

## 6 Ordinary Business

### 6.1 Town Planning Reports

### 6.2 General Reports

#### 6.2.1 Annual Report 2022-23

**Responsible GM:** Debbie Tyson

**Author:** Scott Moore

#### Recommendation(s)

That Council:

1. Endorses the Annual Report 2022-23.
2. Notes that the Annual Report 2022-23 fairly represents Council's operations, financial position and Council's performance for the 2022-23 financial year.
3. Notes that the Annual Report 2022-23 meets the requirements of the *Local Government Act 2020*.

#### Attachments

1. FINAL DRAFT CSC Annual Report 2022-23 [6.2.1.1 - 158 pages]

#### Executive Summary

Council has prepared an Annual Report for the financial year 1 July 2022 to 30 June 2023 to meet its obligations under Section 98 of the *Local Government Act 2020*.

The Annual Report 2022-23 is the second progress report against our Council Plan 2021-25. It comprises three sections: Report of operations; Performance statement; and Financial statements.

On 18 September 2023, Council approved in principle the Financial and Performance statements. These statements were also considered by Council's Audit and Risk Committee at a meeting on 25 August 2023.

As required by the *Act*, Council must hold an open meeting to consider the report by 31 October.

#### Background

Under Section 98 of the *Local Government Act 2020* (the *Act*) and *Local Government Planning and Reporting Regulations 2020*, councils are required to prepare an Annual Report in respect of each financial year consisting of three parts:

- Report of operations: Information about the operations of the Council including service performance indicator results, achievement of major initiatives and a governance and management checklist.
- Performance statement: Audited results achieved against the prescribed performance indicators and measures.
- Financial statements: Audited financial statements prepared in accordance with the Australian Accounting Standards.

- On 18 September 2023, Council approved in principle the Financial and Performance statements for the year ended 30 June 2023 (s99). These statements were also considered by Council's Audit Committee at a meeting on 25 August 2023.
- Section 100 of the *Act* also requires Council to hold an open meeting to consider the report by 31 October.

### **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.

5.1.2 Manage our finances responsibly and leave a positive legacy for future generations.

### **Climate Emergency Consideration**

Nil.

### **Consultation/Communication**

Senior management has contributed to the details contained in the report of operations and highlighting Council's major achievements for the financial year.

Public notification that the Annual report is available for inspection at the Shire offices and online has been given.

### **Financial and Resource Implications**

The Annual Report provides the opportunity for Cardinia Shire to communicate to the community its achievements and challenges of the past financial year. The structure of the Annual Report is aligned to the Council Plan 2021-25.

All legislative requirements have been met, with the financial statements prepared as required by the *Act*, the *Local Government (Planning and Reporting) Regulations 2020*, Australian Accounting Standards and other mandatory professional reporting requirements.

The financial position of Council remains sound, with the financial statements considered by the Audit Committee on 25 August 2023 and Council on 18 September 2023. The Victorian Auditor General's Office undertook an independent audit of the financial and performance statements for the financial year 2022-23.

The Annual Report 2022-23 presents fairly, in all material respects, the financial position of Council as at 30 June 2023 and its financial performance, cashflows and operations for the financial year 2022-23.

The preparation of Council's Annual Report 2022-23 meets all requirements of the *Act*.

### **Conclusion**

The Shire of Cardinia's Annual Report for the 2022-23 financial year is presented to Council.

Council's financial position remains sound, with the Victorian Auditor General's Office providing an unmodified audit opinion on the financial and performance statements. The Annual Report fairly represents Council's operations, financial position and Council's performance for the 2022-23 financial year.

Preparation of Council's Annual Report 2022-23 meets all requirements of the *Act*.



Cardinia Shire Council

# Annual Report 2022-23



[www.cardinia.vic.gov.au](http://www.cardinia.vic.gov.au)

**Our inclusive statement**

Cardinia Shire Council encourages a sense of belonging within our shire. We support an inclusive community comprised of people from diverse backgrounds, including and not limited to Aboriginal and Torres Strait Islander people, people from cultural and linguistically diverse (CALD) backgrounds, those identifying as LGBTIQ+, people of faith, and people of all ages, genders and abilities.

**Prepared by:**

Cardinia Shire Council

**Acknowledgment**

Council wishes to acknowledge all who contributed to this annual report.

Published September 2023  
© Cardinia Shire Council 2023  
ABN: 32 210 906 807

20 Siding Avenue, Officer  
PO Box 7, Pakenham Vic 3810  
(DX 81006)

**Phone:** 1300 787 624  
**Email:** [mail@cardinia.vic.gov.au](mailto:mail@cardinia.vic.gov.au)  
**Web:** [www.cardinia.vic.gov.au](http://www.cardinia.vic.gov.au)

## Contents

### Report of operations

#### Introduction

Acknowledgment of Country	4
Welcome to our Report of Operations	6
Council snapshot	6
Fast facts	8
Your rates at work	9
Highlights of the year	10
Challenges and future outlook	15

#### Year in review

Mayor's message	18
CEO's report	20
Financial summary	22
Description of operations	24

#### Our Council

Cardinia Shire profile	30
Council Wards	33
Councillors	34
Council offices	34

#### Our people

Organisation structure	36
Senior Leadership Team	37
Council employees	39
Equal employment opportunity statement	42

#### Governance, management and other information

Governance	44
Management	46
Governance and management checklist	49
Certification of governance and management	52
Statutory information	53
Development contribution plans (DCPs)	56

### Our performance

Planning and accountability framework	60
Our Council Plan	61
Strong communities	61
Liveable places	61
Thriving environments	62
Prosperous economies	62
Responsible leaders	62

### Performance statement

Description of municipality
Sustainable capacity indicators
Service performance indicators
Financial performance indicators
Certification of performance statement
Independent auditor's report

### Financial statements

Comprehensive income statement
Balance sheet
Statement of changes in equity
Statement of cash flows
Statement of capital works
Certification of financial statements
Independent auditor's report
Notes to financial statements



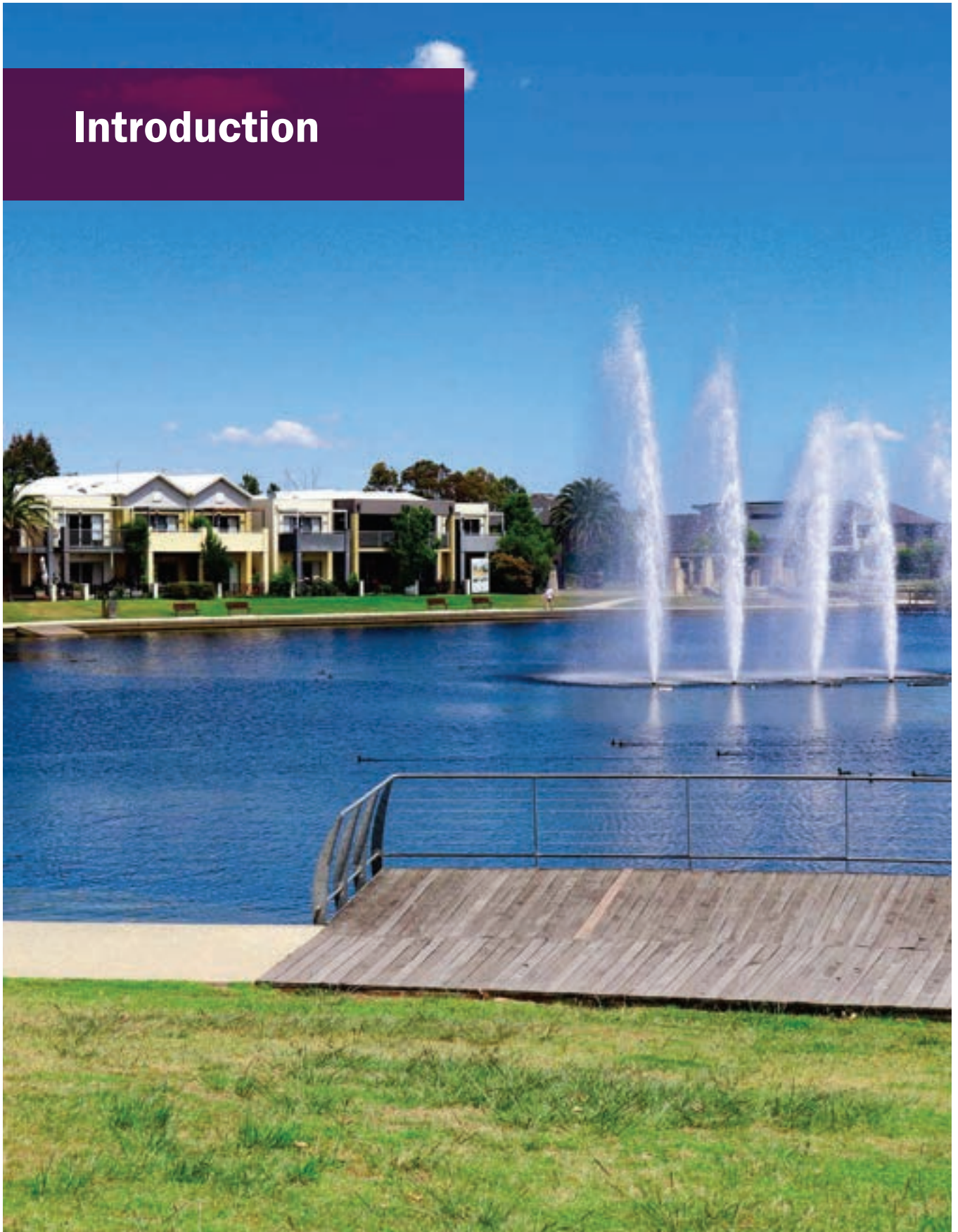
## Acknowledgement of Country

Cardinia Shire Council acknowledges the Bunurong and Wurundjeri people as the traditional custodians of the lands of Cardinia Shire. Council pays its respects to elders past and present, recognising their role in continuing traditions, knowledge, language and culture for over 65,000 years.

Cardinia Shire's name is derived from the Kulin word 'Kar-din-yarr', meaning 'look to the rising sun' or 'sunrise'. Council's logo, which includes a motif of the rising sun, reflects this meaning.

Council continually works to strengthen relationships and progress reconciliation through the delivery of actions developed in partnership with our Traditional Owners and First Nations community.

# Introduction



## Welcome to our Report of Operations 2022–23

Section 1 Introduction

Cardinia Shire Council is committed to transparent reporting and accountability.

The Report of Operations component of our *Annual Report 2022–23* highlights our key achievements and informs our community of our operations and performance throughout the financial year.

We're proud to present our complete *Annual Report 2022–23* to our community as a record of our operating and financial activities over the past year.

## Council snapshot

### What we do

Cardinia Shire Council provides a range of community services, programs and activities, as well as infrastructure renewal and development to promote, develop and improve the wellbeing and prosperity of our growing community. We work with all members of the community – from newborn babies and families, to seniors and culturally diverse residents – and across business, industry, and non-profit organisations.

We are committed to building a strong and sustainable shire for present and future generations to enjoy. We work with the community and continue to balance the demands of meeting our financial responsibilities and addressing challenges, such as managing growth while maintaining our diverse and rural communities.

Council delivers a broad range of activities and initiatives, each of which contributes to achieving Council's vision as set out in our Council Plan. The plan identifies 5 strategic objective areas: strong communities, liveable places, thriving environments, prosperous economies and responsible leaders. The outcomes for 2022–23 in each of these areas is reported in the 'Our performance' section of this annual report on page 59.

### Council Plan key challenges

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

- Covid-19 pandemic social and economic recovery.
- Tackling climate change and its impact on our environment, economy, and people.
- Meeting the changing needs and expectations of a growing and diverse community.
- Addressing the safety, health and wellbeing challenges facing our community.
- Developing a prosperous local economy that is the right fit for Cardinia Shire.





**Our vision**

Council’s vision to 2025 is that the unique identity of our urban, hills and rural areas is strengthened, and we will meet the challenges we face together as a community. How we respond will balance the needs of our people, businesses, our productive land and natural environments.

**Our commitment**

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

**Feedback**

Council offers this annual report to the community as an open record of our activities and achievements in 2022-23. We welcome feedback to support us in effectively reporting to our community in future years. To provide feedback, please contact our customer support team on 1300 787 624 or mail@cardinia.vic.gov.au

**Council plan key objectives**

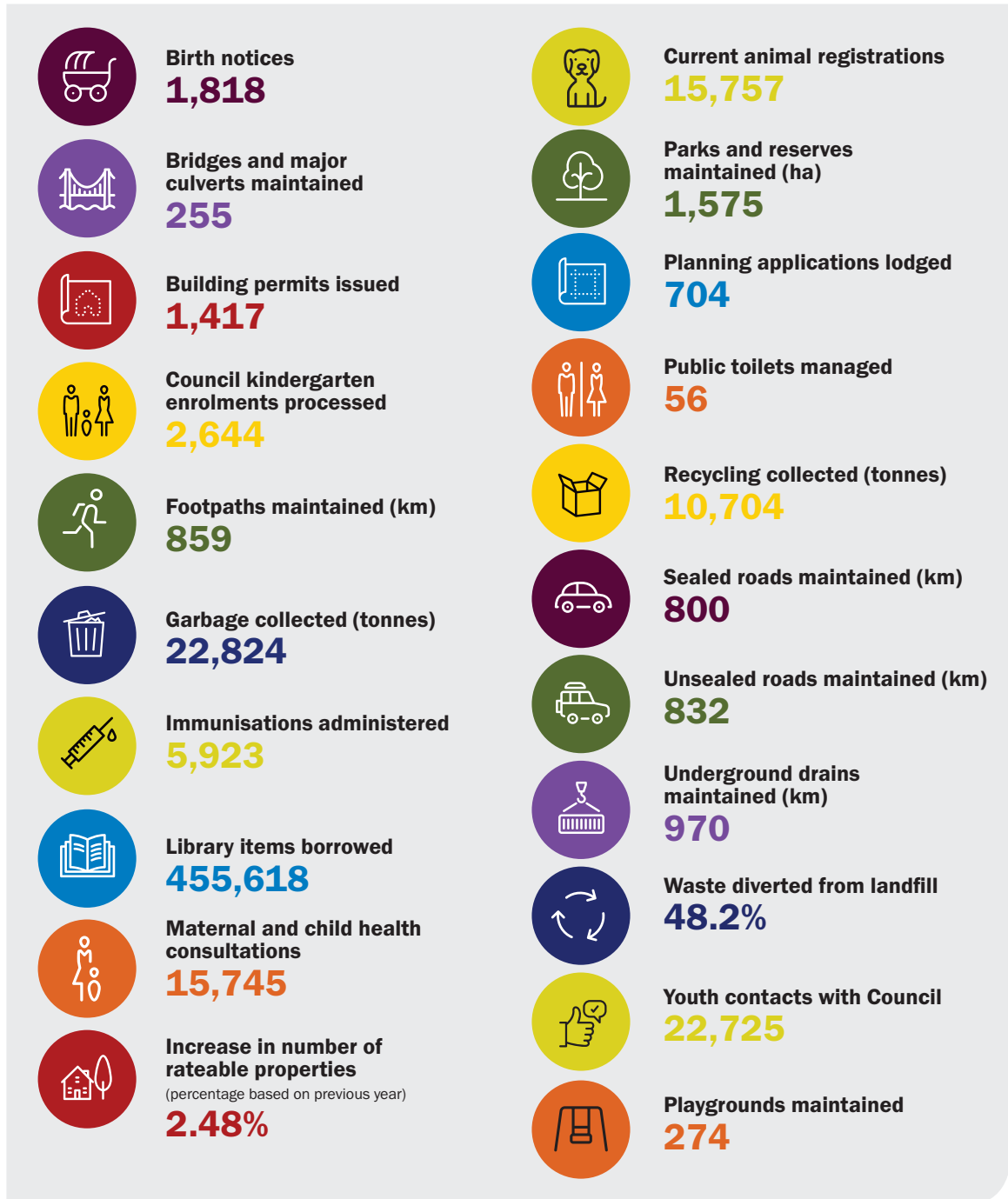
Council has 5 key strategic objectives.

<p><b>Strong communities</b></p> 	<p>We empower our communities to be healthy, connected and resilient</p>
<p><b>Liveable places</b></p> 	<p>We support the creation of liveable spaces and places</p>
<p><b>Thriving environments</b></p> 	<p>We value our natural assets and support our biodiversity to thrive</p>
<p><b>Prosperous economies</b></p> 	<p>We support our productive land and employment land to grow local industries</p>
<p><b>Responsible leaders</b></p> 	<p>We practise responsible leadership</p>



**Fast facts 2022–23**

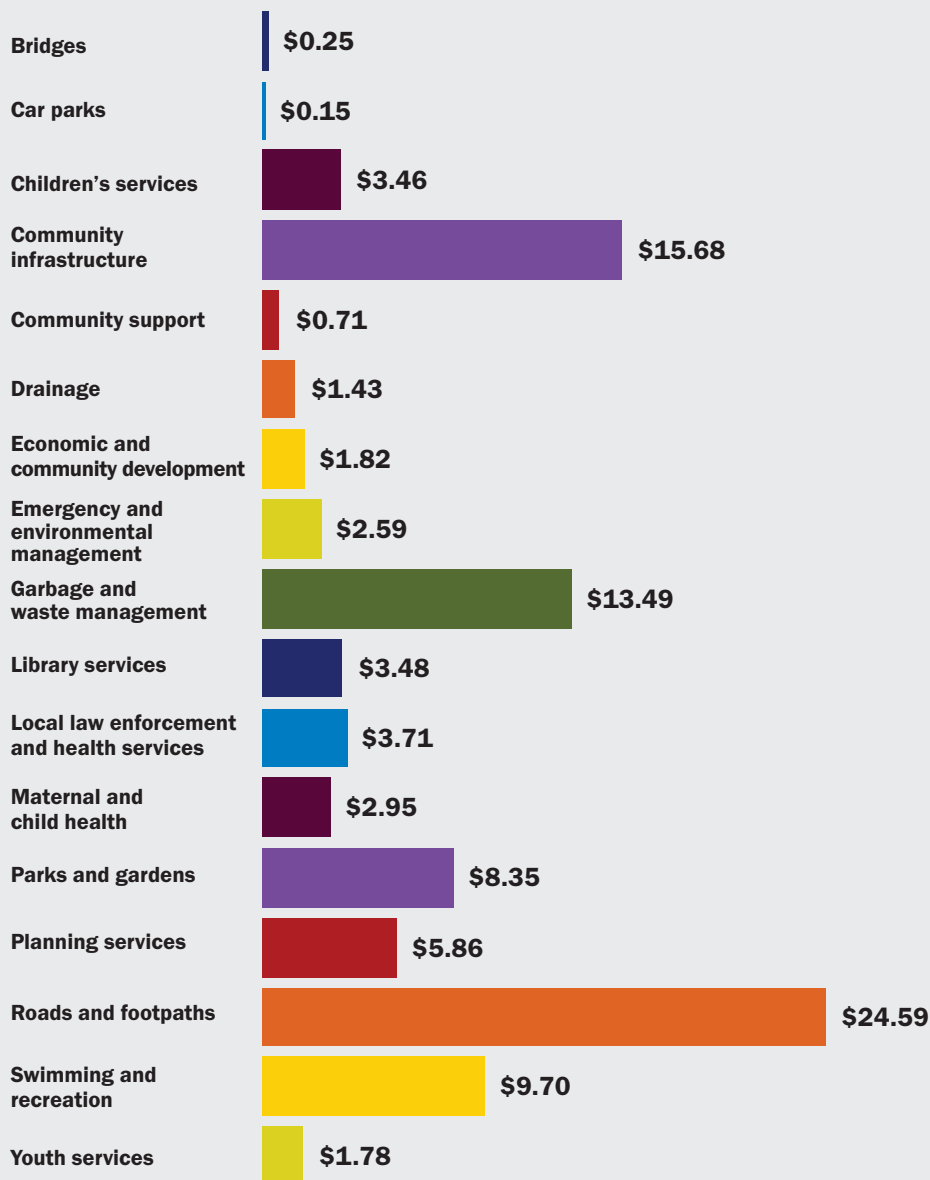
Section 1 Introduction



**Your rates at work**

Section 1 **Introduction**

Dollar amounts below represent the breakdown of every \$100 of rates used by Council to deliver facilities, programs and services in 2022-23.



