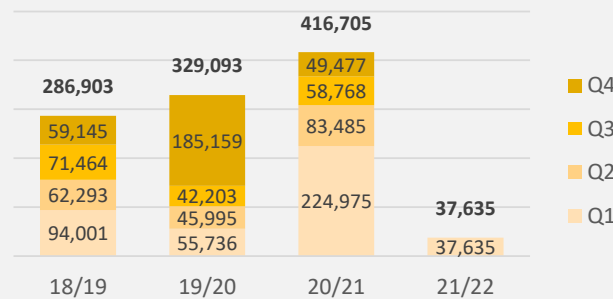


## HOW ARE OUR DRAINS MAINTAINED?

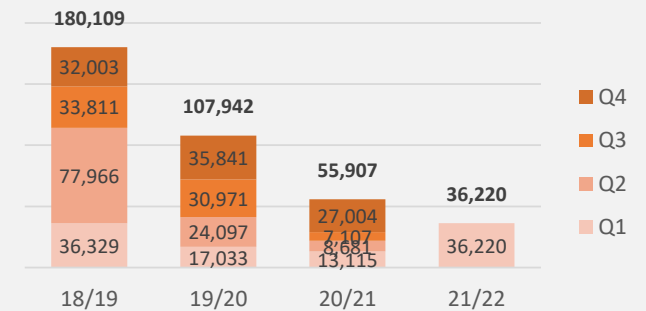
Surface drains are cleaned out using a maintenance system that is driven by proactive inspections and reactive works, and supplemented by responding to flooding issues following storms. Works are prioritised based on risk to property or person.

## DRAINAGE STATISTICS

Surface drains cleared (linear metres)



Underground drains cleared (linear metres)

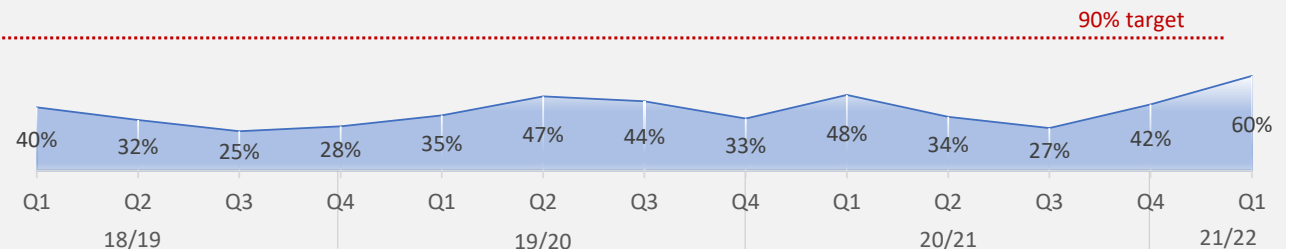


## DRAINAGE PERFORMANCE

Service request types by volume, standard and service level

Request Type	Volume	Standard	Service Level	Completion %	Target
1 Surface drain (drainage)	175	3 days	53%	53%	90% target
2 Underground drain (drainage)	76	3 days	53%	53%	90% target
3 Pits (drainage)	69	5 days	87%	87%	90% target

Service level trend over time

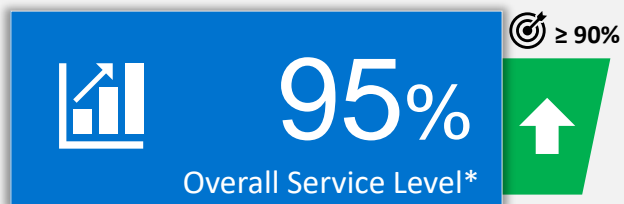


# Waste Management Performance



Q1 JUL - SEP 2021

## PERFORMANCE METRICS

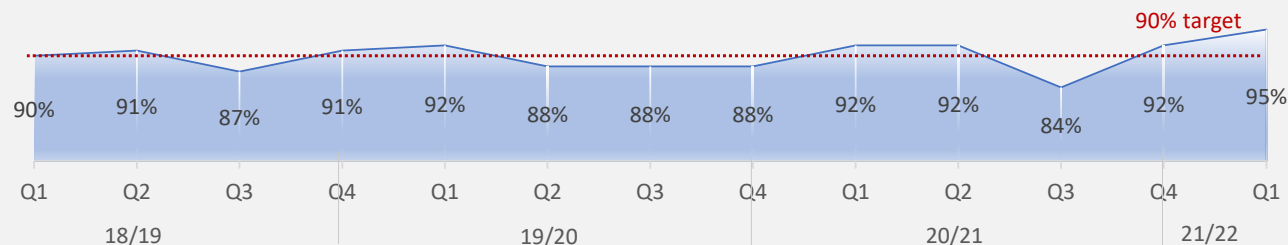


## WASTE MANAGEMENT PERFORMANCE

Top 15 Service request types by volume, standard and service level

Rank	Service Request Type	Volume	Standard	Service Level	Target
1	Bin Damaged 120lt Waste	752	15 days	100%	90%
2	Bin Not Emptied Waste	679	3 days	86%	90%
3	New 120lt Waste & Recycling Service	349	5 days	97%	90%
4	Bin Damaged 240lt Recycling	297	15 days	99%	90%
5	Service Information - Waste or Recycling	293	15 days	99%	90%
6	New Garden Waste Service 240 Litre	262	days	98%	90%
7	Bin Missing 120lt Waste	211	15 days	100%	90%
8	Bin Not Emptied Green Waste	193	3 days	86%	90%
9	Bin Not Emptied Recycling	178	3 days	85%	90%
10	Service Information	159	52 days	81%	90%
11	120 litre New Garden Waste Service	140	days	100%	90%
12	Additional 120lt Waste	100	20 days	99%	90%
13	Bin Missing 240lt Recycling	86	15 days	100%	90%
14	Additional Recycling	78	20 days	100%	90%
15	Bin Damaged 80lt Waste	75	15 days	100%	90%

Service level trend over time



# Waste Disposal and Recovery Performance



Q1 JUL - SEP 2021

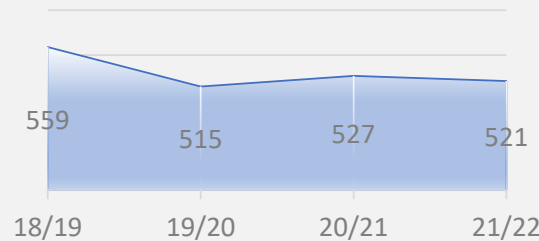
## PERFORMANCE METRICS



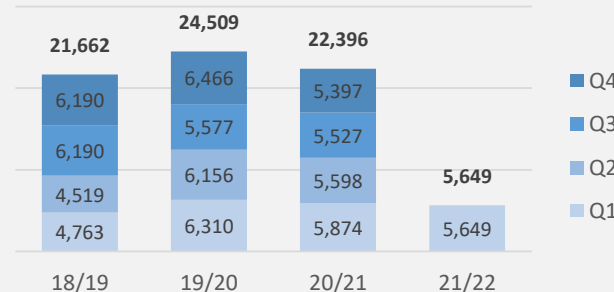
## DISPOSAL STATISTICS

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)

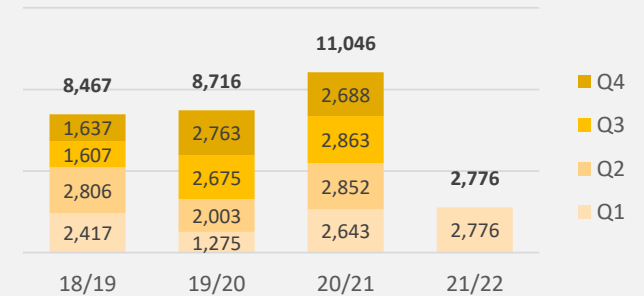


Garbage waste to landfill (tonnes)



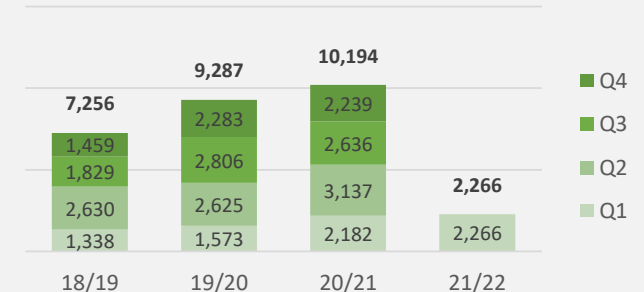
## RECOVERY STATISTICS

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)