**Highlights of the year**

Section 1 Introduction

**Strategic objective:  
Strong communities**

We empower our communities to be healthy, connected and resilient.



**Achievements:**

- We collaborated with local community agencies and government authorities through the Liveability Partnership Steering Group who oversee Cardinia Shire’s Liveability Plan 2017-29. Five Action Teams have formed and are working collectively to enhance the health and wellbeing of Cardinia Shire residents via their Action Agendas.
- Extensive advocacy and outreach helped to identify, broaden and establish improved mental health services. Cardinia Shire Council worked with a local housing and family violence agency, a family support agency, local members and the Minister for Regional Development to address community resources. Well-established initiatives now include Berry Street, South East Community Links, CVGT Employment’s YConnect program and the Youth Support + Advocacy Service.
- We celebrated our diverse community along with its rich arts and culture by staging weekly and monthly events at Cardinia Cultural Centre, in addition to art exhibitions and school holiday shows. The Hills Hub equally flourished, showcasing regular exhibitions, artist activations, and networking events.
- Council worked with key stakeholders to support multicultural residents in the community, advocating for the construction of a multicultural centre, as well as working to support multicultural agencies in the shire.
- A focus on crime prevention saw more than 10 community pop-ups created to provide residents with an avenue for direct feedback to Victoria Police. A successful joint grant application with Victoria Police also resulted in 2 mobile CCTV cameras deployed in key crime areas as a prevention tool.
- Financial literacy was under the spotlight thanks to Council’s Together We Can initiative, which works to decrease family violence. A partnership with Star News Group delivered key prevention messaging in more than 20 publications, including a focus on financial capability.



## Strategic objective: Liveable places

We support the creation of liveable spaces and places.



### Achievements:

- We progressed the Community Infrastructure Plan and completed our analysis. The final plan will undergo further refinements ahead of its presentation to the public in late 2023. Following this, the plan will be presented to Council for adoption in February 2024.
- Council completed several sporting facility projects, including those at the Toomuc Recreation Reserve pavilions, the Gembrook Recreation Reserve pavilion, the IYU Recreation Reserve Regional Athletics Facility running track, Cockatoo Tennis Club southern courts, the Bunyip Recreation Reserve soccer field and Nar Nar Goon oval.
- We completed new playgrounds in consultation with the community, including those at Creekwood Reserve, Parman Avenue Reserve and The Parkway.
- We engaged in advocacy with both the Victorian and Australian Governments to secure increased investment across all transportation modes and public transportation services. Cardinia Shire Council provided feedback to Infrastructure Victoria, contributing valuable insights towards the necessary reforms of state bus services.
- Additionally, we coordinated meetings with Victorian Ministers to gather support for reinstating federal funding towards the Sealing the Hills roads program and further advocacy continues alongside Yarra Ranges Council. A community petition secured nearly 3,000 signatures and lodged with Parliament for consideration.
- Council finalised the Active Cardinia Strategy after conducting extensive engagement. The strategy focuses on inclusiveness to encourage 'Participation', such as women and girls in sport. Developing the ideal 'Places' and infrastructure to be active is the second component of Active Cardinia, as well as 'Promotion' and 'Partnerships' with schools, sporting clubs and community organisations.
- Shared pathways and walking tracks across Cardinia Shire were developed and upgraded including the Eastern Dandenong Ranges Trail, which received Growing Suburbs Funding.
- We worked with the Victorian Government and further stakeholders to encourage sustainable supply of social and affordable housing, tapping into the Victorian Government's Big Housing Build program. Council conducted a review of the Social and Affordable Housing Strategy's Action Plan 2018-25, assessing 8 of 22 actions are now complete while the remaining 14 are on track.
- We delivered infrastructure upgrades to our road network to meet the needs of the current and future population of Cardinia Shire, and secured \$41 million to ensure work can continue for the next 2 years as part of the Sealing the Hills roads program. Road construction on L L and Armytage Roads in Officer, McGregor Road, Solider Road and Hobsons Road in Rythdale are now finished as part of the Strategic Roads program.



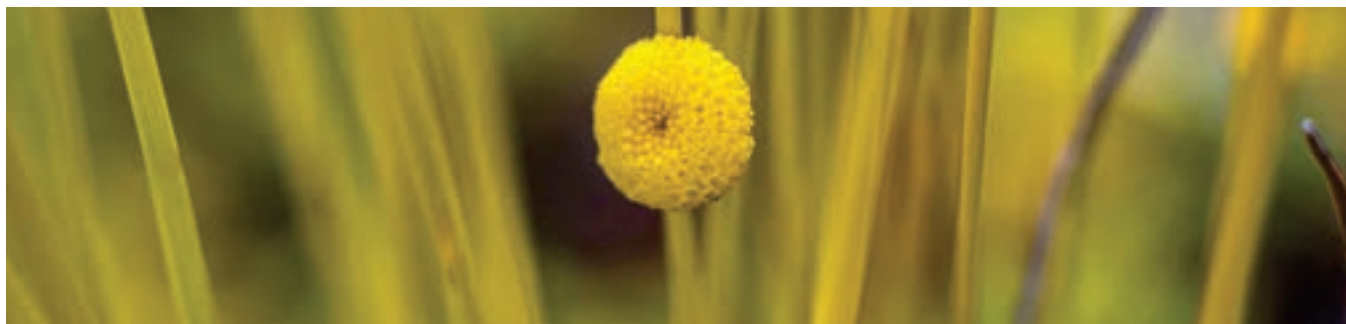
## Strategic objective: Thriving environments

We value our natural assets and support our biodiversity to thrive.



### Achievements:

- Our Aspirational Energy Strategy saw several initiatives implemented including 10kW solar systems installed at Bunyip Hall and Koo Wee Rup Community Complex, a 30kW solar system installed on the Hills Hub and the purchase of 3 energy audit kits with other councils.
- Council developed a new, 5-year action plan for 2022-2026 that aligns with the remaining 5 years of the current Waste and Resource Recovery Strategy 2017-2026. Highlights include the engagement of a Litter Prevention Officer and an increase in education and services to support fire risk mitigation within Cardinia Shire.
- We commenced proceedings to incorporate our approved Environmentally Sustainable Design Policy into the Cardinia Planning Scheme via the Victorian Government's Minister for Planning. The Department of Transport and Planning is currently considering Council's request and we anticipate finalising this within the 2023-2024 financial year.
- A priority during the year was progressing actions within the Biodiversity Conversation Strategy including delivery of the Cardinia Creek Deer Partnership Program. Cardinia Shire Council also coordinated the Peri-urban Weed Management Partnerships Program, delivering on-ground works with the help of multiple project partners.
- Council advocated for best-practise integrated water management, working with City of Casey to commence development of the Water Sensitive Urban Design Guidelines. Additionally, a new water monitoring system was installed at Cardinia Life, and we continue to partner with Melbourne Water and City of Casey to investigate the feasibility of groundwater storage and recharge opportunities.
- Tools to assist in the management of natural threats and emergencies were provided to the community through the Ready Get Go Bag Program, the Launch Bushfire Prepare Program, the Get Ready Get Techy Program and community information engagement sessions. These initiatives are vital to build preparedness for natural threats.



## Strategic objective: Prosperous economies

We support our productive land and employment land to grow local industries.



### Achievements:

- In the spirit of collaboration, we joined forces with other Councils located within the Southern Green Wedge area to advocate the development of Green Wedge Management plans to the State Government. Forming the Southern Ranges Green Wedge Management Plan Inter-Council Working Group, we will continue to lobby for more resources and financial assistance as we move into the new financial year.
- Nutrition and food security remained a priority, and the Community Food Strategy & Action Plan 2018-26 saw several action points implemented. Of the 66 actions in total, 30 are now complete, including Council securing funding towards a 'Future Proofing Farming project' to increase education and employment pathways for young people into the agricultural sector.
- Support for a South East Melbourne Airport progressed as Cardinia Shire Council worked in partnership with the Greater South East Melbourne regional group to actively advocate this regional priority. The group has prepared reports to identify the best next steps and future direction in establishing the airport.
- We incorporated a new Investment Attraction Plan into the Economic Development Strategy, which Council adopted to provide clear direction on how we will respond and thrive in the current economic environment. We continue to work with Invest Victoria to prioritise Cardinia Shire as a destination for new and existing businesses.
- We supported and facilitated investment opportunities within Cardinia Shire's townships and employment precincts. Highlights included undertaking the Hills Economic Impact Assessment to review planning controls and explore opportunities within Ranges Ward, while the Outdoor Dining & Activation program saw the proliferation of alfresco dining spaces.
- With the help of the Victorian Government, Council developed local education opportunities; Kurrun Primary School and the Kurmboon Integrated Child and Family Centre both later opened as a result. Council also progressed discussions with developers and local universities regarding the establishment of a Centre of Excellence, focused on the educational and training needs of local employers.
- Our visitor potential grew through the establishment of the Cardinia Tourism Advisory committee, in addition to the promotion and marketing of local tourism and hospitality businesses through the *What's On Cardinia* website.



## Strategic objective: Responsible leaders

We practise responsible leadership.



### Achievements:

- Council took pride in involving the community in significant projects, consistent with its Community Engagement Policy and in line with the Local Government Act. Projects included the Community Safety Policy, Active Cardinia Strategy, the Emerald Lake Park Masterplan and the Pakenham Beaconsfield BMX Track. We introduced QR codes and face-to-face pop-up initiatives to encourage and increase community participation.
- During the 2022-23 period, Cardinia Shire Council developed a comprehensive financial plan to ensure financial sustainability. The 10-year Long Term Financial Plan, Capital Works Program and Budget involved discussions across Cardinia Shire Council and engagement with the community.
- We worked with strategic partners to progress joint advocacy initiatives throughout the year. The Cardinia Shire Advocacy Plan contains clear direction on priority initiatives, stakeholders and projects, such as the South East Airport, Sealing the Hills, financial wellbeing for residents and Cardinia Life infrastructure.
- To identify new sources of income, we initiated the Alternative Revenue Stream Project. The plan will guide long-term financial planning and takes the current evolving financial climate into consideration to create realistic opportunities that align with Council objectives.
- Council demonstrated transparent decision making through quarterly reports made available to Cardinia Shire citizens throughout the year.





## Challenges and future outlook

### Challenges

- Cardinia Shire is one of the state's most prosperous and fast-growing municipalities, with demand on our community infrastructure and services continuing to grow along with our population. This places greater importance on planning and sustainability. We're committed to responding effectively to population growth while continuing to meet community expectations and needs, as well as attracting further services to the shire – this is our vision.
- One of the key ongoing challenges for Council is managing the natural and built environments of the shire, including balancing our conservation efforts and preservation of the natural environment with the need for further development to meet the needs of our ever-growing community.
- Our culturally diverse communities face a large number of challenges when settling in Cardinia Shire, including language and communication barriers as well as a lack of access to key services and infrastructure. In addition, attracting culturally specific services and programs to the shire that are close to transport and retail hubs is challenging but continues to be important.
- A main focus for Council continues to be attracting services for our Aboriginal and Torres Strait Islander communities, as we recognise that these services are best placed to support our Aboriginal and Torres Strait Islander residents as they are likely to be more effective in designing and delivering culturally appropriate community services, and in gathering interest and uptake.
- While many of the obstacles facing our municipality resemble those of other Victorian councils, Cardinia Shire is one of the state's fastest growing and most prosperous municipalities, so our needs are unique. Demand for functional infrastructure and effective critical services grows along with our population. Providing these services and assets in a timely manner is paramount.
- The COVID-19 pandemic may be considered behind us, but it has left a lasting impact on how we live, work, access important services and connect socially. The resulting social and economic impacts are significant, in particular the impact on mental health. We are committed to learning from the pandemic and understanding the longer-term impacts on our community.
- Tackling climate change and its impact on our environment, economy and citizens is one of the greatest challenges of our time. Australians are already seeing more warm spells, frequent and intense downpours, and longer fire seasons. Climate change impacts our biodiversity, water supplies, energy demand, and our health – particularly that of our more vulnerable community members.
- When it comes to supporting local industry development and creating local jobs, we need a clear direction for leveraging our productive land and employment land to grow local industries, increase jobs in the area, and keep our skilled workforce. These actions will contribute to improving Cardinia Shire's attractiveness as an employment hub.
- Several health, safety and wellbeing risks face our community. Cardinia Shire is reporting high rates of family violence incidents, with 4 incidents reported across the municipality each day. We have higher than average rates of poor mental wellbeing, higher rates of food insecurity and a lower intake of nutritious food. Working collectively across government, with local service providers and community leaders, we will continue to prioritise addressing the social determinants and risk factors of poor health and wellbeing.



### The future

- Council is committed to working towards providing equitable access to important services and facilities. This includes attracting new services to Cardinia Shire to help fill critical gaps, in addition to exploring innovative service models.
- Maintaining an open line of communication with residents is a priority for Council. Community engagement, particularly during decision-making processes, is paramount in increasing connectivity. We will utilise our online engagement platform, meetings, workshops and activities, websites, social media platforms, community newsletters and surveys to consult with our community and seek feedback on important matters.
- We are looking forward to putting the pandemic in the past with new learnings pushing us ahead. Council anticipates the cost of living will be another key consideration next financial year. We endeavour to identify creative solutions to help businesses flourish, manage our financial resources, and continue to support individuals as they get back on their feet.
- As outlined in our Sustainable Environment Policy 2018–28, we recognise that every action our community and Council takes influences our environment; we want to make that influence as positive as possible. How we adapt and mitigate climate change impacts will require a holistic approach, from how we drive sustainable development to how we grow our local industries.
- Through our Liveability Plan 2017–29, Council aims to keep our people healthy and thriving, preventing disease, illness, injury, disability or premature death where possible. We will build our community's capacity to do so, use evidence-based decision-making, and focus on Cardinia Shire's liveability to create environments that enhance our community's wellbeing.
- Council will continue to action key points within the Social and Affordable Housing Strategy 2018–25 and encourage diversity of housing across Cardinia Shire by working with developers and delivering social housing projects with registered housing providers and relevant stakeholders.



# Year in review



## Mayor's message

Section 2 **Year in review**



### On behalf of my fellow Councillors, I am delighted to present Cardinia Shire Council's Annual Report 2022-23.

As the Council's fourth female Mayor, it has truly been an honour to see our spirited and highly engaged community thrive over the past 12 months.

Having been elected in November 2022, I am proud to lead our Council, which began its term in October 2020. We have made significant strides in recovering from the challenges posed by the COVID-19 pandemic, and as we move into the year 2023-24, our focus remains steadfast on addressing evolving community needs and advocating for meaningful improvements.

I feel incredibly privileged to be a part of this municipality, an inclusive and diverse community filled with passionate and caring people. I was fortunate enough to be reminded of this throughout the entire year.

### Celebrating our people

It was an honour to recognise so many outstanding Cardinia Shire residents playing a unique role in our community through our 2023 Australia Day Awards and nominations. Citizen of the Year winner, Shelley Beardshaw, had generously dedicated her time to local schools and organisations, while Senior Citizen of the Year, Audrey Dodson, had been an integral figure in ensuring the preservation of our history and heritage.

Community Event of the Year, the Cardinia Men's Shed Senior-tivity Day, was celebrated for encouraging older men in the community to stay active and connected to others.

Young Citizen of the Year, Ace Simpson-Braden, earned the award for being an inspirational and selfless cadet at the Australian Air Force 403 Squadron Beaconsfield; he has taught new cadets essential skills, while also contributing to various initiatives such as mental health support.

Ensuring Cardinia Shire remains a fantastic place to live, work and play, these award winners each provide daily inspiration to us all.

Our volunteers are equally valued. The 2023 Stan Henwood Award recognised Jeff Latter this year for his long-term contributions to Cardinia Shire. A courteous, committed and accomplished leader of various community groups, Jeff has served as a key contributor to many environmental, conservation and land-care initiatives.

I was also proud to recognise the Bunurong and Wurundjeri people during Reconciliation Week's flag raising ceremonies. The events brought together so many of us as we strived to strengthen bonds with Indigenous and non-Indigenous residents of the community.

Finally, I must mention the citizenship ceremonies I have been fortunate to participate in.

Meeting new faces who are so pleased to call Cardinia Shire their home was a constant reminder of how remarkable our community is.

### Connecting with our youth

On a personal note, I found significant purpose in my interactions with Cardinia Shire's young people. Through collaboration with the Cardinia Shire Council's Youth Services team and experiencing their wonderful community initiatives, as well as conducting school visits of my own, I have grown extremely fond of such a promising, talented and brilliant sector of our community.

I would like to acknowledge the work of the inspiring Cardinia Shire Council Youth Services team. Some of the initiatives we have admired are January's Skate and Scoot Event at Koo Wee Rup; the Cardinia Pride group which advocates for young people in the LGBTIQ+ community; after-school programs including Hang Out, which caters for teenagers; Chill & Upskill's social opportunities to learn new life skills; the DRUMBEAT program at Officer Specialist School, which focuses on exploring healthy relationships; and the annual Good Choice Awards, celebrating resilience, kindness and strength in young people.

### Advocating for our community

Cardinia Shire Council increased its focus on working with Victorian and Australian governments in 2022-23 to progress important projects. Extensive community consultations during 2020 and 2021 guided advocacy priorities for the 2022-23 financial year.

Our team met with Victorian Government Ministers about various key issues, including the upgrade of 11 roads and to reinstate funding of the shire's 'Sealing the Hills' program, while a community petition of nearly 3,000 signatures was lodged with parliament.

In conjunction with Yarra Ranges Council Mayor Jim Child, our representatives travelled to Canberra to meet with the federal government about a commitment to fund \$300 million for unsealed roads projects. The meeting took place in late 2022 with the office of The Hon. Catherine King, Minister for Infrastructure, Transport, Regional Development and Local Government.

During that meeting, we also took the opportunity to talk about the challenges for food relief and the lack of funding in the shire.

We will continue this advocacy work over the next year to successfully secure additional support and vital funding across mental health services, better access to jobs and better protection for our environment, to name a few.