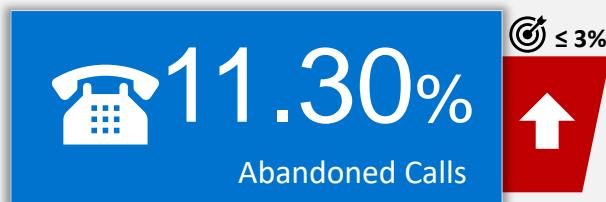
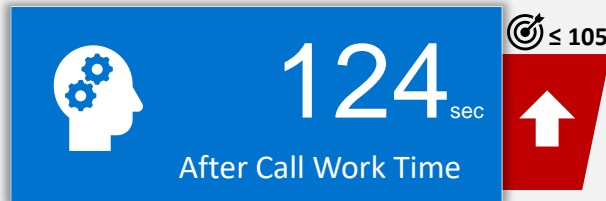
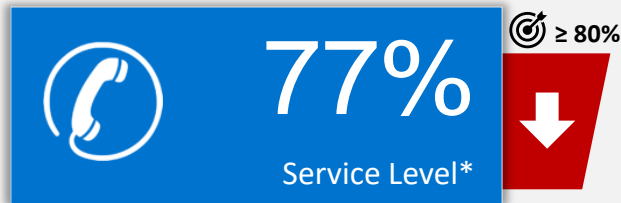


ORDINARY COUNCIL MEETING 15 NOVEMBER 2021

# Customer Support Call Performance

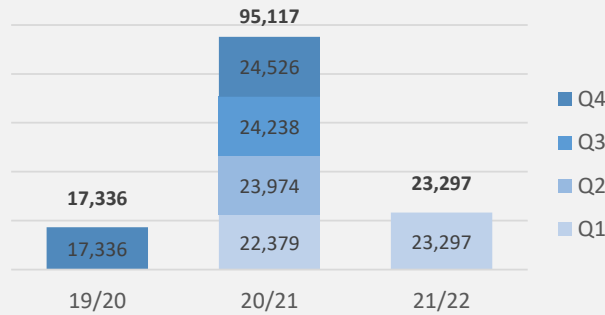
Q1 JUL - SEP 2021

## PERFORMANCE METRICS

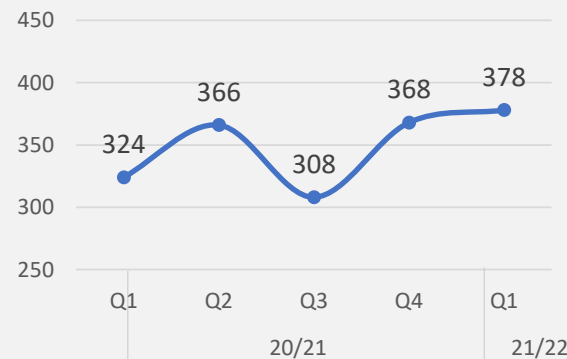


## CALL STATISTICS

Call volumes (answered and abandoned)

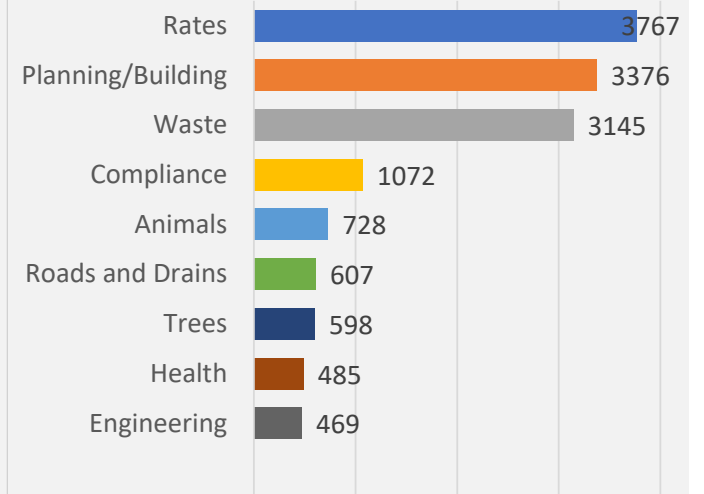


Average Handling Time (Seconds)



## ENQUIRY TYPE

Enquiry type volumes



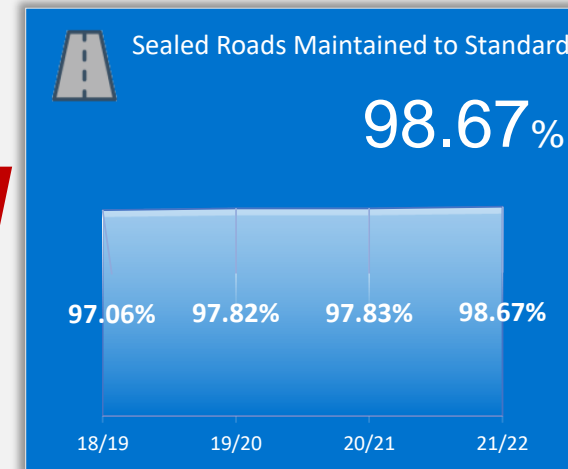
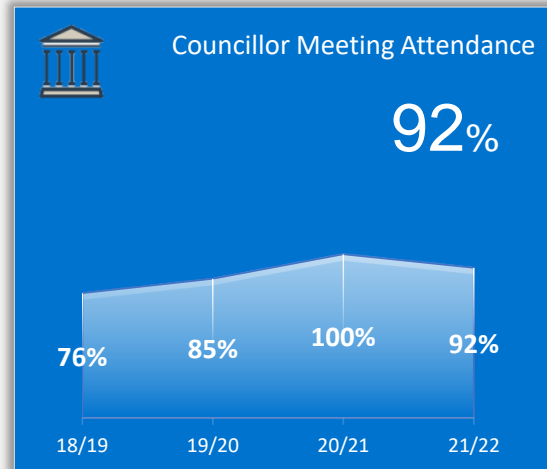
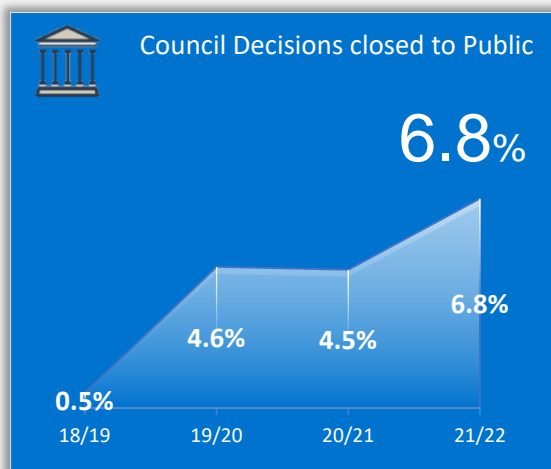
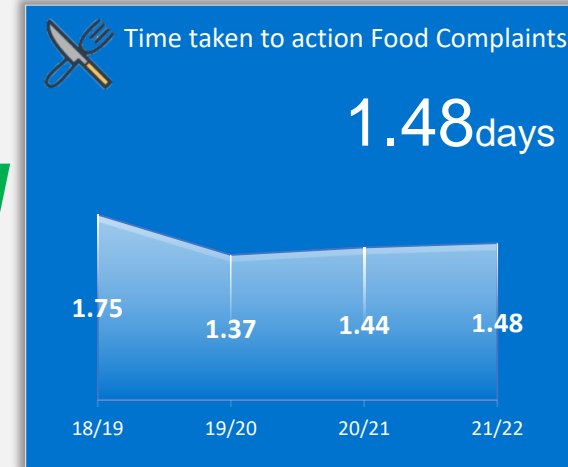
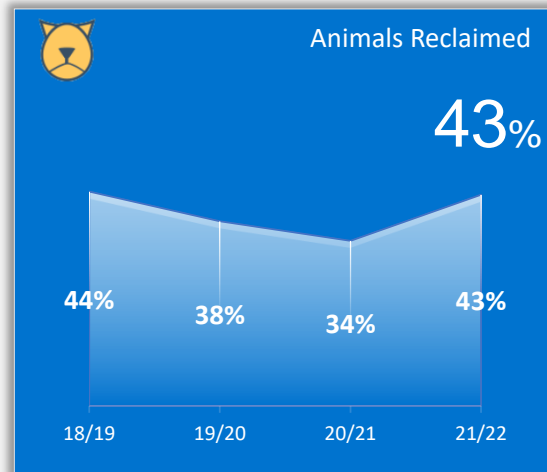
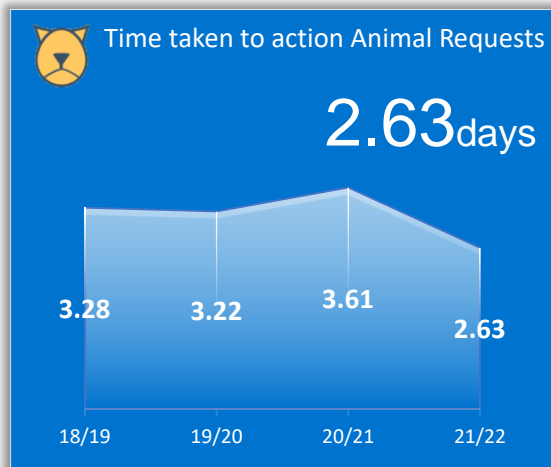
## WHAT DOES SERVICE LEVEL MEAN?

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

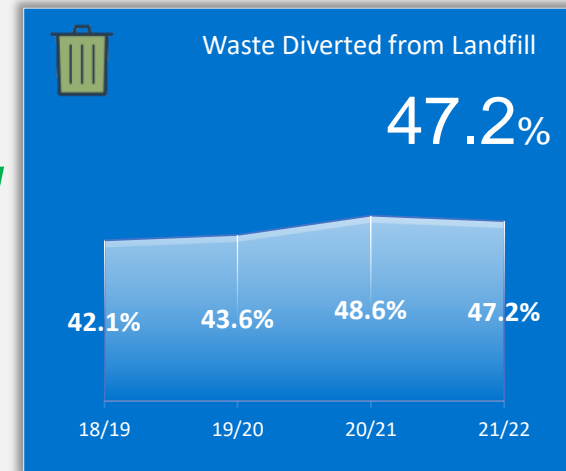
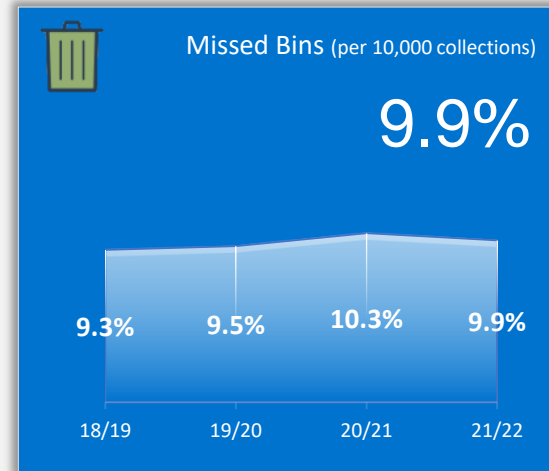
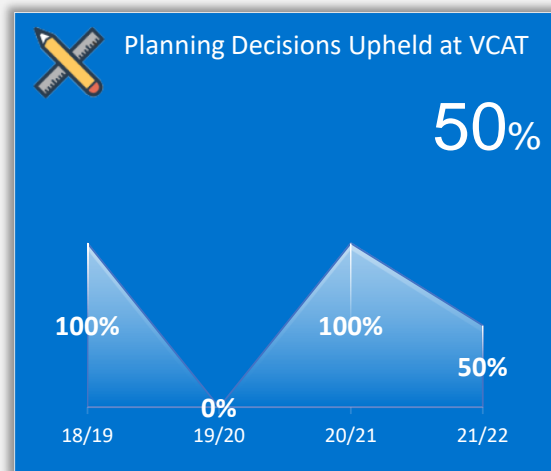
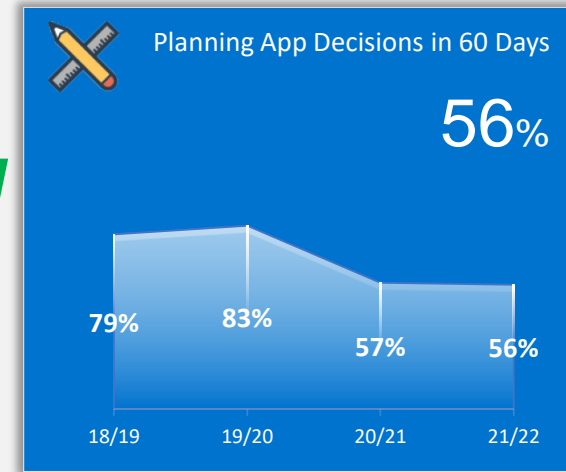
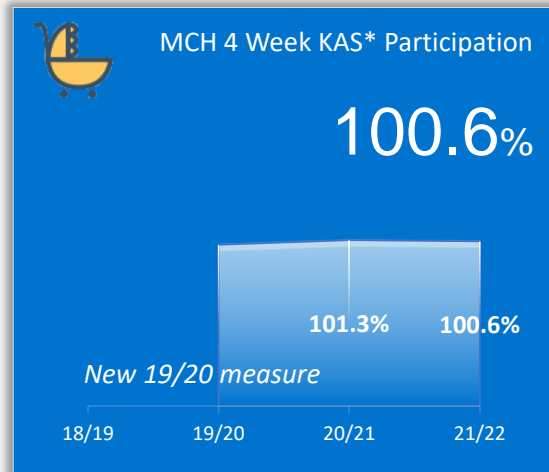
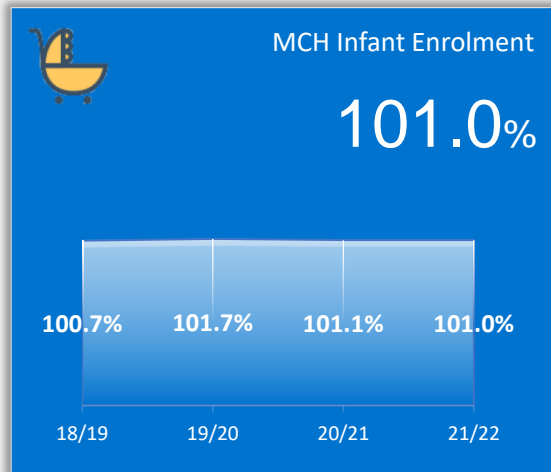
The Service Level displayed on this report is measuring the percentage of calls that were answered within 300 seconds.



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.



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 15 November 2021

\* Key Ages and Stages (KAS)

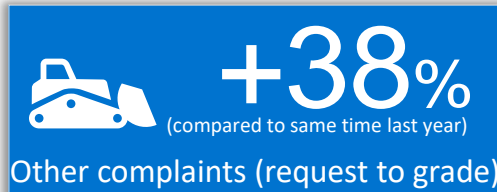


# Unsealed Roads Performance



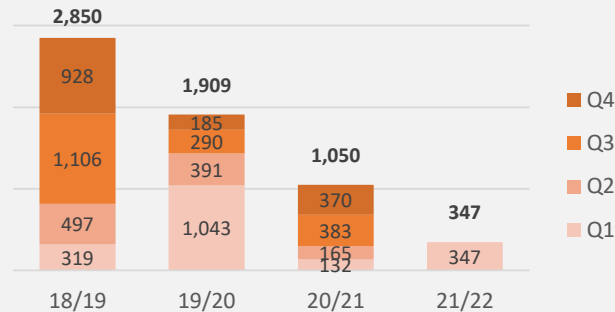
Q1 JUL - SEP 2021

## PERFORMANCE METRICS



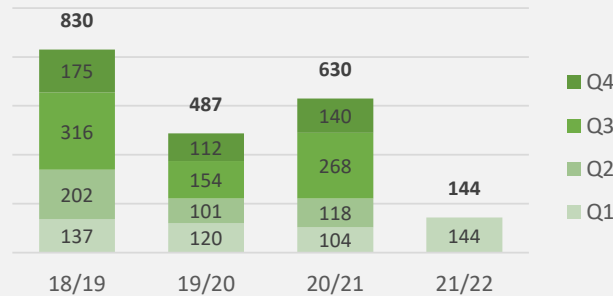
## UNSEALED ROAD SERVICE REQUEST STATISTICS

Corrugation or pothole complaints

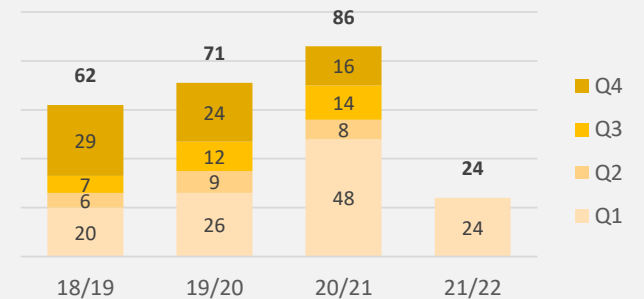


The reduction in service requests reflects a significant improvement in the service performance of our unsealed roads. Council have changed a number of work practices including introducing road refurbishments, better management of road profile and materials, increased heavy compaction and increased overall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

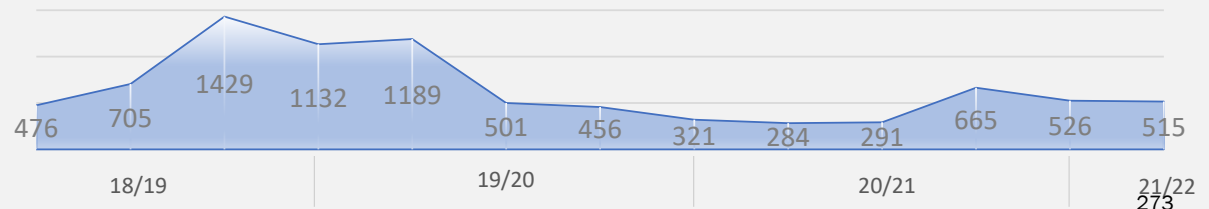
Other complaints (request to grade)