### Providing community support

We are very pleased to have delivered successful community projects and infrastructure development over the past 12 months.

The bridge over Gum Scrub Creek is a standout as residents had been calling for the structure for some time. The team at Cardinia Shire Council was very excited to deliver this asset to the community, as well as the upgraded Beaconsfield Tennis Courts and upgraded facilities at the Toomuc Recreation Reserve. The refreshed Creekwood Park playground in Pakenham as part of Cardinia Shire's 2023 Playground Renewals project was another highlight.

Work continues on the removal of the level crossing on Main Street in Pakenham, with the project to be fast-tracked in the coming months. Its three boom gates are set to be eliminated entirely by 2024 – 12 months earlier than originally planned.

Finally, I'd like to thank each resident and business within the Cardinia Shire for their openness and contribution to the broader community. I am extremely proud to have served as your Mayor in 2022-23. I am looking towards a bright future working alongside my fellow Councillors to better connect our community and improve the life of all citizens.

### Cr Tammy Radford

Cardinia Shire Mayor 2022-23



## CEO's report

Section 2 **Year in review**



I am proud to present this Annual Report along with the Mayor for the 2022-23 year.

We have worked hard to deliver essential services, support our residents, progress significant plans and complete projects to help meet the needs of our growing Cardinia Shire community.

We have continued to work with Councillors and community to deliver on our commitments made in four key strategic documents: our Council Plan 2021-25 incorporating the Community Vision 2040; Council Budget 2022-26; Financial Plan 2021-31; and the Revenue and Rating Plan 2021-25.

### Addressing local issues

We have continued to support and advocate for our community members while maintaining a high level of commitment to our services.

We saw almost 100 residents attend our annual White Ribbon fundraiser, a key event on our calendar that raises vital awareness and funds for family violence prevention programs. The event effectively showcased Cardinia Shire's essential community services and was well received by the community.

Council sought community input into the proposed redevelopment of Cardinia Life, our indoor leisure and aquatic facility. We were delighted to receive such great ideas and are looking forward to progressing plans that will see improvements right across the stadium, aquatics and health and fitness areas within Cardinia Life. We continue to advocate for government grants to fund this project.

Several Council Plan initiatives have been completed such as the Open Space Strategy and Active Cardinia Strategy, both critically important for the future planning of spaces across Cardinia Shire.

Additionally, we were pleased to complete a new Climate Change Adaption Strategy during the year, which aims to reduce the effects of extreme climate events on our most vulnerable residents over the next decade.

### Access and inclusion

Fundamental priorities for Council this past year have included the upgrade and improvement of accessible services and facilities throughout our community, as well as the staging of events that speak directly to people with disability and boosting the spirit of inclusion wherever possible.

We are proud to have partnered with multiple organisations and neighbouring councils to deliver on these priorities and help residents further connect with one another when they may have struggled to in previous years.

In the past financial year, we highlighted Southern Region Disability Inclusion Week and International Day of People with a Disability, while making significant strides

in community inclusion through six capital upgrades, accessible materials, social media guidelines, carer events, and transport advocacy.

Council was also pleased to see the completion of upgrade works on a new accessible carpark in Garfield. The construction reduces barriers and offers increased participation for people with disability.

### Major projects and roads

Despite an early setback when the Australian Government withdrew significant funding towards Cardinia Shire's Sealing the Hills roads program, we continued to prioritise improving our road network with Council's own funded road-sealing program and ongoing advocacy seeking future funding.

While the construction industry continued to suffer from material supply and logistics impacts along with unpredictable global market conditions, Cardinia Shire Council managed to deliver several important facilities and projects this past year.

#### Completed works included:

- three sporting pavilions at Toomuc Reserve;
- Gembrook cricket and football pavilion;
- the athletics track at IYU Recreation Reserve in Pakenham (which will reopen to the community once sufficient grass has been established in late 2023);
- the redevelopment of the Upper Beaconsfield BMX Track; and
- the sealing of several roads as part of Cardinia Shire Council's \$25 million Better Local Roads – Strategic Sealed Roads project including the entire length of McGregor Road and Soldiers Road in Rythdale.

Improved Catani Recreation Reserve cricket nets and refreshed courts at Beaconsfield Tennis Club were also delivered.

### Responsible financial management

We welcomed the community's contribution in preparing the 2023-2024 Council Budget and were delighted to receive 286 submissions during the six-month development process. Council invited a second round of community input after the draft document was presented to citizens in May 2023.

The final Budget was successfully adopted and features more than \$284.87 million of capital works set to be completed over the next four years.

### Events that inspired

It was a year filled with plenty of opportunities to get out into the community and strengthen our connections with residents. The festive season brought with it an especially thriving calendar of events including the Pakenham Christmas Carols, which almost 5,000 people enjoyed.

We also stood united with hundreds of passionate citizens to walk against family violence through the streets of Pakenham as part of Together We Can, a joint initiative between Cardinia Shire Council, Family Life, The University of Melbourne and the Australian Government's Department of Social Services. We were incredibly proud of Cardinia Shire's residents for taking a firm position against family violence, violence against women, and violence against children in our community.

Through this annual report we aim to provide you with a comprehensive insight into Council's operations and achievements. We look forward to maintaining transparency, delivering significant projects and broadening our presence in the community as Cardinia Shire prospers.

#### Carol Jeffs

Chief Executive Officer



## Financial summary

Section 2 Year in review

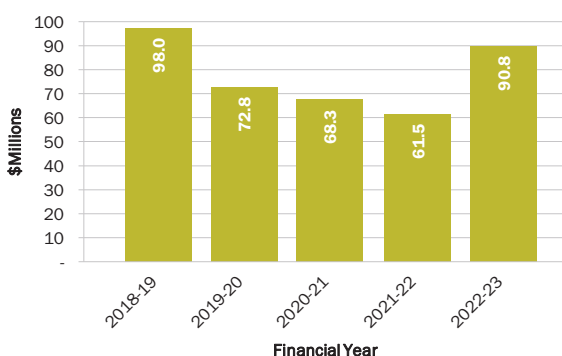
### Comprehensive Income Statement

The Comprehensive Income Statement identifies income and expenses for 2022–23. For the year ending 30 June 2023, Council’s operating result was a surplus of \$90.8 million (see Figure 1), which was higher than the budgeted surplus of \$80.8 million.

Revenue exceeded budget by \$10.5 million, largely due to the receipt of higher than anticipated (\$16.1 million) developer contributions, including roads, footpaths, drains, bridges, land, and land under roads. In addition, increases to interest rates as set by the Reserve Bank of Australia during the year increased Council’s return on investments by approximately \$4.0 million. The early receipt of the 2023-24 Victorian Local Government Grant Commission payment provided a further favourable result of \$4.3 million against budget. These favourable variances were partly offset by a reduction in capital grants (\$15.0 million) as recognition of budgeted grants were rephased to align with updated project delivery timelines.

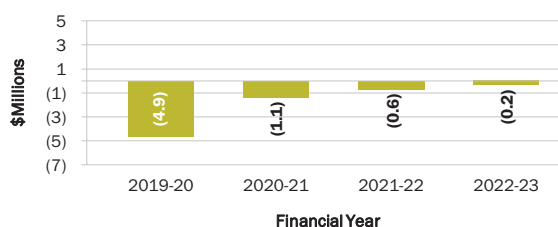
Operating expenditure was \$0.5 million higher than budget. This was mainly due to increased employee costs resulting from newly appointed positions and increased casual staff and overtime. The unbudgeted net loss on disposal of infrastructure assets of \$1.5 million was offset by a reduction in depreciation expense of \$1.5 million in line with updated road project timelines and updated useful lives and depreciation rates following an external revaluation completed on buildings during the year.

Figure 1. Operating result \$ million



The 2022–23 adjusted underlying result is a deficit of \$0.2 million, which is an improvement on the 2021–22 result of a \$0.6 million deficit. Council’s adjusted underlying result adjusts the operating performance by removing the impact of non-recurring capital-related income used to fund the development of Council assets (see Figure 2). This improvement is largely attributable to the increased interest revenue resulting from a higher interest rate return achieved in 2022-23 compared to 2021-22.

Figure 2. Adjusted underlying result \$

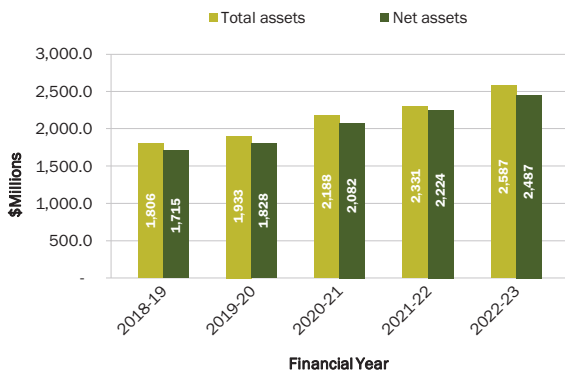


### Balance Sheet

The Balance Sheet represents the overall financial worth of Council (net assets). This comprises what Council owns as assets (total assets) less what it owes as liabilities (see Figure 3). Net Assets on 30 June 2023 totalled \$2.5 billion; an increase of \$263.2 million from 30 June 2022. This increase is mainly due to the increased value of property, infrastructure, plant and equipment assets following the addition of new and contributed assets of \$101.1 million and the revaluation of existing assets at \$172.3 million.



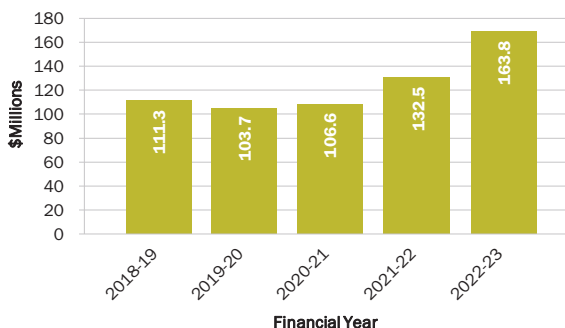
**Figure 3. Assets \$ million**



**Cash Position**

The Statement of Cash Flows provides a summary of Council’s cash receipts (inflows) and cash payments (outflows) during the year. The closing cash and cash equivalents balance as at 30 June 2023 was \$25.8 million, a \$4.8 million increase from 2021–22. Long-term investments as at 30 June 2023 was \$138.0 million, an increase of \$26.5 million from the previous year. This results in total cash and investments of \$163.8 million, an overall increase of \$31.3 million (see Figure 4). The annual increase in cash and cash equivalents is largely due to an increased value of grants received in advance of associated works. These grants will be utilised as works are completed in the coming years.

**Figure 4. Cash and investments \$ million**

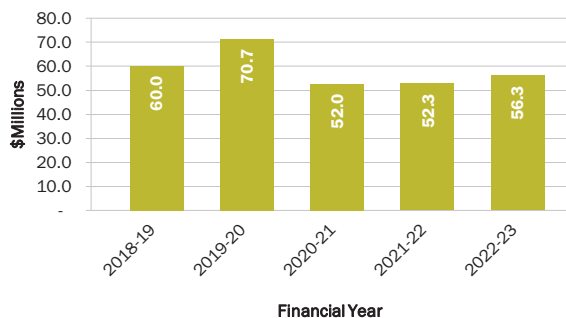


**Statement of Capital Works**

The Statement of Capital Works identifies costs of constructing or acquiring property, infrastructure, and plant.

Council spent \$56.3 million on capital works during 2022–23, which was a \$4.0 million increase from 2021–22 (see Figure 5). Over \$25 million of this was spent on road works including but not limited to works at Bayview Road intersection, Tivendale Road Intersection, and McGregor Road. Buildings across Cardinia had over \$10 million of works completed, which included works at Brunt Road Integrated Children Facility, Timbertop Children’s Facility and Cardinia Youth Facility.

**Figure 5. Capital works program \$ million**



**Grant funding**

During 2022–23, Council recognised a total of \$42.9 million in Commonwealth and Victorian State Government funding. This includes \$18.8 million in financial assistance grants, \$2.1 million to support Maternal and Child Health services and \$15.5 million for investment in local infrastructure. Total grants recognised has reduced by \$0.8 million compared to the previous year.

The full amount of grants recognised during the year is reported within Note 3.4 of the Financial Statements.

## Description of operations

Section 2 **Year in review**

A broad range of services and activities are provided by Cardinia Shire Council each year. These include everything from family and children's services, to maintaining good community infrastructure, such as parks, reserves, open spaces, youth facilities and waste management. Other areas of responsibility include business development, ensuring accountability for Council's Budget and planning for new developments.

Our initiatives are always diverse and contribute to achieving Cardinia Shire Council's vision as outlined in the Council Plan. You can refer to the 'Our Performance' section on page 59 of this report for further information.

### Economic factors

A few budgeted priorities encountered high construction costs during the planning and delivery of the Capital Works Program. These were due to uncontrollable market conditions, while COVID-19 restrictions played a further part, impacting site operations and resulting in delays. Some projects were further delayed due to the necessary reprioritisation of projects to ensure financial sustainability and meet expectations within the wider community.

### Major achievements

Council continued to implement its short and long-term strategies through its Capital Works Program, including one-year, 5-year and 10-year plans aligned to the Council Plan's actions and budgets. As a result, the goal of financial sustainability was supported, and framework was provided to help monitor Council's financial performance while delivering projects.

### Major changes

Cardinia Shire Council's 5-year forward planning and delivery of the Capital Works Program was reviewed and updated to best match Council's ability to deliver the program successfully.

### Major capital works

Cardinia Shire Council undertakes capital works to provide new community assets and improve existing assets. We have developed and delivered many projects throughout the 2022-23 financial year to improve community infrastructure. They will enable Council to deliver better services, amenities, improved access, and quality facilities to the wider community. The following tables outline these projects.



**Better Local Roads Program – Princes Highway intersection project**

<b>Description</b>	Several priority intersections along the Princes Highway will be upgraded over the next 3 years as part of our Better Local Roads Program. The Princes Highway intersection project will provide safer travel for road users while reducing congestion and catering to future increases in traffic.
<b>Update</b>	Bayview Road and Princes Highway intersection in Officer, and Tivendale Road-Station Street and Princes Highway intersection in Officer are well underway with completion expected late 2023 and early 2024 respectively. Other Princes Highway intersections being considered for upgrade include: Brunt Road/Whiteside Road in Beaconsfield McMullen Road in Officer; Arena Parade in Officer; and Thewlis Road in Pakenham.  The Princes Highway intersections at Beaconsfield – O’Neil Road intersection and Glismann Road/Beaconsfield Avenue intersection – have been completed.
<b>Start</b>	2020
<b>End</b>	2024
<b>Cost</b>	\$36 million funded by Council (\$18.3 million) and the Australian Government’s Urban Congestion Fund (\$17.8 million).

**Better Local Roads Program – Sealing the Hills project**

<b>Description</b>	The Sealing the Hills project will involve sealing 38 roads in the Dandenong Ranges and surrounds over the next 3 years.
<b>Update</b>	Works have been completed on Armstrong Road (Beaconsfield), Station Road, Anzac Street, and Heroes Road (Gembrook), and Beenak East Road (Gembrook) with work nearing completion on Innes Road (Gembrook). Works are underway on Baker Street-Glen Road package (Cockatoo), Caroline Avenue package (Cockatoo) and Russell-Blackwood package (Gembrook). Six road packages are due to commence by end of 2023 or early 2024.
<b>Start</b>	2021
<b>End</b>	2025
<b>Cost</b>	\$48 million, 85% of which is funded by \$41 million in Australian Government funding and the remaining 15% co-funded by Council and landowners via a special charge scheme.

**Better Local Roads Program – Strategic sealed roads project**

<b>Description</b>	The Strategic sealed roads project will involve sealing 40 kms of unsealed roads in 7 locations across the shire to improve connections to the existing road network and safety. The Strategic sealed roads project is part of our Better Local Roads Program.
<b>Update</b>	This year has seen the delivery of LL and Armytage roads in Officer, and McGregor, Soldiers and Hobson roads in Rythdale. A construction contract has been awarded for Dore Road, Nar Nar Goon. Detailed designs are completed for Mt Lyall Road, with works due to commence later in 2023. Boundary Drain Road (Station Street to Denhams Road) and Main Drain Road (Denhams Road to Ballarto Road), Koo Wee Rup are complete.
<b>Start</b>	2019
<b>End</b>	2025
<b>Cost</b>	\$25 million



**Bunyip Soccer Field Redevelopment, Bunyip**

<b>Description</b>	The Bunyip soccer field has received a full reconstruction including an overlaid cricket field, new LED 100 lux lighting, perimeter fencing and supporting infrastructure to connect the field with the pavilion. The work will now accommodate both junior and senior requirements.
<b>Update</b>	The soccer field works have been completed, with the field currently under maintenance while the new grass establishes. It is due to be handed over to the club in January 2024. Pavilion interface works are complete. Lighting towers have been erected, with final electrical works underway.
<b>Start</b>	September 2022
<b>End</b>	August 2023
<b>Cost</b>	\$1.55 million

**Nar Nar Goon Recreation Reserve – oval redevelopment, Nar Nar Goon**

<b>Description</b>	Redevelopment of the existing oval surface including improved drainage capacity. Works included a new playing surface, full subsurface drainage, upgrade of surrounding pipework and retaining of existing irrigation.
<b>Update</b>	The oval works have been completed and the ground was handed over to the club for use in time for the 2023 football season.
<b>Start</b>	November 2022
<b>End</b>	June 2023
<b>Cost</b>	\$1.015 million

**Cockatoo southern tennis court redevelopment, Cockatoo**

<b>Description</b>	Removal of existing 2 tennis courts and construction of 2 new courts, LED lighting, perimeter fencing, drainage, connecting pathways and other infrastructure.
<b>Update</b>	The new courts and surrounding infrastructure have been completed and handed over to the tennis club.
<b>Start</b>	November 2022
<b>End</b>	June 2023
<b>Cost</b>	\$600,000

**IYU athletics track, Pakenham**

<b>Description</b>	Construction of a new athletics track & field facility including 10-lane synthetic track, 100-metre grass track and grass infield with irrigation.
<b>Update</b>	The athletics track has been completed; the grass infield is in an establishment period. The track is due to open to the public for use in late 2023.
<b>Start</b>	January 2022
<b>End</b>	October 2023
<b>Cost</b>	\$3.5 million



**Cardinia Youth Hub, Pakenham**

<b>Description</b>	The My Place youth centre is being moved to James Street, Pakenham. The new centre will be called 'Cardinia Youth Hub'. The 3-level, new building will have counselling rooms, a hangout space, internet cafe with 8 computers and access to free Wi-Fi, recording booth, classrooms, and a rooftop recreation space with a basketball hoop.
<b>Update</b>	The project contractor is continuing site construction. There have been delays due to adverse weather conditions and construction implications. Project completion is expected in early 2024.
<b>Start</b>	March 2022
<b>End</b>	2024
<b>Cost</b>	\$6.3 million