Slippery surface complaints



Service request trend over time



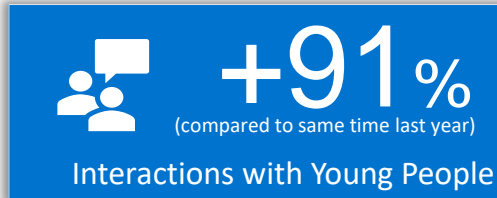
ORDINARY COUNCIL MEETING 15 NOVEMBER 2021

# Youth Engagement Performance

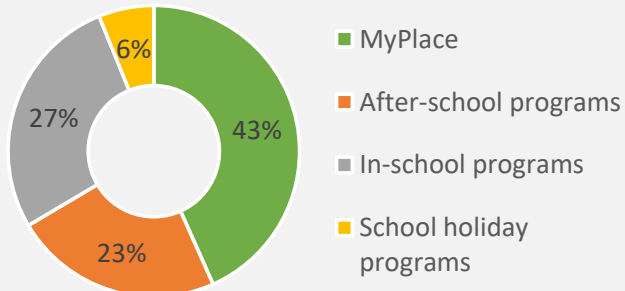


Q1 JUL - SEP 2021

## PERFORMANCE METRICS



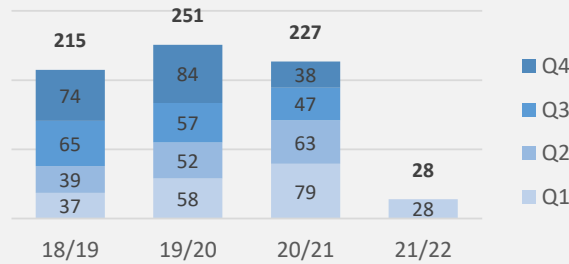
## HOW DO OUR YOUTH INTERACT WITH US?



Ordinary Council Meeting 15 November 2021

## YOUTH SUPPORT PROGRAM STATISTICS

### Number of young people offered support

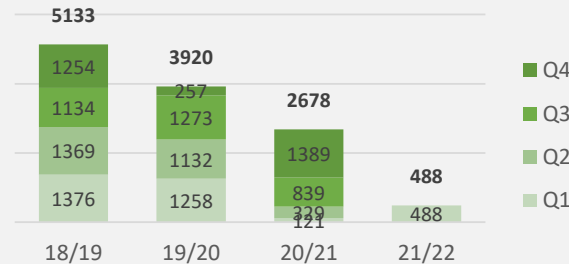


The Youth Support Program is a free and confidential service which offers young people with information, advice and practical support (short and medium-term). The program is flexible, accessible to all young people and is respectful of race, gender, sexuality or religion.

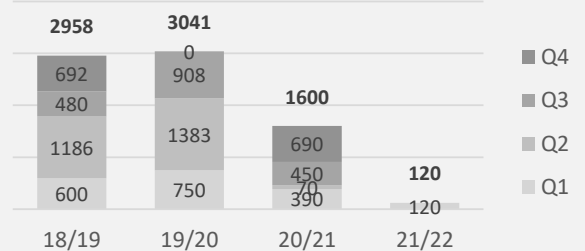
The graph illustrates the number of young people provided with more than one episode of support from a dedicated Youth Support Officer.

## INTERACTION STATISTICS

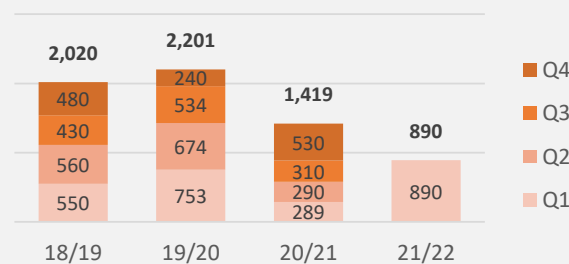
### MyPlace volumes



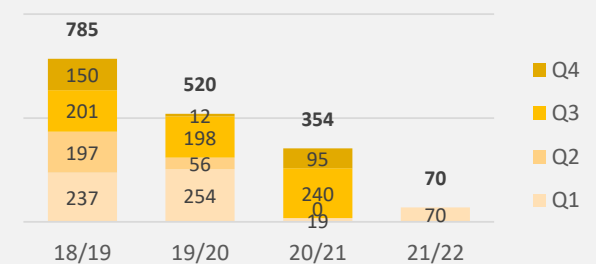
### In-school programs/workshop volumes



### After school program volumes



### School holiday programs/Portsea Camp



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](http://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



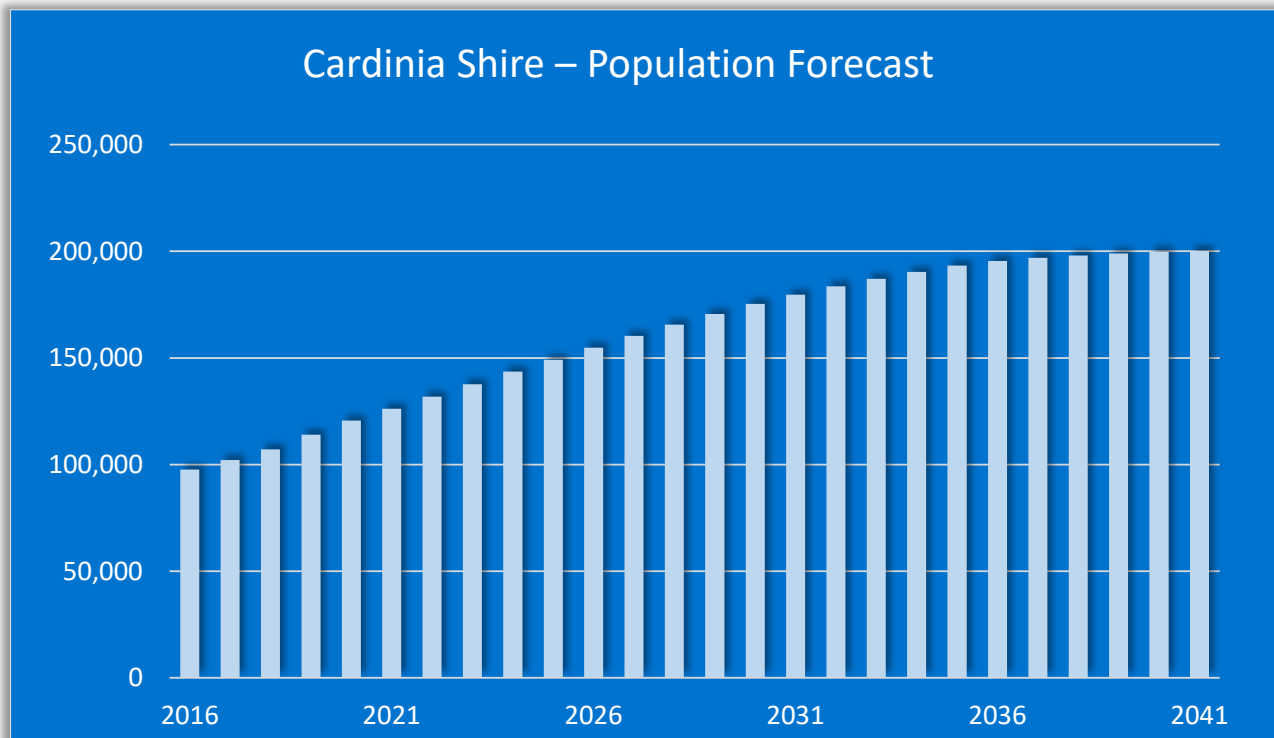
# GROWTH REPORT

Q1 JUL – SEPT 2021

Q1 JUL – SEPT 2021

## 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.

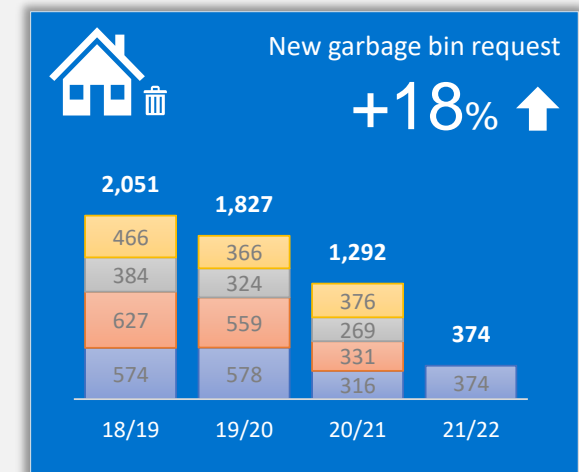


## HOUSEHOLD GROWTH

*YTD comparison to last year*



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.



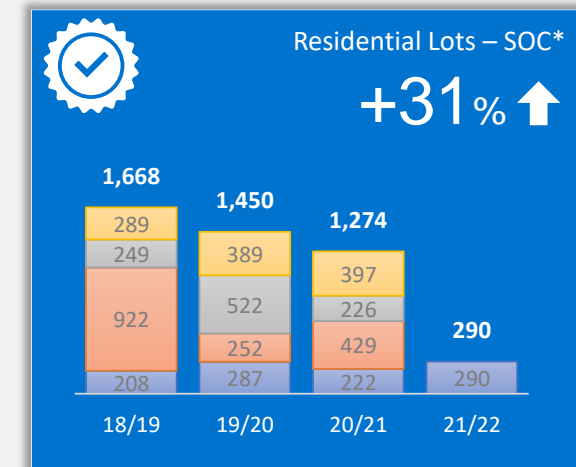
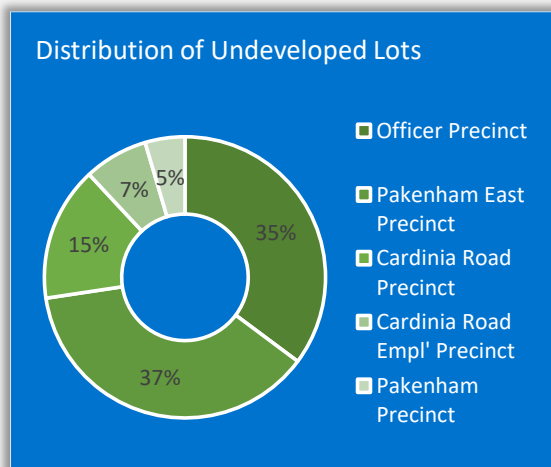
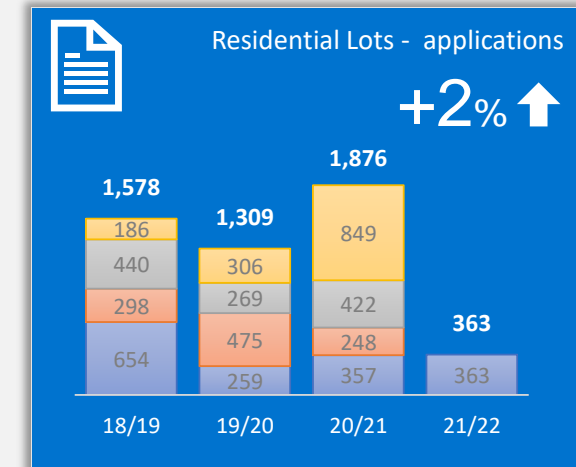
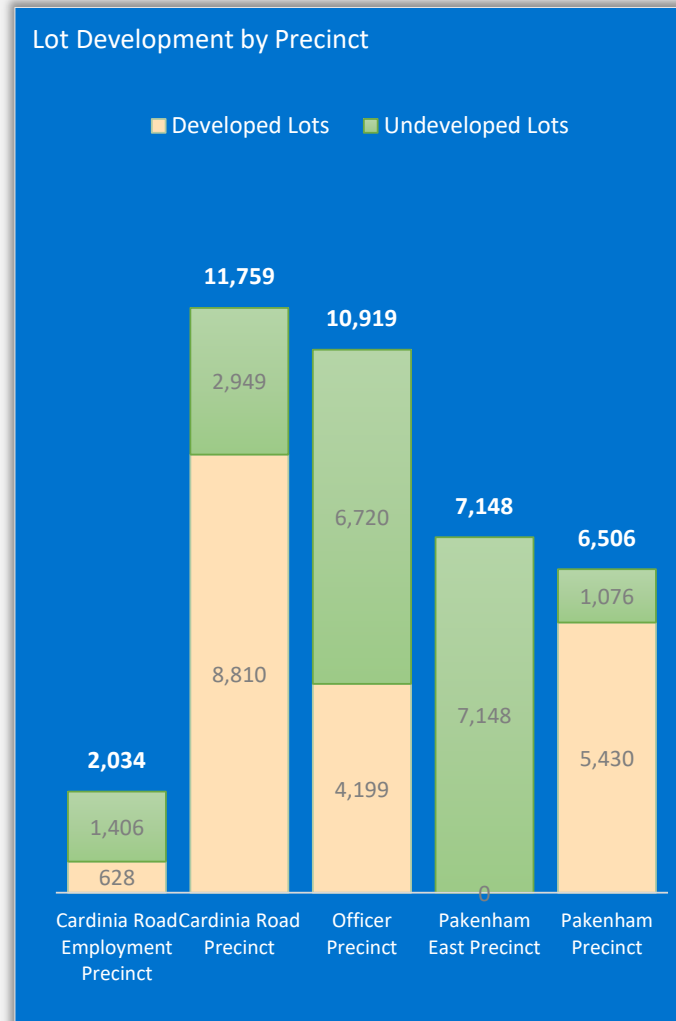
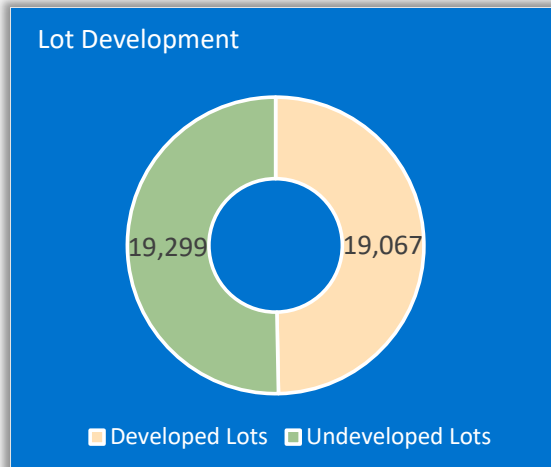


Q1 JUL – SEPT 2021

## RESIDENTIAL LAND ACTIVITY METRICS

## SUBDIVISION METRICS

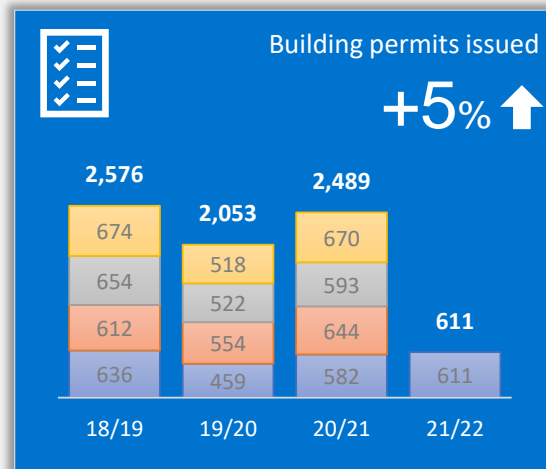
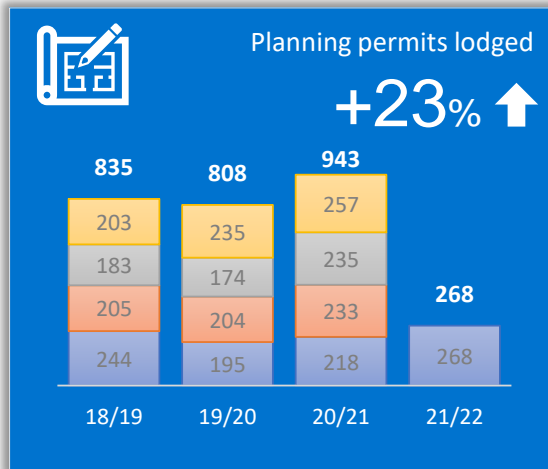
YTD comparison to last year