**Playground renewal program**

<b>Description</b>	<b>The Playground Renewal Program is an annual capital works program aimed at renewing and upgrading Council's existing playgrounds across the Shire. Council undertakes community engagement,</b> design and the delivery of play spaces that cater for children of all ages. Three play spaces were renewed during the 2022-23 financial year including Creekwood Reserve (Pakenham), Parman Avenue Reserve (Pakenham) and The Parkway (Pakenham). Creekwood Reserve play space received a \$90,000 funding contribution from the Victorian Government, and Parman Avenue play space received a \$62,278 funding contribution from the Australian Government.  These play spaces were delivered on time and on budget.
<b>Update</b>	Construction of the play spaces is now complete.
<b>Start</b>	July 2022
<b>End</b>	June 2023
<b>Cost</b>	\$497,150

**Upper Beaconsfield Reserve BMX Track upgrade**

<b>Description</b>	As part of Council's BMX renewal program, the Upper Beaconsfield BMX track was renewed with improved features. Following two rounds of community engagement, the project has delivered a bike track that meets the needs of the local community and visitors to the Reserve. The track upgrade was completed using a design developed via consultation with the community. The upgraded track opened for use in December 2022.
<b>Update</b>	Construction completed
<b>Start</b>	July 2022
<b>End</b>	December 2022
<b>Cost</b>	\$125,000



**Road pavement renewal program**

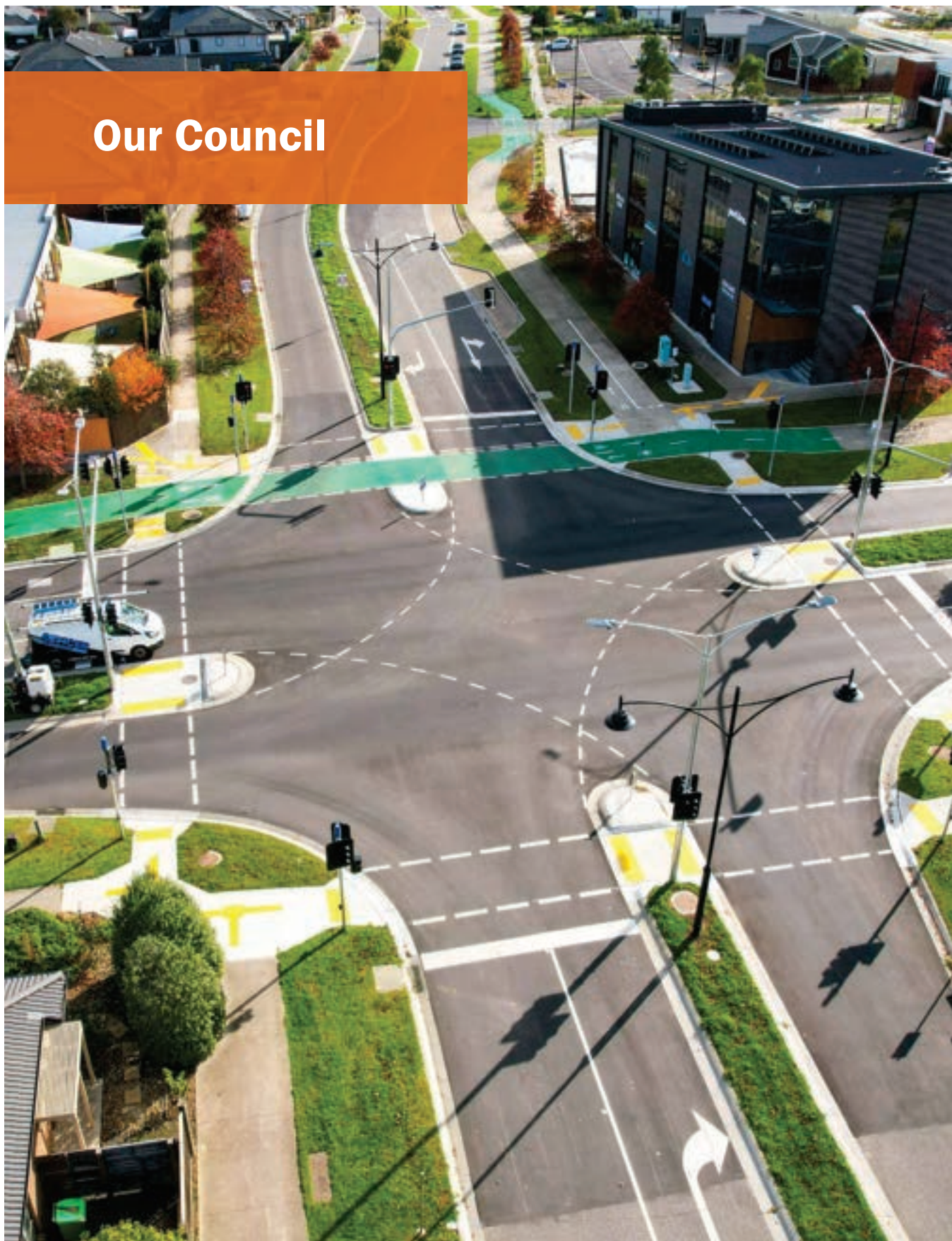
<b>Description</b>	The 2022-23 road pavement renewal and rehabilitation program involves the complete restoration of a number of roads across the shire.
<b>Update</b>	Reconstruction works associated with the deterioration of pavements were completed along Toomuc Valley Road (Pakenham), Heads Road (Yannathan) and Tynong-Bayles Road (Cora Lynn). Works included the removal and/or stabilisation of existing pavement and an improved pavement make-up. All removed material was recycled locally. The works addressed the continual maintenance and repair costs associated with these roads, increasing time efficiency for Council’s Road Maintenance team and improving the overall safety, ‘ride-ability’ and appearance of the roads.
<b>Start</b>	July 2022
<b>End</b>	June 2023
<b>Cost</b>	\$2.3 million funded by Council (\$500,000) and Australian Government’s Roads to Recovery program (\$1.7m)

**Timbertop Integrated Children and Family Centre**

<b>Description</b>	Construction of the Kurmboon Integrated Children and Family Centre (Timbertop, Officer), including a kindergarten, 3 consulting rooms for professionals such as maternal and child health, a community room, staff room, amenities and associated equipment, furniture, outdoor play areas and car parking.
<b>Update</b>	Construction is complete and the centre is operational.
<b>Start</b>	Design: August 2019 Construction: March 2021
<b>End</b>	June 2023
<b>Cost</b>	\$5.3 million



# Our Council



## Cardinia Shire profile

Section 3 **Our Council**

### Location

An area of 1,280km<sup>2</sup> is known as Cardinia Shire, located 55 kilometres south-east of Melbourne's central business district. As one of 10 'Interface Councils' on the outskirts of metropolitan Melbourne, Cardinia is where urban and rural areas meet.

Key road and rail links between Melbourne and West Gippsland operate via the Princes Highway and Gippsland railway corridor that run east-west through the centre of Cardinia Shire. The western end of this corridor comprises about 10% of Cardinia Shire's land area. It is also the main area of growth, encompassing Beaconsfield, Officer and Pakenham.

The municipality's large rural population resides outside of this growth area in 27 townships, providing unique service provision challenges for Council at times. The northern part of the shire is in the foothills of the Dandenong Ranges, which includes Bunyip State Park and Cardinia Reservoir. The southern part of Cardinia Shire plays home to the Koo Wee Rup swamp and Western Port Bay.

### History

Places of both local and state significance are included in the shire's diverse blend of natural and cultural sites. These heritage spots reflect the Cardinia Shire's evolving periods and the people who have shaped them including Aboriginal Australians – the first people to use the rugged landscape – as well as loggers and gold miners of the foothills who helped to drain the former Koo Wee Rup Swamp and the pastoral settlement. The municipality continues to evolve as new developments and residents move into the area each week.

Four main development periods have formed Cardinia Shire, and they are:

- Aboriginal cultural landscape at first contact (c1835–c1860);
- pastoral era and land settlement (c1838–c1870);
- selection era and establishment of service communities (c1860–c1940); and
- post-war residential expansion (c1945 to present day).

Local governing bodies were established in 1862 after the Berwick District Roads Board launched, followed by the establishment of the Shire of Berwick in 1868. This year

marked the 155th anniversary of the Shire of Berwick, which evolved into the Shire of Pakenham and then Cardinia Shire.

### Population

Cardinia Shire is one of Victoria's fastest-growing local government areas.

- An average of 3 new households move into the Shire every day.
- The estimated population is 129,896 as of 2023.
- Cardinia Shire's population is predicted to rise by approximately 42,361 over the next 10 years until 2033, and 52,937 over the next 18 years until 2041 with a projection of total population to then be approximately 182,833.
- The median age of residents is 34, which is 3 years younger than that of Greater Melbourne.
- The largest percentage of Cardinia Shire's population are parents and homebuilders aged 35-49 (21%), followed by young people aged 12-24 (17%), and finally the young workforce aged 25-34 (16%).
- Cardinia Shire has a higher proportion of young children aged 14 years and under (23%) compared with Greater Melbourne (18%) and a lower proportion of people aged 60+ (17%) than Greater Melbourne (20%).

The Victorian Government nominated the combined Casey-Cardinia area as one of five regions around the fringe of metropolitan Melbourne where new housing and population growth will be concentrated. In light of this, dramatic population growth within Cardinia Shire is expected over the next 20 years.





Table 1: Estimated 2023 population and projected 2033 and 2041 population by service age group

Age group (years)	2023		2033		2041		Change: 2023 to 2041
	Number	%	Number	%	Number	%	Number (% change)
Babies and preschoolers (0 to 4)	10,476	8.1%	13,841	8.0%	13,354	7.3%	2,878 (+27.5%)
Primary schoolers (5 to 11)	15,928	12.3%	21,263	12.3%	21,289	11.6%	5,362 (+33.7%)
Secondary schoolers (12 to 17)	10,330	8.0%	13,038	7.6%	14,234	7.8%	3,904 (+37.8%)
Tertiary education and independence (18 to 24)	11,054	8.5%	14,394	8.4%	15,031	8.2%	3,977 (+36.0%)
Young workforce (25 to 34)	20,656	15.9%	25,760	15.0%	25,454	13.9%	4,798 (+23.2%)
Parents and homebuilders (35 to 49)	27,299	21.0%	35,912	20.8%	36,635	20.0%	9,337 (+34.2%)
Older workers and pre-retirees (50 to 59)	13,959	10.7%	17,624	10.2%	20,268	11.1%	6,309 (+45.2%)
Empty nesters and retirees (60 to 69)	10,837	8.3%	14,795	8.6%	16,391	9.0%	5,555 (+51.3%)
Seniors (70 to 84)	9,652	7.4%	15,409	8.9%	18,962	10.4%	9,310 (+96.5%)
Elderly aged (85 and over)	1,743	1.3%	3,038	1.8%	3,923	2.1%	2,180 (+25.0%)
<b>Total people</b>	<b>129,896</b>	<b>100.0</b>	<b>172,257</b>	<b>100.0</b>	<b>182,833</b>	<b>100.0</b>	<b>52,937 (+40.8%)</b>

Percentage figures and totals may not equate exactly due to rounding. Current forecasts extend to 2041.

Cardinia Shire has a higher proportion of young families than the Greater Melbourne average. In contrast, the proportion within the 60+ age group is lower than the Melbourne average. It's important to note this pattern is typical of growth areas located on the fringe of large cities as young couples often relocate from rental accommodation in inner suburbs as they hunt down more affordable housing and larger dwellings in outer suburbs.

An estimated 22,232 residents aged 60 and over continue to reside in the shire and this figure represents 17% of Cardinia's total population. This figure is also predicted to increase to approximately 39,276 over the next 18 years until 2041. With this increase will come a greater demand for community and aged services, health services, local infrastructure upgrades and public transport.

The 2021 Census found that 28.5% of Cardinia Shire's population identified as being of a Christian faith, with Catholic the most dominant denomination chosen by residents. A growing number of residents (44%) indicated they had no religion, which is a higher proportion

compared with Greater Melbourne (37%). The figure is also a 7.3% increase from the 2016 Census.

Only a small proportion of culturally and linguistically diverse (CALD) communities reside within Cardinia Shire, which is in line with current population growth, and this number is increasing. In the 2021 Census, residents who speak a language other than English represented 20% of the Cardinia Shire population, a significant increase from 11% reported in 2016.

The most common birth countries of non-Australian born residents are India, England, Sri Lanka, New Zealand, and the Philippines.

Cardinia Shire has an Aboriginal and Torres Strait Islander population of 1,145 residents representing 1% of the population and remaining in line with Victorian trends. This figure has risen from 780 in 2016.

### Households and housing

As of the 2021 Census, there were approximately 41,834 households in Cardinia Shire.

- Around 39% of households comprise couples with children, a figure greater than the Melbourne average of 33%.
- Other households are comprised of couples without children (approximately 26%), one-parent families (11%) and single residents (19%).
- Of Cardinia Shire households, 22% own their home, 48% have a mortgage, and 22% rent. The proportion of households with a mortgage is higher than the metropolitan Melbourne average of 36%.

### Education

Cardinia Shire residents are generally attaining lower levels of education and training than other areas in metropolitan Melbourne. The 2021 Census found that 52% of residents had completed Year 12 or equivalent, in comparison to the metropolitan Melbourne average of 64%.

At present, the lack of a university campus and limited TAFE courses available within Cardinia Shire puts a ceiling on the availability of post-secondary education opportunities locally for residents.

### Industry and economy

The 2021 Census results found that 18,840 residents were employed in jobs within Cardinia Shire, while more than half of the working population travelled outside the area to work (62%).

- 95% of those able to work are employed and 4.3% of the population is unemployed, a figure that is slightly lower than metropolitan Melbourne (5.3%).
- Of those employed, 61% work full time and 32% work part time.
- Construction (14%), health care and social assistance (13%), retail (10%), and manufacturing (9%) are the top four industries of employment among Cardinia Shire residents.
- The most dominant occupations within Cardinia Shire are technicians and trade workers (17%).

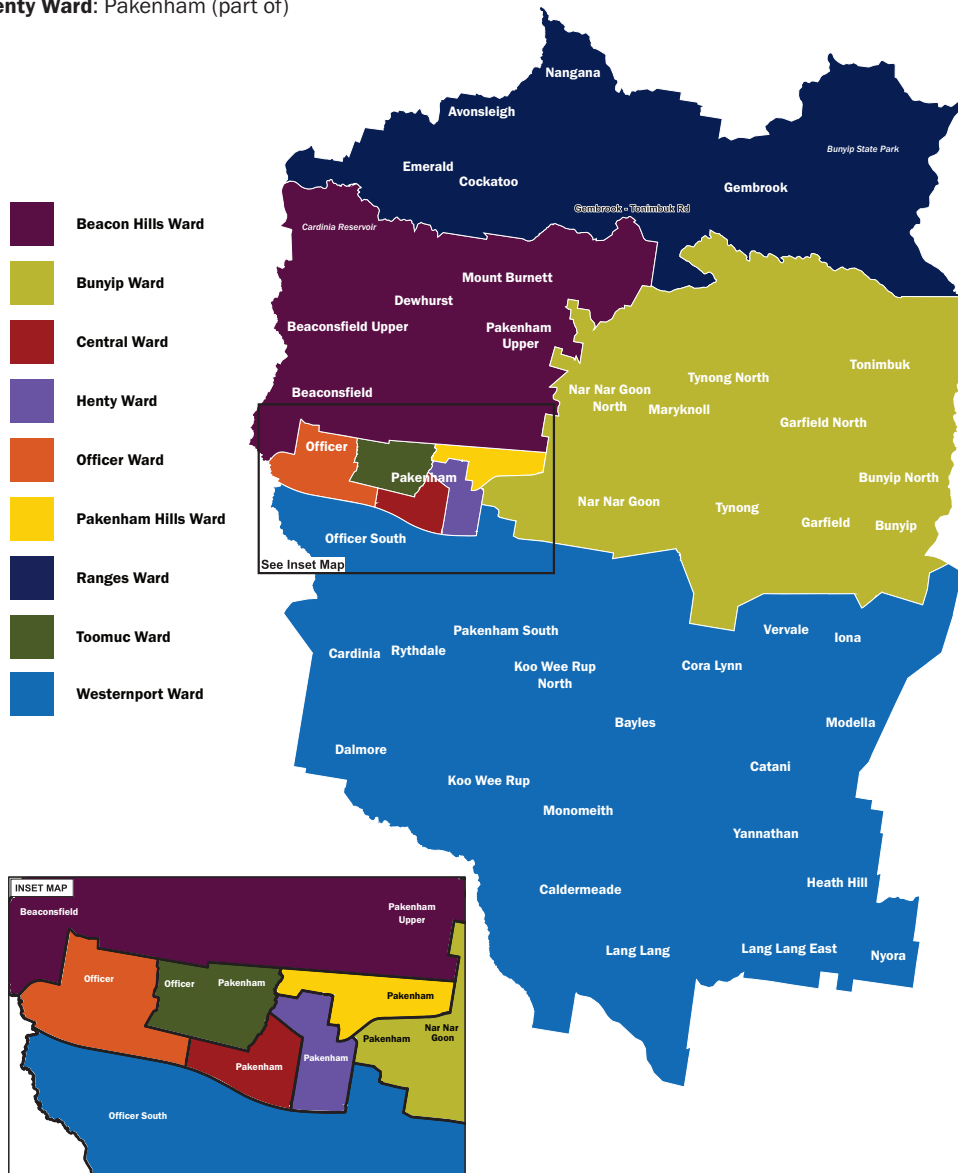
The 2021 Census also indicated that the average median weekly incomes are higher in Cardinia Shire than wider Victoria (see Income and Work in Cardinia – 2021, all persons, QuickStats).



**2020–24 Council term**

For the election held on 24 October 2020, the shire was subdivided into 9 single-member wards (each represented by 1 councillor).

- **Beacon Hills Ward:** Beaconsfield (part of), Beaconsfield Upper, Dewhurst, Guys Hill, Mount Burnett and Pakenham Upper
- **Bunyip Ward:** Bunyip, Bunyip North, Garfield, Garfield North, Nar Nar Goon, Nar Nar Goon North, Pakenham (part of), Tynong and Tynong North
- **Central Ward:** Pakenham (part of)
- **Henty Ward:** Pakenham (part of)
- **Officer Ward:** Beaconsfield (part of) and Officer (part of)
- **Pakenham Hills Ward:** Pakenham (part of)
- **Ranges Ward:** Avonsleigh, Clematis, Cockatoo, Emerald, Gembrook, Menzies Creek and Nangana
- **Toomuc Ward:** Officer (part of) and Pakenham (part of)
- **Westernport Ward:** Bayles, Caldermeade, Cardinia, Catani, Cora Lynn, Dalmore, Heath Hill, Iona, Koo Wee Rup, Koo Wee Rup North, Lang Lang, Lang Lang East, Longwarry, Maryknoll, Modella, Monomeith, Nyora (part of), Officer South, Pakenham South, Rythdale, Tooradin, Vervale and Yannathan.



**Councillors**

Nine councillors were elected in October 2020 to serve for a 4-year period until October 2024.