Q1 JUL – SEPT 2021

## PROPERTY METRICS

*YTD comparison to last year*

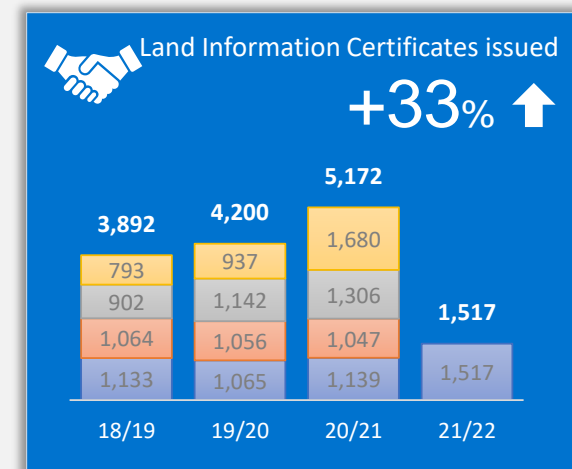
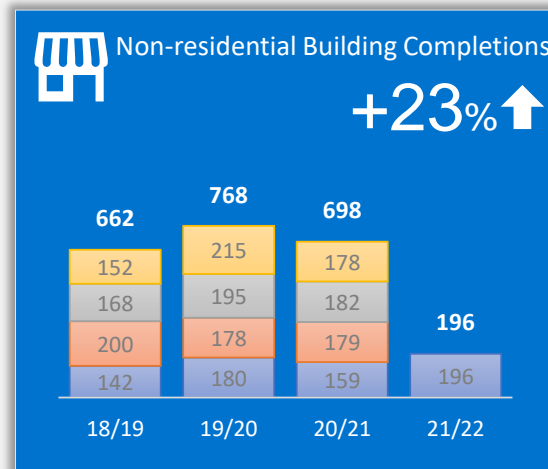
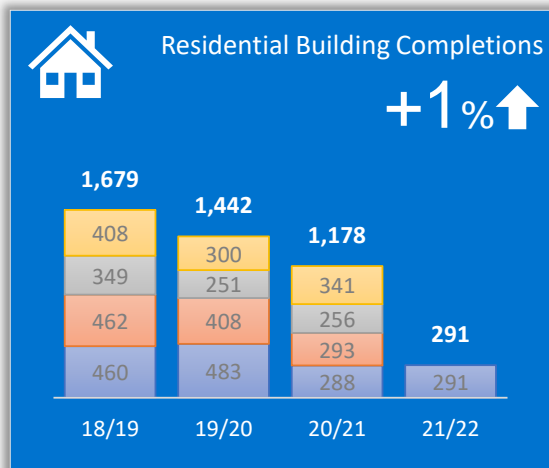


Activity within the property sector can help determine the growth rate within a municipality and therefore assist with future decision making.

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.

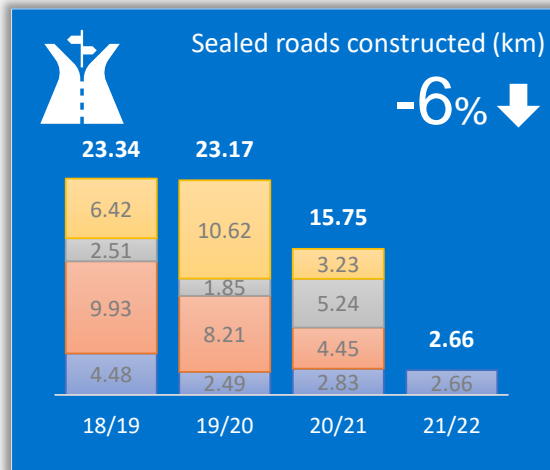
Land Information Certificates are required whenever a property changes owners. This figure includes both first home buyers and subsequent owners. It shows both growth and churn in the property market.



Q1 JUL – SEPT 2021

## INFRASTRUCTURE METRICS

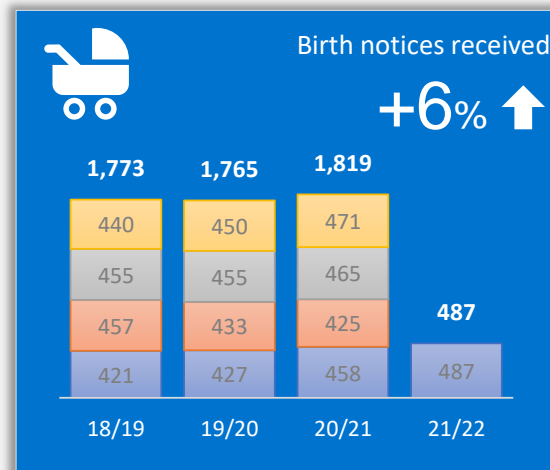
YTD comparison to last year



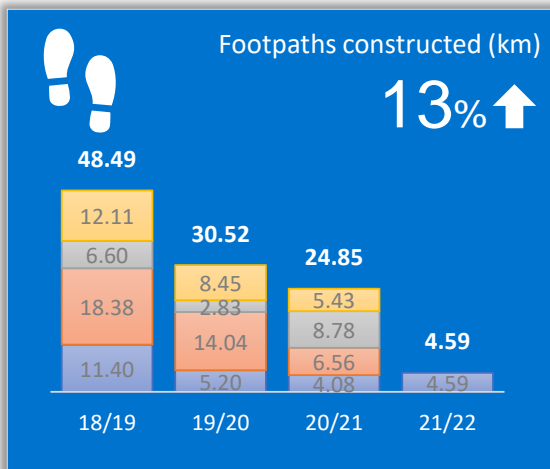
Sealed road growth is due to a combination of subdivision development and Council's sealing of unsealed roads through special charge schemes or other external funding such as Roads to Recovery.

## MATERNAL & CHILD HEALTH METRICS

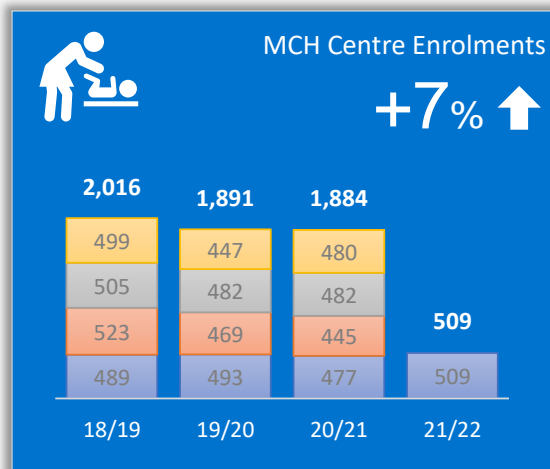
YTD comparison to last year



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



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



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.





# Cardinia Initiative Performance Report

Cardinia Shire Council

cammsstrategy

Print Date: 27-Oct-2021

Applied Filters  
Date Select: 01-Jul-2021 - 30-Sep-2021  
Hierarchy: ORG Hierarchy  
Hierarchy Level: Organisational  
Hierarchy Node: Organisation  
Initiative Filter: Council Plan Initiatives

## INITIATIVE SUMMARY

BY PERFORMANCE

---

**1** OFF TRACK

---

**35** ON TRACK

---

**0** NO TARGET SET


---



## Customer, People and Performance


### Communications and Engagement

#### Communications and Engagement Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
5.1.1.1 CPI - Implement the Community Engagement Policy, exceeding legislative requirements for community engagement.	Kat Hodgins - Coordinator Communications & Engagement	01-07-2021	30-06-2022	In Progress	25	 GREEN
Progress Comments: A number of engagement projects were implemented in the first quarter, including Open Air Burning, Disability Action Plan, and the 2022 Playground Projects.						
Last Updated - 02/09/2021						

### Customer and Service Improvement

#### Customer and Service Improvement Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
5.1.3.1 CPI - Publicly report the organisation's performance on a quarterly basis, including customer service outcomes.	Peter Philp - Manager Customer and Service Improvement	01-07-2021	30-06-2022	In Progress	25	 GREEN
Progress Comments: Council continues to publish the Quarterly Performance Report to the community via Council's website and in the public papers of the general council meeting following each financial year quarter. The Quarterly Performance Report includes a broad range of performance outcomes, including customer service.						
Last Updated - 11/10/2021						

### Finance






#### Finance Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
5.1.2.1 CPI - Develop a long-term financial plan that ensures financial sustainability.	Scott Moore - Chief Finance Officer	01-07-2021	30-06-2022	Not Started	0	 GREEN
Progress Comments: The 10 year long term financial plan was developed in the 2020-2021 financial year in accordance with the requirements of the Local Government Act 2020. This plan will be reviewed as part of the 22/23 budget development process which is due to commence in November 2021.						
Last Updated - 11/10/2021						

## Governance, Facilities and Economy






### Arts, Advocacy and Economy

#### Arts, Advocacy and Economy Initiatives


Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<p>1.1.2.1 CPI - Support the delivery of an annual calendar of events and programs that celebrate our diverse community, its arts and culture.</p> <p>Progress Comments: Annual events calendar disrupted by COVID lockdowns - moved to creating online content (workshops and engagements) and planning for "whats on cardinia festival" collaboration with Eco Dev. re-planning 2022 in light of covid impacts for CCC and Hills Hub art space</p> <p>Last Updated - 11/10/2021</p>	James Fischer - Coordinator Arts and Creative Industries	01-07-2021	30-06-2022	In Progress	25	 GREEN
<p>1.1.3.1 CPI - Advocate for funding to construct a multicultural centre in Cardinia Shire.</p> <p>Progress Comments: Fact sheets and Election material to support grant funding are being developed.</p> <p>Last Updated - 16/09/2021</p>	Andrew Pomeroy - Manager Arts, Advocacy, and Economy	01-07-2021	30-06-2022	In Progress	25	 GREEN
<p>2.1.1.1 CPI - Advocate to the State and Federal Governments for increased investment for all transport modes, including road safety treatments.</p> <p>Progress Comments: Safe roads package for federal and state government funding has been developed and distributed to local politicians to feed into Budget and election campaigns.</p> <p>Last Updated - 16/09/2021</p>	Andrew Pomeroy - Manager Arts, Advocacy, and Economy	01-07-2021	30-06-2022	In Progress	25	 GREEN
<p>2.1.4.1 CPI - Advocate for increased public transport services, frequency and multi-modal connectivity within the shire and greater southeast region.</p> <p>Progress Comments: Council's advocacy priorities have been developed into a 2021 advocacy pack that has been developed to assist Council in advocating for multiple transport initiatives. Officers are also working with the project teams delivering Sky rail and major roads projects in our region. Ensuring these outcomes are considered in the design of the infrastructure.</p> <p>Last Updated - 11/10/2021</p>	Andrew Pomeroy - Manager Arts, Advocacy, and Economy	01-07-2021	30-06-2022	In Progress	25	 GREEN
<p>4.1.1.1 CPI - Advocate for the development of green wedge management plans.</p> <p>Progress Comments: Council officers have pulled together a regional advocacy group involving all councils within the green wedge regions to advocate to DELWP for resources to undertake the Management plans</p> <p>Last Updated - 16/09/2021</p>	Andrew Pomeroy - Manager Arts, Advocacy, and Economy	01-07-2021	30-06-2022	In Progress	25	 GREEN



## Arts, Advocacy and Economy Initiatives


Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
4.1.2.1 CPI - Advocate for a South East Melbourne Airport.  Progress Comments: Officers are continuing to work with Greater South East Melbourne organisation to advocate for the consideration for the initial land use planning in relation to the Airport.  Last Updated - 16/09/2021	Andrew Pomeroy - Manager Arts, Advocacy, and Economy	01-07-2021	30-06-2022	In Progress	25	 GREEN
4.1.2.2 CPI - Develop an Investment Attraction Plan for Cardinia Shire employment precincts.  Progress Comments: Planning has started in relation to an investment attraction plan with consultants engaged to provide advice as to the competitive advantages of the region.  Last Updated - 16/09/2021	Tim Cooper - Coordinator Economic Development	01-07-2021	30-06-2022	In Progress	25	 GREEN
4.1.2.3 CPI - Facilitate investment in our townships to support businesses and vibrant communities.  Progress Comments: Visited most hospitality and cafes that are open in our communities under the business hospitality support program to help them ensure that they understand the QR and covid requirements on business operators. Continuing to check in on these operators to offer support. Facilitating planning applications for "change of use" for businesses within Cardinia, also continuing to support business through the buy local map and looking to undertake buy local campaigns once restrictions ease.  Last Updated - 16/09/2021	Tim Cooper - Coordinator Economic Development	01-07-2021	30-06-2022	In Progress	25	 GREEN
4.1.3.1 CPI - Advocate for the growth of local education opportunities that improve skills and employment pathways.  Progress Comments: Officers continue to work with the education sector to look at how that sector can further integrate into Cardinia to provide an improved outcome for our residents. Officers are also developing a report to look into the market dynamics and commercial reality of enticing a tertiary institution to establish in Cardinia.  Last Updated - 16/09/2021	Andrew Pomeroy - Manager Arts, Advocacy, and Economy	01-07-2021	30-06-2022	In Progress	25	 GREEN
4.1.5.1 CPI - Develop and deliver initiatives within the Economic Development Strategy, including the visitor economy and tourism.  Progress Comments: Recently launched the "Whats on Cardinia" website which will enable tourism and hospitality businesses to highlight events once restrictions ease, this was a priority from the Tourism and Business covid recovery group. Eco Dev and Art and Culture are now developing a month long festival matching up creatives in our community with Businesses to deliver the Whats on cardinia Festival, which will enable businesses and artists to highlight what they do and create activity throughout the whole shire of Cardinia.  Last Updated - 16/09/2021	Tim Cooper - Coordinator Economic Development	01-07-2021	30-06-2022	In Progress	25	 GREEN

**Arts, Advocacy and Economy Initiatives**

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
5.1.4.1 CPI - Implement the Cardinia Shire Advocacy Plan and work with strategic partners on shared advocacy initiatives.	Andrew Pomeroy - Manager Arts, Advocacy, and Economy	01-07-2021	30-06-2022	In Progress	25	 GREEN
Progress Comments: The Advocacy plan is up to date and state and federal advocacy packs with councils priorities and shovel ready projects are highlighted for funding opportunities.						
Last Updated - 16/09/2021						


**Governance**

**Governance Initiatives**

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
5.1.5.6 CPI - Publicly report on Council decisions made and their implementation to demonstrate transparent decision making.	Doug Evans - Manager Governance	01-07-2021	30-06-2022	In Progress	25	 GREEN
Progress Comments: First quarter report submitted to July Council meeting						
Last Updated - 23/08/2021						

**Regulatory Services**



**Regulatory Services Initiatives**

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.1.5.1 CPI - Provide the community with tools to assist in the management of natural threats and emergencies.	Owen Hardidge - Manager Regulatory Services	01-07-2021	30-06-2022	In Progress	25	 GREEN
Progress Comments: Sept 21 - ongoing. Example, fire preparedness and burning off info modules close to go-live						
Last Updated - 17/09/2021						

## Infrastructure and Environment




### Community Infrastructure Delivery

#### Community Infrastructure Delivery Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<p>2.1.1.2.1 CPI - Develop and upgrade shared pathways and walking tracks across the shire.</p> <p>Progress Comments: Construction commenced on the Princes Highway, Kenilworth Avenue, and Denhams Road Koo Wee Rup Shared User Paths. Toomuc Valley Road path expected to commence construction in late 2021. Planning underway for a number of gravel paths including Viz Margaret Road gravel path in Avonsleigh, Gembrook Road gravel path, and Tynong Road gravel path.</p> <p>Last Updated - 11/10/2021</p>	David Fice - Manager - Community Infrastructure Delivery	01-07-2021	30-06-2022	In Progress	25	 GREEN
<p>2.1.1.5.1 CPI - Review and update Council's Road Safety Plan.</p> <p>Progress Comments: The Cardinia Shire Road Safety Strategy was developed in 2016 with an aim to reduce the level and severity of road trauma within the municipality over the coming 10 years until 2025. A review will be undertaken in the second half of the 21/22 financial year to ensure the actions and priorities remain consistent with the intent of the strategy. Ongoing actions being carried out include the delivery of road safety programs (Federal Government Black Spot Program), liaison with Victoria Police on road safety matters, improve roadside horse-riding trails aligned with the Shires Equestrian Strategy, advocacy to Victorian and Australian Government agencies to fund and deliver road safety improvements, and establishing a program to deliver traffic calming devices in identified residential areas.</p> <p>Last Updated - 11/10/2021</p>	David Fice - Manager - Community Infrastructure Delivery	01-07-2021	30-06-2022	In Progress	15	 GREEN

### Environment and Heritage

Environment and Heritage Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<p>3.1.1.1 CPI - Implement initiatives in the Aspirational Energy Strategy.</p> <p>Progress Comments: Progress towards implementation:</p> <ol style="list-style-type: none"> <li>1. Renewable energy procurement to start July 2022</li> <li>2. Civic Centre solar installation continues</li> <li>3. Application submitted to the Community Climate Change Energy Action Program seeking funding to complete energy audits</li> <li>4. Comley Banks Reserve to include solar installation, Tesla Powerwall and electric hot water</li> <li>5. Continued participation in SECCCA projects, including: Asset Vulnerability Assessment, Community Climate Action Planning and the Small Business Energy Saver Program</li> </ol> <p>Last Updated - 31/08/2021</p>	Desiree Lovell - Manager Environment & Heritage	01-07-2021	30-06-2022	In Progress	25	 GREEN
<p>3.1.3.1 CPI - Implement initiatives in the Biodiversity Conservation Strategy.</p> <p>Progress Comments: Progress towards implementation:</p> <ol style="list-style-type: none"> <li>1. Development of Environmental Volunteer Guidelines to set out the minimum standards for volunteers working in Council reserves.</li> <li>2. Commenced work to streamline grant applications for volunteer bushland reserve friends groups.</li> <li>3. Provided Landcare funding to achieve revegetation of 6900 plants and fencing over 859 metres on seven properties.</li> <li>4. Completed draft Biolink Plan to be presented to SLT and Councillors late2021.</li> <li>5. Continued involvement in two landscape scale, multi stakeholder biodiversity projects - Cannibal Creek Catchment Biodiversity Project and the Peri Urban Weed Partnerships Project</li> </ol> <p>Last Updated - 31/08/2021</p>	Desiree Lovell - Manager Environment & Heritage	01-07-2021	30-06-2022	In Progress	25	 GREEN
<p>3.1.4.1 CPI - Implement initiatives in the Integrated Water Management Plan.</p> <p>Progress Comments: Progress towards implementation:</p> <ol style="list-style-type: none"> <li>1. Presented the Deep Creek boardwalk project at the recent Western Port Integrated Water Management Forum.</li> <li>2. Completed a review of the proposed draft targets and aspirations within the Western Port Integrated Water Management Plan.</li> <li>3. Commissioning a consultant to audit all Water Sensitive urban Design assets (assess condition and give priority on need for works).</li> <li>4. Working with external agencies to seek funding, to investigate the use of smart water tanks in Officer South PSP.</li> </ol> <p>Last Updated - 31/08/2021</p>	Desiree Lovell - Manager Environment & Heritage	01-07-2021	30-06-2022	In Progress	25	 GREEN