**Beacon Hills Ward**



**Cr Brett Owen**  
 First elected 2005  
 Mayor 2012-13  
 Deputy Mayor 2013-14  
 Mayor 2016-17  
 Deputy Mayor 2017-18  
 Mayor 2020-21

**Pakenham Hills Ward**



**Cr Jack Kowarzik**  
 First elected 2020  
 Deputy Mayor 2022-23

**Bunyip Ward**



**Cr Graeme Moore**  
 First elected 2011  
 Mayor 2013-14  
 Deputy Mayor 2014-15  
 Mayor 2018-19  
 Deputy Mayor 2019-20

**Ranges Ward**



**Cr Jeff Springfield**  
 First elected 2016  
 Mayor 2019-20  
 Deputy Mayor 2020-21  
 Mayor 2021-22

**Central Ward**



**Cr Collin Ross**  
 First elected 2008  
 Mayor 2017-18  
 Deputy Mayor 2018-19

**Toomuc Ward**



**Cr Stephanie Davies**  
 First elected 2020

**Henty Ward**



**Cr Carol Ryan**  
 First elected 2016

**Westernport Ward**



**Cr Kaye Cameron**  
 First elected 2021

**Officer Ward**



**Cr Tammy Radford**  
 First elected 2020  
 Deputy Mayor 2021-22  
 Mayor 2022-23

**Council offices**

**Civic Centre**  
 20 Siding Avenue, Officer  
 Postal address PO Box 7  
 Pakenham Victoria 3810  
 Phone: 1300 787 624  
 Email: [mail@cardinia.vic.gov.au](mailto:mail@cardinia.vic.gov.au)  
 Web: [www.cardinia.vic.gov.au](http://www.cardinia.vic.gov.au)

## Our people

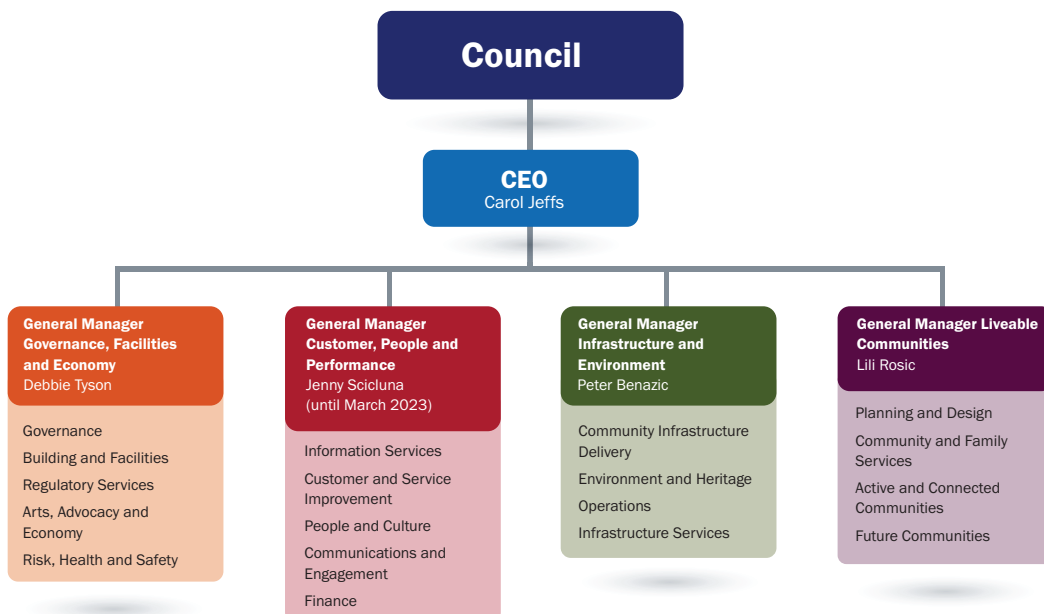


# Organisation structure

Section 4 **Our People**

Cardinia Shire Council is the governing body that appoints the Chief Executive Officer (CEO) to be responsible for the organisation’s day-to-day operations in accordance with the strategic directions of the Council Plan. Our Senior Leadership Team consists of the CEO and 4 General Managers who lead the organisation.

Below is the Cardinia Shire Council organisation structure in 2022-23.



## Meet our Senior Leadership Team

### **Carol Jeffs** Chief Executive Officer

Carol was appointed Chief Executive Officer of Cardinia Shire Council in October 2018. She has almost 20 years' experience as a senior local government executive and has led planning, corporate services, economic development, and community services at both regional and inner metropolitan councils.

She held the positions of Interim Chief Executive Officer and General Manager Community and Economic Development at the City of Port Phillip and was previously General Manager Governance and Manager City Planning at Latrobe City Council.

Carol has extensive experience in local government management and leadership, and a demonstrated commitment to community engagement and participation.

She is passionate about making a difference by working closely with the local community, Councillors, and employees to continue delivering high-quality services and infrastructure across the shire.

Advocating for the needs of Cardinia Shire is another key priority. Carol is committed to engaging with residents, community groups, farmers, businesses and landowners to work towards shared goals for the benefit of the community.

Carol holds qualifications in business (Bachelor of Business) and economics (Master of Economics), is a Harvard University Executive Program graduate and a member of the Australian Institute of Company Directors.



### **Jenny Scicluna** General Manager Customer, People and Performance (until March 2023)

Jenny has more than 20 years' experience in the local government sector, leading a broad range of high-performing teams.

A dedicated leader who is well known for her high level of influencing, organisational and interpersonal leadership skills, Jenny consistently builds positive teams and cultures and is committed to supporting staff to reach their full potential.

Prior to her appointment as General Manager Customer, People and Performance, Jenny served 4 years as Cardinia Shire Council's General Manager Community Wellbeing and 6 months as Acting General Manager Corporate Services. She has also led a broad range of community services at Maroondah and Banyule City councils.

Jenny is committed to people leadership and building a positive, customer-focused culture of service to others. Interacting with and relating to people is what she enjoys most about her role, along with building positive and strong teams and supporting staff to do their best.

Jenny holds a Master of Human Resources Management, Diploma and Bachelor of Education, and Diploma of Frontline Management.

#### **Business unit areas**

- Information services
- Customer and Service Improvement
- People and Culture
- Communications and Engagement
- Finance



### **Peter Benazic** General Manager Infrastructure and Environment

Peter is a dedicated leader who is recognised for his relentless pursuit of excellence, people leadership skills and customer focus.

Peter has over 20 years' experience in local government leadership roles across operations, maintenance, parks,



waste, and project management. He also has experience in the private, community and not-for-profit sectors.

Peter's focus at Cardinia Shire Council includes the delivery of new infrastructure and major capital works programs, the shire's heritage, natural environment, energy and climate change, and the continued maintenance of the shire's roads, drainage, parks and gardens. Maintaining and renewing existing assets is another key priority to ensure long-term sustainability, and that the municipality's services and infrastructure continue to meet the needs of the growing community.

Peter's wealth of experience in local government has included senior roles at Port Phillip, Banyule and Maribyrnong City councils. As Cardinia Shire Council's General Manager Infrastructure and Environment, Peter is committed to building a customer-focussed culture and achieving positive outcomes for the community.

Peter holds 3 tertiary qualifications, including a Double Master of Management, Master of Administrative Management and Master of Business Administration (MBA), as well as a Graduate Certificate in Project Management.

#### **Business unit areas**

- Community Infrastructure Delivery
- Environment and Heritage
- Operations
- Infrastructure Services
- Major Projects



#### **Debbie Tyson** **General Manager Governance, Facilities and Economy**

Debbie is a skilled and accomplished local government manager with 19 years' experience in leading skilled teams across a range of portfolios.

Politically astute, Debbie is a results-oriented leader with a proven ability in policy development, project management and building cross-government relationships to deliver on strategic outcomes.

Prior to her appointment as Cardinia Shire Council's General Manager Governance, Facilities and Economy, Debbie was the Executive Manager of the CEO Office for 6 months, Manager Community and Family Services for one year and Manager Development and Compliance Services for 4 years.

She has also held a number of leadership roles in the statutory planning field at South Gippsland and Baw Baw Shire councils and was the Manager Statutory Planning, Building and Environment Sustainability at Latrobe City Council for 3 years.

Debbie has a Graduate Diploma in Planning & Environment from RMIT University and is a graduate of the LGPro Emerging Leaders Program, Gippsland Community Leadership Program and LGPro Executive Managers Program.

#### **Business unit areas**

- Governance
- Building and Facilities
- Regulatory Services
- Arts, Advocacy and Economy
- Risk, Health and Safety



#### **Lili Rosic** **General Manager Liveable Communities**

Lili joined Cardinia Shire Council in August 2021, bringing more than 20 years of leadership experience in diverse portfolios including Transport, City Amenity, Sustainable Development, Safety, and a range of Community Services.

As an accomplished senior executive, Lili has a proven track record in engaging and partnering with key stakeholders to solve complex problems and transition ideas into reality.

As a former manager of family and children's/youth services for Glein Eira, Bayside and Kingston City councils, Lili is passionate about enhancing liveability and wellbeing, alongside future planning.

In her role as General Manager Liveable Cities, Lili values building trust and a positive, unified culture. She takes a strategic approach to delivering and inspiring high achievement in her teams by being a values-driven, supportive and collaborative leader.

Lili holds formal qualifications in Health and Community Nursing, midwifery, a Master of Business Administration from Monash University, and is a Graduate of the Australian Institute of Company Directors.

#### **Business unit areas**

- Planning and Design
- Community and Family Services
- Active and Connected Communities
- Future Communities



## Council employees

### Section 4 Our People

#### Employee overview

This financial year, Council has continued to create improved efficiencies and effectiveness in the way it works, both with employees and as an organisation. Council met its strategic goals and also improved its financial sustainability.

Whilst transitioning out of the effects of the COVID-19 pandemic and lockdowns into a 'new normal', it was more important than ever for Cardinia Shire Council to enhance wellbeing and connection among employees.

With a focus on wellbeing, Council has created many new resources and opportunities for employees to strengthen their personal wellbeing, including partnering with Converge International and various other external organisations to deliver a series of seminars. These seminars were very well attended and included topics such as Nutrition for Life, Work-Life Integration, Dealing with Uncertainty, and Engaging Emotional Intelligence.

Creating a workplace where employees feel safe, confident and are able to thrive is a priority for Cardinia Shire Council.

#### Organisational culture

Working together, doing things differently and preparing for the future are the three cornerstones of Cardinia Shire's culture, helping Council to deliver on strategy. It's not just what employees do, but how they do it that's important.

Cardinia Shire Council culture is embedded throughout the organisation's varied processes, procedures, leadership and day-to-day employee experiences. Council's employees have these values at the heart of everything they do.

#### Inspired leadership

Employee development was centred on three core pillars during the reporting period: leadership, values and innovation. Council is committed to fostering a cohesive, flexible and motivated workforce that delivers outstanding outcomes for the greater community.

The COVID-19 pandemic pushed Council to review the way in which training and development was conducted within the organisation, so the existing Leadership Fundamentals Program and Everyday Leadership Program were put under the microscope.

As a result, a new leadership program, delivered virtually and titled 'Leading People for Connection, Wellbeing and Performance', focused on leading in a new environment.

Centred around workplace culture, the program strives to help employees stay connected and supported as Cardinia Shire Council continues to achieve its targets.

#### Employee engagement

In October 2021, we undertook the OurVoice@Cardinia employee engagement survey, which found the majority of employees feel a true sense of job satisfaction working at Cardinia Shire Council, and employees feel that they achieve a good work-life balance.

The results from the survey were communicated across the organisation at all levels and the data used to initiate vital conversations about employee culture at Cardinia Shire Council. The results informed action planning to ensure Council continues to be a wonderful place to work.

The next OurVoice@Cardinia employee engagement survey is due to be undertaken at the beginning of the 2023-24 Financial Year.

#### Wellbeing

The Wellbeing Framework informed Cardinia Shire Council's focus over the past year, with five key elements leading this work: physical, emotional, intellectual, social and financial wellbeing. Resources, tools, events and support services were provided to employees, aligning to those specific five areas. Council remains committed to its people now and into the future.

#### Continuing to learn

A range of learning and development programs are on offer to all employees from Council, as aligned to the Leadership Capability Framework and Council's organisational needs.

These programs include:

- the Cardinia Leadership Academy, in partnership with DeakinCo., where staff are able to undertake professional development to become stronger leaders.
- a range of LGPro offerings, staff coaching and mentoring.
- support to undertake formal education – from certificate level courses to postgraduate qualifications – as part of Council's Education Support Program.
- the delivery of Council's 18-month traineeship program, which offers youth placement opportunities for trainees to experience working in various business units across Council.

### Staffing information at 30 June 2023

- 63.03% of Council employees were female, including casuals
- 36.97% of Council employees were male, including casuals
- 0% of Council employees were non-binary/intersex/unspecified, including casuals
- 48.86% of full-time positions were held by women
- 15.32% of part time positions were held by men
- 34.63% of Council staff worked part-time

Table 2. Staffing numbers

Classification	Males	Females	Indeterminate/ intersex/unspecified	TOTAL
Full time	188	172	0	352
Part time	34	188	0	222
Casual	23	44	0	67
<b>Total</b>	<b>237</b>	<b>404</b>	<b>0</b>	<b>641</b>

Table 3. Detailed staff breakdown

Employee type/ gender	CEO	Customer, People and Performance	Infrastructure and Environment	Liveable Communities	Governance, Facilities and Economy	TOTALS
Full time female	1	41	28	67	35	172
Full time male		24	114	15	27	180
Part time female		32	15	76	65	188
Part time male		4	3	6	21	34
Casual female		1	0	12	31	44
Casual male		1	1	4	17	23
Casual indeterminate/ intersex/ unspecified		0	0	0	0	0
<b>Totals</b>	<b>1</b>	<b>103</b>	<b>161</b>	<b>180</b>	<b>196</b>	<b>641</b>

Table 4. Staff demographics by age

Age	Percentage
15-19	0.63
20-24	4.37
25-34	18.25
35-44	28.71
45-54	21.37
55-64	20.12
65 and over	6.55

Table 5. Staff by employment classification and gender

Employment classification	Female FTE	Male FTE	Indeterminate/ intersex/ unspecified FTE	Total FTE
Band 1	7.65	3	0	10.65
Band 2	0	0	0	0
Band 3	1	42	0	43
Band 4	39.23	20.86	0	60.09
Band 5	74.4	31.60	0	106
Band 6	62.97	39.21	0	102.18
Band 7	24.56	24.53	0	49.09
Band 8	26.49	17	0	43.49
Band not applicable	35.61	13.64	0	49.25
<b>Totals</b>	<b>237.74</b>	<b>191.84</b>	<b>0</b>	<b>463.75</b>

**Note:** Council's payroll system provides the above data, which includes staff on extended leave without pay and parental leave. Where this is the case, employee numbers may be exaggerated due to extended position coverage. The data does not include contractors employed by other parties.



**Equal employment opportunity statement**

Cardinia Shire Council is an equal opportunity employer committed to providing a safe and supportive work environment free from unlawful discrimination, bullying, harassment, sexual harassment, and vilification, and where all individuals associated with the organisation treat each other with respect.

Council is an Equal Opportunity and Child Safe employer that supports inclusiveness and diversity. We welcome applications from people from a diverse background including but not limited to those identifying as LGBTQ+, Aboriginal and Torres Strait Islander, people from culturally and linguistically diverse (CALD) backgrounds, and people with disability.

All our employees are expected to behave in a professional manner and to treat each other with dignity and respect while at work. Council will take reasonable and proportionate measures to prevent and eliminate unlawful discrimination, bullying, harassment, sexual harassment and vilification.

Council's Managing Workplace Complaints and Grievances Procedures are in place to ensure reports relating to experiencing or witnessing inappropriate workplace behaviours such as unlawful discrimination, bullying, harassment, sexual harassment and vilification are treated seriously, and are investigated thoroughly and confidentially.

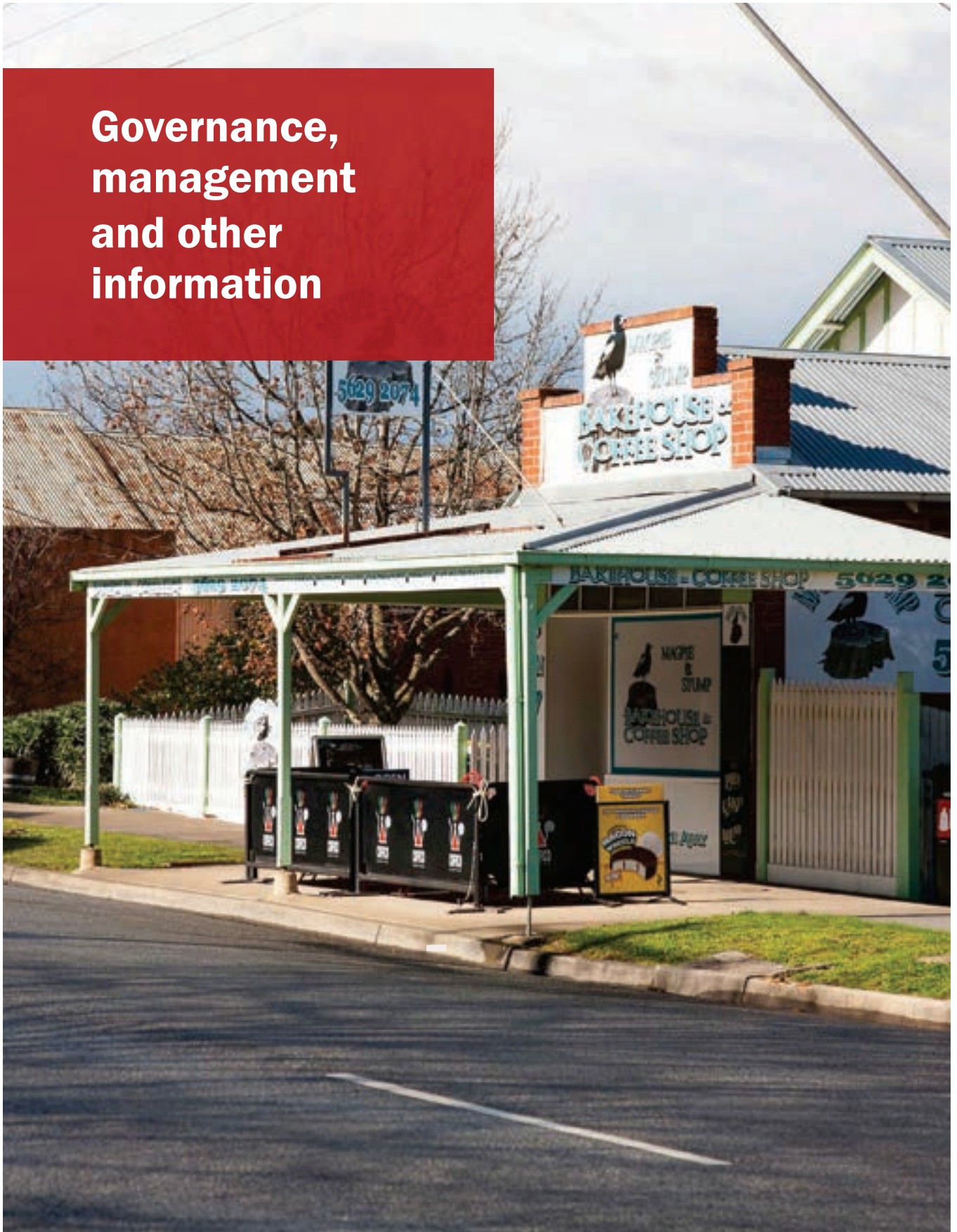
Victimisation is not tolerated and employees who feel they are being treated poorly or victimised because of reporting a concern or for being involved in the investigation process are encouraged to report this treatment immediately.

Council aims to ensure the most efficient and equitable use and development of the skills and talents of all staff. To achieve this, Council has, in consultation with staff, developed strategies to ensure equality at all stages of employment, including recruitment, selection and appointment, promotion, training and all other terms and conditions of employment.

All new Council staff completed induction training that included workplace behaviours, including equal opportunity, sexual harassment and bullying. Refresher training is coordinated for all staff every 2 years and Councillors also undertake this training.



**Governance,  
management  
and other  
information**



## Governance

### Section 5 Governance and Management

Under the provisions of Section 8 of the Local Government Act 2020, the role of council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community.

Council's key roles include:

- considering diverse community needs when making decisions.
- managing strategic objectives and monitoring achievements.
- being held accountable for management of resources.
- advocating on behalf of the local community.
- nurturing community cohesion and encouraging active participation.

On an ongoing basis, the community is invited to provide input into Council's decision-making via consultation, public forums, and submissions to Special Committees of Council. A formal decision-making process takes place during Council meetings.

#### Council meetings

Council meets on the third Monday of every month and the Town Planning Committee meets on the first Monday.

These meetings are conducted in the Council Chamber commencing at 7pm; any members of the public are welcome to attend. The meetings are also streamed live for any interested residents to view.



#### Committees

As at 30 June 2023, Council's committees were as follows:

##### Audit Committee

- Council members: Cr Jack Kowarzik and Cr Stephanie Davies
- independent members: Michael Said (Chairperson), Vincent Philpott and Leanna La Combre

##### Town Planning Committee

- consisting of the whole of Council

#### Code of conduct

As required by the Local Government Act 2020, Council reviewed the Code of Conduct and adopted a new Code of Conduct at the Council Meeting on 15 February 2021. This Code will be further considered before the Council Election in October 2024.

#### Conflict of interest

Councillors are elected by community members to act in the best interests of their community. When a council delegates its powers to a council officer or a committee, the committee or officer also needs to act in the public interest. A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest.

Cardinia Shire Council has in place comprehensive details included in its Governance Rules regarding the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and committee meetings at Cardinia Shire. Council maintains a register of all disclosed conflict of interests.

## Resources, training and compensation

It is important that Council's elected representatives are empowered to undertake their roles and responsibilities and are provided with the opportunity to acquire new skills and upgrade their existing capabilities. Council has adopted a Councillor Expenses Policy which was amended and updated on 20 September 2021.

### Councillor allowances

Council received advice in March 2022 that the Victorian Independent Remuneration Tribunal had made a decision on the payment of Mayoral, Deputy Mayoral and Councillor allowances.

The determination saw an increase to Mayoral and Councillor allowances, to be phased in over 5 years and 3 years respectively.

Allowances from July 2022 were as follows:

- Mayor \$119,316
- Deputy Mayor \$59,658
- Councillors \$35,972

From 18 December 2022, the allowances increased to:

- Mayoral \$124,469
- Deputy Mayor \$62,235
- Councillors \$37,565

**Table 6a. Councillor expenses 2022-23**

Councillor	Travel expenses	General expenses (includes childcare)	Professional development
Graeme Moore	\$4835.34	\$0	\$0
Brett Owen	\$0	\$0	\$0
Stephanie Davies	\$0	\$0	\$0
Collin Ross	\$4962.34	\$0	\$1352.50
Carol Ryan	\$0	\$0	\$0
Jack Kowarzik	\$0	\$0	\$6328.90
Jeff Springfield	\$810.83	\$0	\$0
Tammy Radford	\$0	\$0	\$0
Kaye Cameron	\$463.33	\$0	\$50

**Table 6b. Councillor attendance at meetings 2022-23**

Councillor	Briefings (43 meetings)		Council meetings (11 meetings)		Town planning attended (8 meetings)	
	Attended	Apologised	Attended	Apologised	Attended	Apologised
Cr Brett Owen	42	1	10	1	8	0
Cr Carol Ryan	40	3	11	0	6	2
Cr Collin Ross	39	4	11	0	6	2
Cr Graeme Moore	42	1	11	0	8	0
Cr Jack Kowarzik	43	0	11	0	8	0
Cr Jeff Springfield	40	3	11	0	7	1
Cr Kaye Cameron	41	2	11	0	8	0
Cr Stephanie Davies	28	15	11	0	4	4
Parental leave taken during this time						
Cr Tammy Radford	40	3	11	0	8	0

## Councillor expense entitlements

The Councillor Expenses Policy provides for payment of travel allowances, child care expenses and communication expenses. Councillors are supplied with a computer and internet connection, and a mobile phone to be used for Council business.

The Policy also provides that where the Mayor uses their private vehicle during their term of Office, they received a vehicle allowance of \$15,000 per annum.

## Councillor professional development

The policy supports Councillors to upgrade their skills during their term of office with an amount of \$3,000 per Councillor per annum, or \$12,000 over their 4-year term. Programs qualifying for expenditure include:

- seminars and conferences.
- undergraduate and postgraduate studies.
- short courses and study tours.

Programs must relate to the areas of local government activity, leadership and governance in the context of the role of Councillor, or enhance the personal skills of the individual to undertake the role.

## Management

### Section 5 Governance and Management

#### Audit and Risk Committee

The role of the Audit and Risk Committee is to oversee and monitor the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management, and fostering an ethical and inclusive environment.

This Committee consists of 2 councillors and 3 independent members: Michael Said (Chairperson), Vincent Philpott and Leanna La Combre. Independent members are appointed for a 2-year term, with a maximum of 3 terms. The Chair is elected from the independent members.

The Committee meets regularly throughout the year. The Internal Auditor, Chief Finance Officer, Chief Executive Officer and Executive Manager Office of the CEO attend all Audit and Risk Committee meetings. Other management representatives attend to present reports as required, while external auditors attend twice per year. Recommendations from each Audit and Risk Committee meeting are subsequently reported to Council.

#### Internal audit

This function provides independent and objective assurance that the appropriate processes are in place across Council. This area is jointly resourced by an Internal Auditor and an external provider.

A risk-based 3-year Strategic Internal Audit Plan (SIAP) is revised annually to ensure the audit resources remain focused on the appropriate areas. The review process considers Council's risk framework; Council Plan; the impact of any change on operations, systems or the business environment; prior audit coverage and outcomes; as well as management input. The SIAP is reviewed and approved by the Audit Committee annually.

The Internal Auditor attends each Audit and Risk Committee meeting to report on the status of the SIAP, provide an update on the implementation of audit

recommendations and present findings. The responsible general manager and manager for each area reviewed are required to attend the Audit and Risk Committee meeting to respond to any questions. All audit issues identified are risk rated. Recommendations are assigned to the responsible manager and tracked in Council's performance management system. Managers provide quarterly status updates reviewed by the Internal Auditor and reported to the Senior Leadership Team and the Audit and Risk Committee.

The SIAP for 2022-23 was completed with the following reviews conducted:

- Child Safe Standards
- Customer Requests
- Privacy Third-party Management
- Payroll (including data analytics)
- Cyber – Internal Vulnerability Assessment
- Cyber – M365 Health Check
- Project management – started in 2022-23 but will be finalised with management comments in 2023-24
- Maternal & Child Health – started in 2022-23 but will be finalised in 2023-24

#### External audit

The Victorian Auditor-General is the external auditor for Council. For the 2022-23 financial year, the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative. They attend the May and August Audit and Risk Committee meetings to present the Annual Audit Plan and Independent Audit Report. The external auditor's final management letter and responses are also provided to the Audit and Risk Committee.



### **Risk management**

Responsibility for risk is allocated to the appropriate managers through Council's Risk Management framework. It provides a comprehensive approach to better integrate risk management into strategic decision-making, while also allowing Council to develop an overall approach to managing risk, remaining committed to an innovative, strategic direction. The policy ensures Council can appropriately deal with risk, protect its assets, including people and property, and create an environment where all employees assume responsibility for managing risk. The Corporate Risk Register is subject to ongoing updates and reviews to ensure it is current and reflective of the corporate risk profile.

### **Business continuity**

The Business Continuity Plan was updated in 2022-23 and assists Council in providing services to the community based on the service's criticality, should Council business be interrupted by an event. Council places much importance on minimising the impact on service delivery to the community in the event of a business interruption.

### **Workplace safety**

Council has maintained a strong focus on continuing its positive safety culture in 2022-23. Through structured education and awareness sessions with management and employees, safety has remained a priority. Council provides a proactive, early-intervention injury-management program to its workforce to assist in effectively managing workplace injuries and WorkCover claims.

### **Business improvement – Quality Circles**

Launched in February 2018, Quality Circles provides a space for employees to voice their ideas and utilise their creative skills to improve processes. Participants identify problems and implement improvements using a structured problem-solving process that aims to address the root causes of problems.

Quality Circles teams engage in short weekly meetings to work through improvement opportunities in the service they provide.

The program outcomes are extremely positive. Not only are process improvements identified and implemented, the program increases enthusiasm within the business improvement space. Communication both within and outside the Quality Circles groups increases as participants became more engaged and empowered to make improvements. The program provides an outlet for participant ideas and creativity. With increases in the participants' knowledge of problem-solving techniques and processes, it is invaluable to the organisation.



**Local Government Community Satisfaction Survey**

As with the previous year, the 2023 Local Government Community Satisfaction Survey was completed in-person by door knock via an independent agency. Council uses the survey results to better understand the needs, wants and expectations of the community. This helps Council shape numerous strategic decisions, directions, and the delivery of services.

The following table shows Cardinia Shire Council’s results for the core survey measures from the 2023 Survey and the previous 4 years.

Table 7. Snapshot of Council's performance

	2019	2020	2021	2022	2023	Trend *
<b>Overall performance</b>	61	57	61	68	66	↓
<b>Community consultation</b>	55	52	54	68	67	↓
<b>Advocacy</b>	53	48	49	66	66	↔
<b>Making community decisions</b>	54	51	55	65	64	↓
<b>Sealed local roads</b>	58	52	56	64	61	↓
<b>Customer service</b>	65	63	65	69	70	↑

\* A horizontal two-headed arrow (↔) indicates no statistically significant change from the result of previous year.



**Governance and management checklist**

Item	Assessment	Yes /no	Date of operation (where applicable)	Reported date (where applicable)
<b>Community engagement policy</b> (policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act	Yes	15/02/2021	
<b>Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation	Yes	15/02/2021	
<b>Financial Plan</b> (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act	Yes	21/06/2021	
<b>Asset Plan</b> (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act	Yes	20/6/2022	
<b>Revenue and Rating Plan</b> (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act	Yes	21/06/2021	
<b>Annual budget</b> (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act	Yes	27/6/2022	
<b>Risk policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation	Yes	28/10/2020	
<b>Fraud policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation	Yes	9/11/2022	

Item	Assessment	Yes/no	Date of operation (where applicable)	Reported date (where applicable)
<b>Municipal emergency management plan</b> (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i>	Yes	10/10/2022	
<b>Procurement policy</b> (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council)	Adopted in accordance with section 108 of the Act	Yes	18/10/2021	
<b>Business continuity plan</b> (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation	Yes	14/12/2019	
<b>Disaster recovery plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation	Yes	9/5/2022	
<b>Risk management framework</b> (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation	Yes	28/10/2020	
<b>Audit and Risk Committee</b> (advisory committee of Council under section 53 of the Act whose role is to monitor the compliance of Council policies and procedures, monitor Council's financial reporting, monitor and provide advice on risk management, and provide oversight on internal and external audit functions)	Established in accordance with section 53 of the Act	Yes	17/8/2020	
<b>Internal audit</b> (independent accounting professionals engaged by Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged	Yes	1/06/2020	
<b>Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the 1989 Act)	Current framework in operation	Yes		15/08/2022, 21/11/2022, 20/02/2023, 15/05/2023

Item	Assessment	Yes/no	Date of operation (where applicable)	Reported date (where applicable)
<b>Council Plan report</b> (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first 6 months of the financial year)	Current report	Yes		15/08/2022, 21/11/2022, 20/02/2023, 15/05/2023
<b>Financial reporting</b> (quarterly statements to Council under section 138(1) of the 1989 Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Quarterly reports presented to Council in accordance with section 97(1) of the Act	Yes		26/09/2022, 21/11/2022, 20/02/2023, 15/05/2023
<b>Risk reporting</b> (6-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk reports prepared and presented	Yes		15/08/2022, 21/11/2022, 20/02/2023, 15/05/2023
<b>Performance reporting</b> (6-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the 1989 Act)	Performance reports prepared	Yes		15/08/2022, 21/11/2022, 20/02/2023, 15/05/2023
<b>Annual report</b> (annual report under sections 131, 132 and 133 of the 1989 Act to the community containing a report of operations and audited financial performance statements)	Considered at the meeting of Council in accordance with section 134 of the 1989 Act	Yes	17/10/2022	
<b>Councillor Code of Conduct</b> (code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the Act	Yes	15/02/2021	
<b>Delegations</b> (document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act	Yes	26/10/2022	
<b>Meeting procedures</b> (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees.)	Governance Rules adopted in accordance with section 60 of the Act	Yes	17/08/2020	

**Certification of governance and management**

**Certification of governance and management checklist**

We certify that this information presents fairly the status of Council's governance and management arrangements.



**Carol Jeffs**  
Chief Executive Officer



**Cr Tammy Radford**  
Mayor 2022-23

Dated: 18 September 2023

## Statutory information

### Section 5 Governance and Management

#### Information available for the public

In accordance with section 57 and 58 of the Local Government Act 2020, documents and information available to the public will be managed as set out in Council's Public Transparency Policy.

The policy supports Council in its ongoing drive for good governance and the importance of open and accountable conduct, and how Council information is to be made publicly available. The policy gives effect to the Public Transparency Principles outlined in the Local Government Act.

A list of documents available for inspection under the various Acts that Council is subject to can be found in Council's Part II Statement in accordance with section 7 of the Freedom of Information Act 1982.

#### Contracts

During the 2022-23 financial year, no contracts were entered into over the tender threshold without giving public notice of the contract and inviting tenders.

Council adopted its Procurement Policy on 18 October 2021; the Policy is consistent with section 108 of the Local Government Act 2020 (the Act).

This Policy has a contract value of \$300,000 (incl. GST) for Invitation to Tender or Expression of Interest.

Below is a list of contracts entered into with a value above Council's Procurement Policy:

- Cardinia Shire library service
- Engineering professional services
- Cardinia Shire arboricultural works contractors panel
- Annual supply and install concrete footpath and associated works – new and maintenance
- Purchase of 2 x new motor graders with rollers
- Pound services
- Mercury vapour street lighting replacement
- Electronic access control system and master key system for Council properties
- Reconstruction of Nar Nar Goon Oval

- Reconstruction of Bunyip Soccer Fields
- Construction works at Timbertop and Pink Hill Boulevards intersection, Officer
- Cockatoo Tennis Court reconstruction
- Construction of Christians Ave and Andrew Ct, Emerald
- Immunisation services
- Pavement renewal works 2022-23
- 2 x new prime movers
- Construction of Brunt Road Early Learning Centre
- Construction of Russell-Blackwood Catchment, Gembrook
- First-Grenville package phase 1 road reconstruction works, Cockatoo
- Naughton St and Carawa St reconstruction works, Cockatoo
- Station Road, Garden St, Glen Road and Baker St reconstruction works, Cockatoo
- Construction of Caroline Ave, Boronia Cres & Rouen Road, Cockatoo
- Construction of Garfield Netball Pavilion
- Construction of Pakenham Regional Tennis Centre
- Principal consultant for the design of Thewlis Road Child & Family Centre
- PB Ronald Reserve & Alma Treloar Reserve Public Toilets
- Construction of Alma Treloar Amphitheatre and Stage
- Construction of Brunt Road and Pioneer Way, Officer
- Bald Hill Road Blackspot – McDonalds Drain to Five Mile Road, Pakenham
- Microsoft Licensing
- Boomi Pro Plus Edition Bundle
- End user computer equipment lease.

One contract was entered into where Council did not invite a tender or seek an expression of interest. This contract was for emergency works following a land slip and was:

- Salisbury Road landslip rectification works.

### Best Value Report 2022-23

Cardinia Shire Council continues to embrace Best Value principles. Council primarily applies these through its business and service-delivery planning processes by monitoring the change in demand for services and by identifying the appropriate resources to meet that demand in a fair manner for all the community. In addition, we continue to work with existing partnerships while exploring new opportunities to deliver services.

### Access and Inclusion Policy and Action Plan

Council, in conjunction with the Cardinia Access and Inclusion Advisory Committee, continued to monitor and implement the Disability, Access and Inclusion Action Plan. Council's Access and Inclusion Disability Strategy and Action Plan 2021-2026 is underway, such as the development and implementation of the new Disability Action Plan. Extensive community engagement was undertaken to develop this new plan, which sets out what Council will do to make our workplaces, services, programs and community more accessible to people with disability.

### Domestic Animal Management Plan

In accordance with the Domestic Animals Act 1994, Council is required to prepare a Domestic Animal Management Plan at 4-year intervals.

The Domestic Animal Management Plan 2022-25 was developed in consultation with local veterinary clinics, domestic animal business permit holders, peak industry bodies and animal interest groups. This revised plan was adopted by Council on 20 June 2022.

### Food Act Ministerial Directions

In accordance with Section 7E of the Food Act 1984, Council is required to publish a summary of any Ministerial directions received during the financial year. No such Ministerial directions were received by Council during the 2022-23 financial year.

### Freedom of Information (FOI) Report

In accordance with the Freedom of Information Act 1982 reporting requirements, the following information is supplied for the period 1 July 2022 to 30 June 2023:

- a. 37 FOI requests were made to Cardinia Shire Council.
- b. Manager Governance, Doug Evans, is the designated officer with authority to make a decision in relation to a request.
- c. no applications for review were made to the Freedom of Information Commissioner.
- d. no application was made to the Victorian Civil and Administrative Tribunal (VCAT) during the above period.
- e. No notices were served on the agency under Section 12 (1).
- f. no disciplinary action was taken out against any officer in respect of the administration of the Act.
- g. \$1,101.60 charges were levied on the applicants.

### Public Interest Disclosure Act

The Public Interest Disclosure Act 2012 aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Procedures on how to make a disclosure are publicly available on Council's website. During 2022-23, no disclosures were notified to Council officers appointed to receive disclosures or to the Independent Broad-based Anti-corruption Commission (IBAC).

### Road Management Act Ministerial Direction

In accordance with Section 22 of the Road Management Act 2004, Council is required to publish a copy, or a summary, of any Ministerial directions received during the financial year. No such Ministerial directions were received by Council during the 2022-23 financial year.



### National Competition Policy Compliance

Cardinia Shire Council has complied with the requirements of the National Competition Policy for the period 1 July 2022 to 30 June 2023.

### Current Local Laws

As at 30 June 2023, Council had 2 Local Laws in operation.