**Environment and Heritage Initiatives**

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
4.1.5.1 CPI - Actively protect key heritage sites within the shire.	Desiree Lovell - Manager Environment & Heritage	01-07-2021	30-06-2022	In Progress	25	 GREEN
<p>Progress Comments: Assessment of applications for the 2021 annual Heritage Grant program is complete and successful applicants informed. This year grants will contribute towards works at the historic Mallow House Kooweerup and the original Nar Nar Goon Church.</p> <p>Last Updated - 11/10/2021</p>						


**Infrastructure Services**

**Infrastructure Services Initiatives**

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.1.2.1 CPI - Develop the next five-year action plan for the Waste and Resource Recovery Strategy.	Misty Johannsen - Manager Infrastructure Services	01-07-2021	30-06-2022	In Progress	25	 GREEN
<p>Progress Comments: The current action plan has been reviewed. Work has commenced to develop a new 5 year action, based on new State Government reforms, services specific to Cardinia Shire and community need. This work will continue, but at a deferred pace due to other emerging priorities related to Lockdowns and the Pandemic.</p> <p>Last Updated - 11/10/2021</p>						

**Operations**

**Operations Initiatives**

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
2.1.5.1 CPI - Plan and deliver infrastructure upgrades to our road network to meet the needs of the current and future population.	Ben Wood - Manager Operations	01-07-2021	30-06-2022	In Progress	25	 GREEN
<p>Progress Comments: 30/08/21: Designs progressing on a significant volume of roads, with first two packages under the sealing the hills program planned to commence construction before end of Calendar year.</p> <p>Last Updated - 11/10/2021</p>						

## Liveable Communities




### Active and Connected Communities

#### Active and Connected Communities Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<p>2.1.1.1 CPI - Plan and deliver accessible and inclusive recreation and community facilities.</p> <p>Progress Comments: Achievements during this quarter include: completion of Comely Banks civil works, completion of KWR Secondary school new modular pavilion, progression of the pavilion upgrade projects at Toomuc and Gembrook Reserves, progression of the Buildings Masterplan for the Upper Beaconsfield Reserve new community, sport and scout facility, progression of detailed design for Cora Lynn Reserve new change rooms, commencement of design for sports facilities at O'Neill Road Reserve and Catani Reserve.</p> <p>Last Updated - 15/09/2021</p>	Kristen Jackson - Manager Active & Connected Communities	01-07-2021	30-06-2022	In Progress	25	 GREEN
<p>2.1.1.2 CPI - Develop a feasibility plan for the Cardinia Life facility with a range of future options for aquatics and indoor sports.</p> <p>Progress Comments: Feasibility study is currently being finalised. Briefing provided to Councillors. Community engagement program currently being developed.</p> <p>Last Updated - 11/10/2021</p>	Kristen Jackson - Manager Active & Connected Communities	01-07-2021	30-06-2022	In Progress	50	 GREEN
<p>2.1.2.1 CPI - Develop an Open Space Strategy and Recreation / Sports Plan for Cardinia.</p> <p>Progress Comments: Project Brief for Open Space Strategy and results of 2019 Community engagement presented to Councillors. Project Brief and consultation plan for development of Recreation/Sports plan currently being developed.</p> <p>Last Updated - 11/10/2021</p>	Kristen Jackson - Manager Active & Connected Communities	01-07-2021	30-06-2022	In Progress	5	 GREEN






**Community and Family Services**

**Community and Family Services Initiatives**

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<p>1.1.4.1 CPI - Review and update the Safer Communities Strategy to incorporate Crime Prevention Through Environmental Design (CPTED).</p> <p>Progress Comments: Review of strategy currently underway including development of the Crime Prevention through Environmental Design (CPTED) guideline and alignment to Liveability Plan.</p> <p>Last Updated - 11/10/2021</p>	Stephen Sparrow - Manager Community and Family Services	01-07-2021	30-06-2022	In Progress	25	 <b>GREEN</b>
<p>1.1.5.1 CPI - Develop the next phase of the Together We Can initiative, with an increased focus on gender equality and financial literacy.</p> <p>Progress Comments: Together We Can Round Table/Initiative continue to meet and address current actions identified in COVID Risk Register. This has also included supporting the Salvation Army with Financial Counselling funding and Council endorsing a Gender Equity Leadership Statement. Further planning currently underway for a community summit to focus on preventing family violence in particular with a lens on gender equity and financial literacy. Council has also supported and contributed in the development of the regional Family Violence Strategy ( through Women's Health in the South East).</p> <p>Last Updated - 31/08/2021</p>	Stephen Sparrow - Manager Community and Family Services	01-07-2021	30-06-2022	In Progress	25	 <b>GREEN</b>
<p>2.1.3.1 CPI - Work with the Victorian Government and relevant stakeholders to encourage sustainable supply of social and affordable housing across the shire.</p> <p>Progress Comments: Planning and engagement with the Victorian Government and key stakeholders currently underway in partnership with the Regional Local Government Homelessness &amp; Social Housing Group Charter. As part of National Homelessness Week 1 – 7 August. the Group Launch of the 'Housing First for People Sleeping Rough Practice Guide'. Council hosted, in partnership with Casey City Council, a Housing and Homelessness summit during National Homelessness Week with more than 120 people attending the online event.</p> <p>Last Updated - 11/10/2021</p>	Stephen Sparrow - Manager Community and Family Services	01-07-2021	30-06-2022	In Progress	25	 <b>GREEN</b>

Future Communities

Future Communities Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<p>1.1.1.1 CPI - Implement the endorsed Liveability Plan Action Agenda 2021-25.</p> <p>Progress Comments: The draft Liveability Plan Action Agenda 2021-2025 has been developed and will be placed on public exhibition for public consultation during October 2021.</p> <p>Last Updated - 11/10/2021</p>	Tracey Parker - Manager - Future Communities	01-07-2021	30-06-2022	In Progress	50	 GREEN
<p>1.1.1.2 CPI - Continue to drive the Services for Success initiative to attract health and social services, including mental health services.</p> <p>Progress Comments: Council officers continue to work with relevant service providers to attract services into Cardinia. The announcement of the Community Hospital in Pakenham will ensure the delivery of wider range of medical and allied health service to Cardinia residents.</p> <p>Last Updated - 17/09/2021</p>	Tracey Parker - Manager - Future Communities	01-07-2021	30-06-2022	In Progress	25	 GREEN
<p>2.1.1.1 CPI - Develop a municipal-wide community infrastructure plan, and include relevant projects in the 10-year capital program.</p> <p>Progress Comments: Project commenced with community kindergarten infrastructure service planning underway. Population projection data reviewed to inform service and infrastructure demand.</p> <p>Last Updated - 11/10/2021</p>	Tracey Parker - Manager - Future Communities	01-07-2021	30-06-2022	In Progress	15	 RED
<p>2.1.5.1 CPI - Design Pakenham town centre streetscape upgrades.</p> <p>Progress Comments: Project design brief has been prepared and development of the Urban Design Plan will commence in October.</p> <p>Last Updated - 11/10/2021</p>	Tracey Parker - Manager - Future Communities	01-07-2021	30-06-2022	In Progress	31	 GREEN
<p>4.1.1.1 CPI - Implement the Cardinia Community Food Strategy and Action Plan.</p> <p>Progress Comments: Key achievements this quarter have been the launch of the Cardinia Community Food Hub which is seeing 16-20 local produce boxes delivered weekly and employment of a local young person in the program. The Cardinia Youth Food Security Network has established their identity, now operating under the name 'Flourish'. The network has planted more than 2000 seedlings across five secondary school sites in Cardinia funded by VicHealth. The United African Farm has also secured land to re-establish the social enterprise farm, supplying fresh produce to local families.</p> <p>Last Updated - 11/10/2021</p>	Tracey Parker - Manager - Future Communities	01-07-2021	30-06-2022	In Progress	25	 GREEN



Planning and Design

Planning and Design Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.1.3.1 CPI - Develop an Environmentally Sustainable Design Policy.	Luke Connell - Manager Planning and Design	01-07-2021	30-06-2022	In Progress	25	 GREEN
<p>Progress Comments: The initial phase of the Environmentally Sustainable Design Policy has commenced with a project manager appointed. Researching other policies and processes commenced to determine best practice.</p> <p>Last Updated - 11/10/2021</p>						



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