#### Local Law No 17 Environment, amenity and asset protection local law

The purpose and general purport of this Local Law is to:

- provide for the peace, order and good governance of Cardinia Shire Council.
- promote a physical and social environment in the municipal district free from hazards to health and safety, and to prevent and suppress nuisances that may adversely affect persons.
- prohibit, regulate, and control activities that may be dangerous or unsafe or detrimental to the quality of life, the environment, and the amenity of the municipality.
- prohibit, regulate, and control access to, and behaviour in, municipal places, buildings, recreation centres and reserves, and to protect public assets vested in Council.

- define the standards to which persons engaged in building work should adhere, which aims to minimise the impact of building activities in respect of hazards to health and safety, the presence and disposal of builders' refuse, rubbish and soil, stormwater, and other pollution.
- provide for the consistent application and enforcement of this Local Law.

#### Local Law No 20 Open Air Fires Local Law

The main objectives of this Local Law are to:

- provide for the peace order and good governance of Cardinia Shire Council;
- promote a physical and social environment free from hazards to health, in which the residents of the municipal district can enjoy a quality of life that meets the general expectations of the community;
- protect the amenity of the municipal district;
- prevent and suppress nuisances connected with open-air fires and smoke in the environment, which may adversely affect the enjoyment of life or the health, safety and welfare of persons;
- prohibit, regulate and control open-air fires (and related behaviours) which may be dangerous or unsafe or detrimental to the quality of life and the environment; and
- provide for the consistent application and enforcement of this Local Law.



## Development contribution plans (DCPs)

Section 5 **Governance and Management**

Urban development generates demand for a range of costly infrastructure. Development contributions and associated requirements enable Council to recover a significant portion of those costs from the beneficiaries of growth.

Development contributions are divided into 4 groups:

1. major roads and traffic control infrastructure
2. other development infrastructure (preschools, playgrounds and basic sporting open space)
3. community infrastructure (community centres, libraries and indoor sporting facilities)
4. land required to facilitate the delivery of the above.

Although the collected contributions do not meet the full cost of the growth area infrastructure, the contributions are vital to Cardinia Shire Council’s capacity to deliver critical infrastructure to service its new communities as development surges.

**Table 8. Total DCP levies received in 2022-23 financial year**

DCP name (Year approved)	Levies received in 2022-23 FY (\$)
Pakenham DCP (1997)	\$2,745,864
Cardinia Road DCP (2008)	\$5,705,728
Officer DCP (2011)	\$10,183,294
<b>Total</b>	<b>\$18,634,886</b>



**DCP land, works, services or facilities accepted as works-in-kind in 2022-23 financial year**

Table 9.

DCP reference	Project description and item purpose	Developed by	Project value (approx. \$)
<b>Officer DCP (2011)</b>			
DI_RO_09a	Construction of McMullen Road Upgrade to Connector Street - Constrained Type 1 (Section 4a)	BJR McMullen Pty Ltd	\$284,557
DI_RO_09b	Construction of McMullen Road Upgrade to an Access Street - Level 1 Rural Style Road (Section 6a)	BJR McMullen Pty Ltd	\$2,443,143
DI_RO_LA35b	Purchase of Land for Rix Road Upgrade to a Connector Street Boulevard Standard (Section 3)	Rix Road Development Pty Ltd	\$2,257,340
DI_RO_23	Construction of Station Street Safety Upgrade of at-grade Rail Crossing	Galileo Mulcahy Road Nominee Pty Limited	\$1,528,789
DI_CF_LA06	Purchase of Land for the Central Integrated Community Infrastructure Site. - to accommodate a Youth Facility, Library and Aquatic Centre.	Development Victoria	\$2,510,011
DI_TM_21	Construction of Signalised Intersections at North-South Arterial (Officer South Road)/Princes Freeway (interchange).	Satterley Property Group Pty Ltd	\$5,779,963
DI_RO_27	Construction of Officer South Road upgrade to an Arterial Road: Future VicRoads Declared Road (4 lanes) (Section 1a).	Satterley Property Group Pty Ltd	\$1,044,300
DI_TN_10	Construction of trail network adjacent to the Princes Freeway from Gum Scrub Creek to the Freeway Service Centre (no access to the Freeway Service Centre).	Satterley Property Group Pty Ltd	\$247,417
DI_RO_LA38	Purchase of land for Stephens Road / Princes Freeway Overpass.	Satterley Property Group Pty Ltd	\$515,000
DI_RO_LA37	Purchase of land for Stephens Road upgrade to a Connector Street Boulevard standard (Section 3).	Satterley Property Group Pty Ltd	\$115,000
DI_RO_LA34	Purchase of land for East-West Road C to a Access Street - Level 2 standard (Section 5).	Winland Holdings Pty Ltd	\$657,213
DI_RO_14	Construction of East-West Road C to a Access Street - Level 2 (Section 5).	Winland Holdings Pty Ltd	\$615,028
DI_OS_06c	Construction of Local Park Improvements (Stage 3)	BJR McMullen Pty Ltd	\$63,099
DI_RO_16a	Construction of Rix Road upgrade to a Connector Street Boulevard standard (Section 3).	ARECON Management Pty Ltd	\$50,960
DI_RO_LA31b	Purchase of land for Brunt Road upgrade to a Connector Street Boulevard standard (Section 3).	Epic Group Investments Pty Ltd	\$310,799
DI_RO_LA32	Purchase of land for Grade Separated Rail Crossing at Brunt Road.	Epic Group Investments Pty Ltd	\$160,998
DI_TM_LA31	Purchase of land for Signalised Intersection at North-South Arterial/Rix Road/Officer South Road.	Smorgon Property Pty Ltd	\$74,340
<b>Sub Total</b>			<b>\$18,657,958</b>

Table 10. Land, works, services or facilities delivered in 2022-23 financial year from DCP levies collected

Project ID	Project description	DCP fund expended (\$)	Works-in-kind accepted (\$)	Council's contributions (\$)	Other contributions (Grants) (\$)	Total LTD project expenditure (\$)	% of item delivered
<b>Cardinia Road DCP (2008)</b>							
DI-OS-12	Comely Banks (Henry Rd West) Recreation Reserve	\$675			\$80,000	\$14,827,355	100%
DI_RO_15 (design)	Signalised intersection - Princes Highway and North South Collector Road-Arena Pde Design	\$630				\$43,050	100%
DI_RO_15 (construction)	Signalised intersection - Princes Highway and North South Collector Road-Arena Pde Construction	\$6,507				\$6,507	10%
DI_LA_19	Land Acquisition - Library Facility - Officer Town Centre	\$1,164,000				\$1,164,000	100%
<b>Sub-Total</b>		<b>\$1,171,813</b>	-	-	<b>\$80,000</b>	<b>\$16,040,912</b>	
<b>Officer DCP (2011)</b>							
DI_CF_02	Construction of Integrated Childrens Facility -Timbertop	\$1,479,975			\$792,000	\$5,641,307	95%
DI_CF_04	Brunt Road Integrated Childrens Facility - Officer precinct	\$456,663			\$2,945,093	\$3,509,652	55%
DI_CF_05	Integrated Childrens Facility - Officer Rix Road DCP	\$128,677			\$68,549	\$6,548,961	100%
DI_TN_02 (part)	South side of the Princes Hwy (3m wide shared path) between Denton Dr and service road	\$308,394				\$457,423	100%
DI_TM_05 (design)	Princes Hwy intersections Princes Hwy/Tivendale Road/Station St-Design	\$76,097				\$152,703	100%
DI_TM_05 (construct)	Princes Hwy intersections Princes Hwy/Tivendale Road/Station St-Construction	\$790,719				\$2,083,442	25%
DI_TM_01 (design)	Princes Hwy intersections Old Princes Highway and O'Neill Road-Design	\$1,586				\$78,970	100%
DI_TM_01 (construct)	Princes Hwy intersections Old Princes Highway and O'Neill Road-Construction	\$18,050				\$4,325,660	100%
DI_TM_04 (design)	Princes Hwy intersections Princes Hwy Bayview Road/North South Arterial-Design				\$490,797	\$532,966	100%
DI_TM_04 (construct)	Princes Hwy intersections Princes Hwy Bayview Road/North South Arterial-Construction	\$3,732,992			\$1,171,787	\$4,904,779	50%
DI_TM_02 (design)	Princes Hwy intersections Princes Hwy/Whiteside Road and Brunt Road-Design	\$17,005				\$66,634	100%
DI_TM_02 (construct)	Princes Hwy intersections Princes Hwy/Whiteside Road and Brunt Road-Construction	\$174,451				\$174,451	10%
DI_TM_07 (design)	Princes Hwy intersections Princes Hwy/Town Centre Loop Road/ McMullen Road-Design	\$636				\$49,878	100%
DI_TM_07 (construct)	Princes Hwy intersections Princes Hwy/Town Centre Loop Road/ McMullen Road-Construction	\$6,364				\$6,364	10%
DI_RO_14	Pioneer Way Construction	\$325,117				\$325,117	14%
DI_CF_LA06	Purchase of Land for the Central Integrated Community Infrastructure Site. - to accommodate a Youth Facility, Library and Aquatic Centre.	\$1,125,989				\$1,125,989	100%
<b>Sub-Total</b>		<b>\$8,642,715</b>	-	-	<b>\$5,468,226</b>	<b>\$29,984,297</b>	
<b>Total</b>		<b>\$9,814,528</b>	-	-	<b>\$5,468,226</b>	<b>\$46,025,210</b>	

Unless otherwise stated, amounts in the Report of Operations DCPs have been rounded to the nearest dollar. Figures in the report may not equate exactly due to rounding.

# Our performance



# Planning and accountability framework

Section 6 **Our performance**

The Local Government Act 2020 requires that councils develop an integrated and transparent approach to planning, organised around a 10-year community vision.

Councils must apply the strategic planning principles listed in section 89 of the Act to develop the following documents.

- Community Vision (10 years)
- Council Plan (4 years)
- Financial Plan (10 years)
- Asset Plan (10 years)
- Revenue and Rating Plan (4 years)

When applying the strategic planning principles, councils should also consider the other principles within the Act. For example, strategic planning documents are developed through community engagement and with regard to financial management, public transparency and service delivery.

The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for local government.

Time horizon	Planning		Reporting
<b>Long term (10 years)</b>	<b>Community Vision</b> <ul style="list-style-type: none"> <li>• Needs</li> </ul>	<b>Financial Plan</b> <ul style="list-style-type: none"> <li>• Assumptions</li> <li>• Resources</li> <li>• Financial Statements</li> </ul> <b>Asset Plan</b> <ul style="list-style-type: none"> <li>• Maintenance</li> <li>• Renewal</li> </ul>	
<b>Medium term (4 years)</b>	<b>Council Plan</b> <ul style="list-style-type: none"> <li>• Direction</li> <li>• Objectives</li> <li>• Strategies</li> <li>• Indicators</li> <li>• Initiatives</li> </ul>	<b>Workforce Plan</b> <ul style="list-style-type: none"> <li>• Structure</li> <li>• Staffing</li> </ul> <b>Rating Plan</b> <ul style="list-style-type: none"> <li>• Principals</li> <li>• Structure</li> </ul>	
<b>Short term (1 year)</b>		<b>Budget</b> <ul style="list-style-type: none"> <li>• Services</li> <li>• Infrastructure</li> <li>• Initiatives</li> <li>• Rates</li> <li>• Financial statements</li> </ul>	<b>Quarterly Budget Report</b> <ul style="list-style-type: none"> <li>• Financial statements</li> </ul> <b>Annual Report</b> <ul style="list-style-type: none"> <li>• Report of operations</li> <li>• Performance statements</li> <li>• Financial statements</li> </ul>

# Our Council Plan

Section 6 **Our performance**

Cardinia Shire Council's performance for the past year has been reported against the strategic objectives of our Council Plan. This annual report provides the overall view of Council's activities for the 2022-23 financial year.

Our quarterly performance reports provide detailed progress on actions undertaken to deliver the Council Plan, major projects, improvement activities and key service provision and growth indicators. These reports can be accessed via Council's website - [www.cardinia.vic.gov.au](http://www.cardinia.vic.gov.au).

Our quarterly *Connect* magazine continues to provide all residents with updates on Council's activities in a narrative style, complementing the data provided in the quarterly performance reports. Examples of articles published in *Connect* magazine this year have included; updates on major works, announcements relating grant programs, and sharing information on upcoming projects.

### Council Plan key objectives

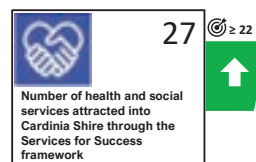
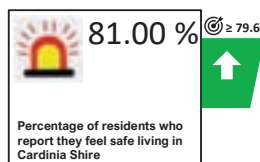
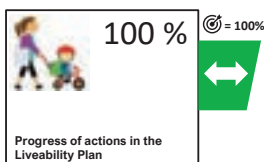
In the following pages, our performance is reported against the 5 key strategic objectives of the Council Plan. Performance is measured as follows:

- results achieved in relation to the strategic indicators in the Council Plan.
- progress in relation to the initiatives identified in the budget and Council Plan.
- services funded in the budget and the persons or sections of the community provided with those services.
- results against the prescribed service performance indicators and measures.



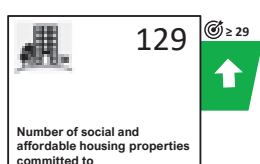
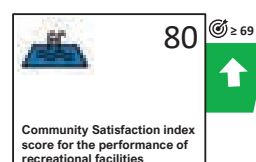
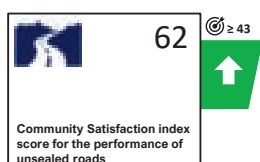
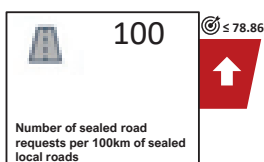
### Strong communities

We empower our communities to be healthy, connected and resilient. We work together to support everyone to be healthy, active and connected. Individuals feel included, safe and are valued for who they are. We have zero tolerance for all forms of discrimination. Our community services and facilities meet the diverse needs of our communities.



### Liveable places

We support the creation of liveable spaces and places. Cardinia Shire is a great place to live, work and play. How we plan and grow creates places that enhance our community's health and wellbeing and protects what we love.

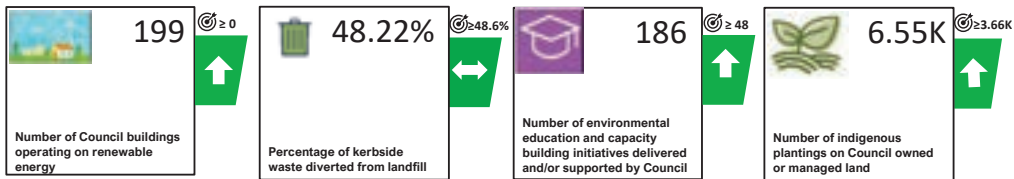


Section 6 **Our performance**



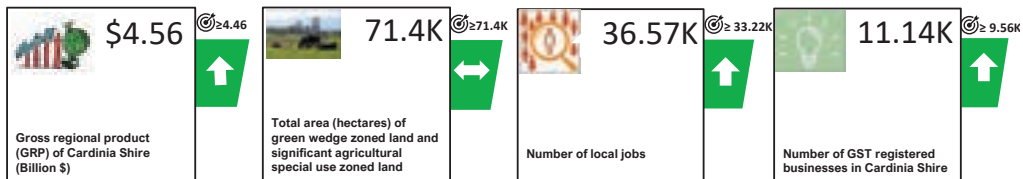
**Thriving environments**

We value our natural assets and support our biodiversity to thrive. We place a high value on our natural assets and biodiversity. We take action to help our natural assets and biodiversity thrive and build their resilience to climate change and natural hazards. We enhance green spaces and habitat links, support our communities to live sustainably, and champion sustainable development and waste management practices.



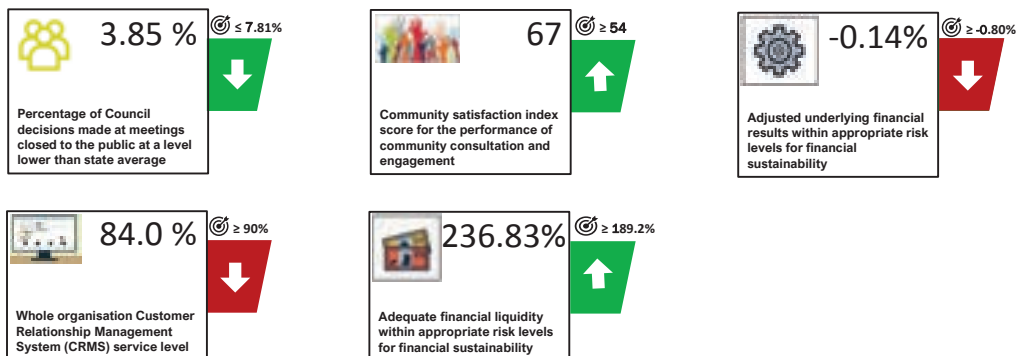
**Prosperous economies**

We support our productive land and employment land to grow local industries. Our rich supply of productive land, employment land, distance to markets, and education opportunities enhance Cardinia Shire as south east Melbourne’s jobs capital. We work closely with farmers, businesses and industry to enhance our municipality as a place to invest in the long-term, attract new industries, innovations, skill development and local job creation.



**Responsible leaders**

We practise responsible leadership and good governance, meeting recognised standards of excellence and ensuring future generations benefit from our decisions. We are accountable and make informed and responsive decisions that balance our current and future community’s needs.







**Cardinia Shire Council** **Cardinia Initiative Performance Report**


**1 Strong Communities**

1.1 We empower our communities to be healthy, connected and resilient.

1.1.1 Plan for, and support the delivery of, accessible health and social services that address critical gaps in provision.


Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
1.1.1.3 CPI - Implement the endorsed Liveability Plan Action Agenda 2021-25  Progress Comments: The Liveability Partnership Steering Group comprising local community agencies and government authorities continue to work collaboratively to achieve the health and wellbeing outcomes in the Liveability Plan. Five Action plans have been developed and are being implemented including: Mental Health and Wellbeing Action Agenda, Safety Action Agenda, Healthy Eating & Active Living Action Agenda, Family Violence Action Agenda, and the Financial Wellbeing and Resilience Action Agenda. A Liveability Partnership Forum has been planned for 24 July 2023 which will bring together more than 80 organisations involved in the Partnership to implement the Liveability Plan.  Last Updated - 17/07/2023	Michael Casey - Manager Future Communities	01-07-2022	30-06-2023	Completed	100	 GREEN
1.1.1.4 CPI - Continue to drive the Services for Success initiative to attract health and social services, including mental health services  Progress Comments: Council officers have worked with a local housing and family violence agency, as well as a family support agency, to identify and establish services locally. Council has advocated for additional mental health services, met with local members (MPs) and the Minister for Regional Development), and presented the need for additional mental health services, including outreach into the rural townships.  New or expanded services in Cardinia for young people and families included; Berry Street (youth and family outreach), South East Community Links, CVGT- YConnect Program (employment service), and Youth Support + Advocacy Service (youth drug and alcohol outreach). The Victorian Government also announced funding in the 2023-24 budget to plan a new Mental Health Local in Officer.  Last Updated - 03/07/2023	Michael Casey - Manager Future Communities	01-07-2022	30-06-2023	Completed	100	 GREEN

1.1.2 Enrich local identity and opportunities for the community to connect through art, history and cultural expression.


Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
1.1.2.2 CPI - Support the delivery of an annual calendar of events and programs that celebrate our diverse community, its arts and culture  Progress Comments: 2023 programming at Cardinia Cultural Centre is continuing well with monthly evening feature shows for the general public; monthly weekday Sip 'n' See shows for Seniors; weekly arts workshops and school holiday shows and films for children and families; as well as arts exhibitions in the main gallery space. Council recently released both its Winterfest school holiday program information as well as its June-December 2023 program information which are now on sale. At Hills Hub, programming is continuing in the arts space with regular exhibitions, as well as artist activations and networking. Highlights from this year include a very successful Reconciliation exhibition and launch event at Hills Hub as well as Pakenham Art Show and Firestorm at CCC Gallery.  Last Updated - 30/06/2023	James Fischer - Coordinator Arts and Creative Industries	01-07-2022	30-06-2023	Completed	100	 GREEN

**Cardinia Shire Council** **Cardinia Initiative Performance Report**


**1.1.3 Lead by example in creating an inclusive and welcoming community for all by facilitating community education, capacity building, connection and celebration of our diversity.**

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
1.1.3.1 CPI - Advocate for funding to construct a multicultural centre in Cardinia Shire Progress Comments: Following a feasibility study, extensive advocacy was undertaken for the construction of a multicultural centre in the shire. Funding was not secured from the Victorian Government or Australian Government. Council continues to work with key stakeholders to support multicultural agencies in the shire. Last Updated - 03/07/2023	Michael Casey - Manager Future Communities	01-07-2022	30-06-2023	Completed	100	 GREEN

**1.1.4 Facilitate a partnership approach to create safer communities.**

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
1.1.4.2 CPI - Implement and monitor the Safer Communities Strategy Progress Comments: The Community Safety Action Agenda 2022, which includes 36 actions to address community safety, is progressing and on track. Key outcomes over the last 12 months include more than 10 Community pop ups created to provide direct feedback to Victoria Police and key partners regarding crime prevention. A successful joint grant application with Police has resulted in the operation of 2 mobile CCTV camera units that will be deployed in key crime hot spots within the community as a monitoring and crime prevention tool. Council officers have commenced development of a Safety Policy, incorporating key stakeholder engagement, and the draft policy will be presented for Community Consultation in 2023-24. Last Updated - 03/07/2023	Mark Carter - Coordinator Community Safety & Inclusion	01-07-2022	30-06-2023	Completed	100	 GREEN

**1.1.5 Work closely with the community to deliver programs that build community resilience, relating to a pandemic or other disasters.**

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
1.1.5.3 CPI - Develop the next phase of the Together We Can initiative, with an increased focus on gender equality and financial literacy Progress Comments: The Family Violence Action Agenda has been developed in consultation with internal departments and external stakeholders to reduce family violence. Some key outcomes within the Together We Can initiative include the partnership with Star News Group to deliver more than 20 publications sharing prevention messaging and resources for residents, including a focus on financial capability. The successful Walk Against Family Violence event had more than 200 local participants, including business and community groups. The implementation of Mothers' Legal Help co-located with Maternal and Child Health nurses one morning per week was another initiative designed to enable disadvantaged mothers needing legal support to access advice and services. Work is underway to strengthen Council's ability to undertake gender impact assessments in line with recent changes in legislation. Key partners are progressing on the endorsed actions for 2023 with some actions identified for 2024 and beyond. Last Updated - 03/07/2023	Mark Carter - Coordinator Community Safety & Inclusion	01-07-2022	30-06-2023	Completed	100	 GREEN

**Cardinia Shire Council** **Cardinia Initiative Performance Report**

**2 Liveable Places**



2.1 We support the creation of liveable spaces and places.

2.1.1 Advocate, plan for and deliver accessible community infrastructure and services that address community needs.


Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<p>2.1.1.3 CPI - Develop a municipal-wide community infrastructure plan, and include relevant projects in the 10-year capital program</p> <p>Progress Comments: The community infrastructure plan progressed in 2022-23 with data inputted and the community facilities audit and analysis finalised. Presentation of information for the plan is underway, and development of the recommended outputs is commencing. The draft plan will be finalised in the coming months, ready for public exhibition and community engagement in September-October 2023. The final plan will be presented to Council for adoption in February 2024.</p> <p>Last Updated - 18/07/2023</p>	Michael Casey - Manager Future Communities	01-07-2022	30-06-2023	In Progress	60	 RED
<p>2.1.1.7 CPI - Plan and deliver accessible and inclusive recreation and community facilities</p> <p>Progress Comments: The 2022-23 financial year has seen the completion of a number of significant sporting facility projects including the Toomuc Recreation Reserve pavilions, Gembrook Recreation Reserve pavilion, IYU Recreation Reserve Regional Athletics Facility running track, Cockatoo Tennis Club southern courts redevelopment, Bunyip Recreation Reserve soccer field redevelopment, and Nar Nar Goon oval redevelopment. The sporting assets condition audit has been completed and will assist Council to deliver accessible and inclusive recreation facilities. New playgrounds delivered include those at Creekwood Reserve, Parman Avenue Reserve and The Parkway that were designed in consultation with the community. The Alma Treloar Reserve amphitheater project and new dog off leash areas are underway and anticipated to be completed by in the 23/24FY. The extension of the Eastern Dandenong Ranges Trail in Clematis was completed and officially opened. The preparation of Council's revised Draft Equestrian Strategy will be presented to the community for feedback during 2023-24.</p> <p>Last Updated - 17/07/2023</p>	Kristen Jackson - Manager Active and Connected Communities	01-07-2022	30-06-2023	Completed	100	 GREEN
<p>2.1.1.10 CPI - Advocate to the State and Federal Governments for increased investment for all transport modes, including road safety treatments</p> <p>Progress Comments: A shire-wide advocacy pack was adopted by Council to promote investment within Cardinia. This includes advocacy for 'Better, Safer roads' and 'Better Public Transport', and includes a request for a bus network service review, investment in the Thompsons Road upgrade project, as well as other major road safety upgrades including the M1 Princes Highway project, Lang Lang truck bypass project, Racecourse Road Duplication and further Princes Highway intersection upgrades. Meetings have been held with Victorian Ministers to gather support with seeking the reinstatement of Federal funding to the shire's 'Sealing the Hills' roads program, and further advocacy continues to be undertaken. A community petition has also secured nearly 3000 signatures, which has been lodged with parliament for consideration. \$25.6m in funding has also been requested from the Victorian State Government for the upgrade of 11 roads within the northern regions of the shire that will improve bushfire escape routes and emergency services access, as well as improve resilience to extreme weather events such as flooding and heavy rainfall.</p> <p>Last Updated - 03/07/2023</p>	David Fice - Manager Community Infrastructure Delivery	01-07-2022	30-06-2023	Completed	100	 GREEN

**Cardinia Shire Council** **Cardinia Initiative Performance Report**

**2.1.2 Plan and maintain safe, inclusive and connected open spaces, places and active travel routes.**


Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
2.1.2.1 CPI - Develop an Open Space Strategy and Recreation / Sports Plan for Cardinia.  Progress Comments: The Cardinia Shire's Active Cardinia Strategy and Open Space Strategy have been completed. Extensive engagement was undertaken during the development of both draft strategies and feedback helped to form the recommendations. The revised draft strategies will be presented to the July 2023 Council meeting.  Last Updated - 17/07/2023	Kristen Jackson - Manager Active and Connected Communities	01-07-2021	30-06-2023	Completed	100	 GREEN
2.1.2.2 CPI - Develop and upgrade shared pathways and walking tracks across the shire  Progress Comments: The Eastern Dandenong Ranges Trail (EDRT) was successful for Growing Suburbs Funding (GSF) with the works now complete in June 2023.  Last Updated - 03/07/2023	Roland Rozario - Coordinator Community Infrastructure	01-07-2022	30-06-2023	Completed	100	 GREEN

**2.1.3 Plan for housing diversity that meets community need, is affordable and delivers environmental sustainability, safety and healthy living outcomes.**



Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
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  Progress Comments: Council continues to advocate for an increased supply of social and affordable housing and housing support services via the Victorian Government. Work is underway to explore opportunities for investment in Cardinia Shire through the Victorian Government's 'Big Housing Build' program, philanthropy, and community housing organisations. A review of the Social and Affordable Housing Strategy's Action Plan 2018-25 has been completed and shows that of 22 actions, 8 are complete and 14 are on track/in progress.  Council also remains an active member of the Regional Local Government Homelessness and Social Housing Charter led by City of Monash and is involved in a working group focused on 'changing the narrative: shifting community acceptance for social housing', and the Municipal Associations of Victoria's Inter-council Affordable Housing Forum.  Last Updated - 03/07/2023	Pieta Bucello - Coordinator Health and Social Planning	01-07-2022	30-06-2023	Completed	100	 GREEN

**Cardinia Shire Council** **Cardinia Initiative Performance Report**

**2.1.4 Advocate for increased and more connected public transport options.**

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
2.1.4.1 CPI - Advocate for increased public transport services, frequency and multi-modal connectivity within the shire and greater south east region	David Fice - Manager Community Infrastructure Delivery	01-07-2022	30-06-2023	Completed	100	 GREEN
<p>Progress Comments: A shire-wide advocacy pack was adopted by Council to promote investment within Cardinia. This includes advocacy for 'better, safer roads' and 'better public transport', and includes a request for a bus network service review. Cardinia also attended and provided feedback to Infrastructure Victoria in January 2023 about what is needed for bus reform in Victoria. Cardinia has met and advocated with Victorian Government departments (Department of Transport and Planning, Victorian Planning Authority) as well as local MPs to highlight the need for the upgrade and provision of additional bus services within the municipality.</p> <p>Last Updated - 03/07/2023</p>						

**2.1.5 Upgrade Council's road network to improve safety and connectivity while considering traffic demand and freight transport needs.**


Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
2.1.5.2 CPI - Commence Pakenham town centre streetscape upgrades	Narelle Bulleid - Program Manager Major Projects	01-07-2022	30-06-2023	Not Started	0	 RED
<p>Progress Comments: Delivery of these upgrades has been recalibrated to match the timeframes of the Department of Jobs, Precincts and Regions, with commencement moved to the beginning of 2024 to align with funding availability.</p> <p>Last Updated - 03/07/2023</p>						
2.1.5.3 CPI - Plan and deliver infrastructure upgrades to our road network to meet the needs of the current and future population	David Fice - Manager Community Infrastructure Delivery	01-07-2022	30-06-2023	Completed	100	 GREEN
<p>Progress Comments: Under the umbrella of the Better Local Roads Program, all major road infrastructure is planned for and delivered through 3 major roads programs: Sealing the Hills, Strategic Roads, and Princes Highway Intersection Upgrades. For the Sealing the Hills program, advocacy work continues as Federal funding has been withdrawn, with Cardinia Shire later securing \$4.1m to ensure construction works can still continue for the next 2 years. For the Strategic Roads program, road construction has now been completed for LL and Armytage roads in Officer, as well as for McGregor Rd, Solider Rd and Hobsons Rd in Rythdale. Regarding the Princes Highway Intersection Upgrade program, works continue on both the Princes Highway, Bayview Rd and Tivendale Rd intersections.</p> <p>Last Updated - 03/07/2023</p>						

**Cardinia Shire Council** **Cardinia Initiative Performance Report**


**3 Thriving Environments**

3.1 We value our natural assets and support our biodiversity to thrive.

3.1.1 Partner with community, business and industry to take action on, and adapt to, climate change.



Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.1.1.2 CPI - Implement initiatives in the Aspirational Energy Strategy	Desiree Lovell - Manager Environment & Heritage	01-07-2022	30-06-2023	Completed	100	 GREEN
<p>Progress Comments: 11/7/23                      During the financial year, several initiatives were implemented as part of the Aspirational Energy Strategy, including: 10kW solar systems installed at Bunyip Hall and Koo Wee Rup Community Complex, commenced installing a 40kW solar system at Council's Operations Depot, completed installation of a 30kW solar system on the Hills Hub, and purchased 3 energy audit kits in partnership with 3 other Councils – these kits will be made available to the community to borrow via the library network. This financial year, continued participation in South East Councils Climate Chance Alliance (SECCCA) projects included; electric vehicle infrastructure mapping project, small business energy saver project, Community Climate Resilience project and Blue Carbon Mapping.</p>						
<p>Last Updated - 11/07/2023</p>						

3.1.2 Actively move towards zero waste through increasing waste recovery and reuse.


Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.1.2.3 CPI - Implement the five-year action plan for the Waste and Resource Recovery Strategy	Misty Johannsen - Manager Infrastructure Services	01-07-2022	30-06-2023	Completed	100	 GREEN
<p>Progress Comments: The new 5-year action plan for 2022-2026 was developed and noted at the March 2023 Council Meeting. The action plan aligns with the remaining 5 years of the current Waste and Resource Recovery Strategy (2017-2026) and contains many important initiatives that are continuing on from the previous action plan. The initiatives are independently reported on via the quarterly Environment Council initiative reports. Some highlights include: the engagement of a Litter Prevention Officer who commenced in November 2022; several actions that align to the statewide kerbside reform (such as the red-lidded residual waste bin standardisation project); an increase in education/engagement and services to support fire risk mitigation in the shire; and progress of the advanced waste processing project to the tender phase. The implementation of the actions within the 5-year action plan for the 2022-23 period is complete.</p>						
<p>Last Updated - 03/07/2023</p>						

**Cardinia Shire Council** **Cardinia Initiative Performance Report**

**3.1.3 Work with community to improve and manage our natural assets, biodiversity and cultural heritage.**


Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<p>3.1.3.2 CPI - Incorporate the Environmentally Sustainable Design Policy into the planning scheme</p> <p>Progress Comments: The Environmentally Sustainable Design (ESD) Policy was approved by Council in March. Authorisation from the Victorian Government's Minister for Planning has been sought to commence the planning scheme amendment to incorporate the policy into the Cardinia Planning Scheme.</p> <p>The Department of Transport and Planning advised they would consider Council's request for authorisation after the Planning Scheme has been translated into the Planning Policy Framework format.</p> <p>Incorporation into the planning scheme is anticipated to be completed in the 2023-24 financial year.</p> <p>Last Updated - 03/07/2023</p>	Luke Connell - Manager Planning and Design	01-07-2022	30-06-2023	In Progress	85	 RED
<p>3.1.3.3 CPI - Implement initiatives in the Biodiversity Conservation Strategy</p> <p>Progress Comments: 11/7/23</p> <p>Throughout the year, Council worked towards progressing the actions within the Biodiversity Conservation Strategy. The organisation facilitated delivery of the Cardinia Creek Deer Partnership Program, including arranging stakeholder meetings, conducting community engagement and education activities, and undertaking drone surveys. Project partners Parks Victoria and the Cardinia Environment Coalition coordinated on-ground works. Cardinia Shire also coordinated the Peri-urban Weed Management Partnerships Program with on-ground works delivered by project partners. Council provided funding to support 5 wildlife shelters and 8 environmental volunteer groups through Council's Community Grants Program. Additionally, Council completed vegetation assessments on both private and public lands to establish a baseline of biodiversity health across the shire.</p> <p>Last Updated - 11/07/2023</p>	Desiree Lovell - Manager Environment & Heritage	01-07-2022	30-06-2023	Completed	100	 GREEN

**3.1.4 Plan and advocate for better water cycle planning and management to reduce environmental impacts.**

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<p>3.1.4.2 CPI - Implement initiatives in the Integrated Water Management Plan</p> <p>Progress Comments: 11/7/23</p> <p>Council officers continued to advocate best-practice, integrated water management in the future Officer South employment precinct. Council, alongside City of Casey Council, have commenced development of Water Sensitive Urban Design (WSUD) Guidelines, which will provide clear guidance and standards for all future WSUD design and development in Cardinia Shire. Highlights of this financial year also included a new water monitoring system which was installed at Cardinia Life. Council continued to partner with Melbourne Water and City of Casey Council to investigate the feasibility of aquifer (ground water) storage and recharge opportunities.</p> <p>Last Updated - 11/07/2023</p>	Desiree Lovell - Manager Environment & Heritage	01-07-2022	30-06-2023	Completed	100	 GREEN

**Cardinia Shire Council** **Cardinia Initiative Performance Report**

**3.1.5 Facilitate community stewardship to build preparedness for natural threats.**

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.1.5.5 CPI - Provide the community with tools to assist in the management of natural threats and emergencies	Owen Hardidge - GM Governance Facilities and Economy	01-07-2022	30-06-2023	Completed	100	 <b>GREEN</b>
<p>Progress Comments: Council officers have been working with the community to ensure they have an understanding of how to respond in the event of an emergency. Tools to support this work include the Ready Get Go Bag Program, Launch Bushfire Prepare Program online modules, Get Ready Get Techy Program session and 3 Community Information Engagement sessions.</p> <p>Last Updated - 03/07/2023</p>						





**Cardinia Shire Council** **Cardinia Initiative Performance Report**

**4 Prosperous Economies**




4.1 We support our productive land and employment land to grow local industries.

4.1.1 Facilitate better planning for our agricultural land to support industry, innovation, local food economy and local job growth.

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<p>4.1.1.1 CPI - Advocate for the development of green wedge management plans</p> <p>Progress Comments: Cardinia’s Strategic Planning team together with the 4 other Councils located within the Southern Green Wedge (Knox, Casey, Greater Dandenong and Yarra Ranges) are advocating to the State Government to assist in developing the Green Wedge Management Plan as part of the Southern Ranges Green Wedge Management Plan Inter-Council Working Group, through resources or financial assistance.</p> <p>Council officers will continue to advocate this outcome in 2023-24.</p> <p>Last Updated - 06/07/2023</p>	Luke Connell - Manager Planning and Design	01-07-2022	30-06-2023	Completed	100	 GREEN
<p>4.1.1.2 CPI - Implement the Cardinia Community Food Strategy and Action Plan</p> <p>Progress Comments: Implementation of the Community Food Strategy &amp; Action Plan 2018-26 continues. Of the 66 actions, 30 are complete, 32 are in progress and 4 have not yet commenced. Council successfully applied for two grants in 2022-23 via the VicHealth Local Government Partnership, under the 'Building better food systems' Module. Council secured funding towards 'supporting social enterprises for food growing, knowledge and food security' and the 'youth-friendly workplaces in agriculture' to work with the local agricultural sector to increase their confidence and skills with attracting, supporting and retaining young people as workers and students. Council continued to facilitate bi-monthly meetings with the Cardinia Food Movement, as well as Southeast Food Movements Network, which included key representatives from Yarra Ranges Shire, Mornington Peninsula Shire, Frankston City Council and Latrobe City Council. Council attended Deakin University’s Nourish Network, supporting the Farm-to-School project and in June, a co-design workshop was held with schools, the agricultural sector and community gardens to co-design a Farm-to-School model for testing in late 2023.</p> <p>Last Updated - 17/07/2023</p>	Michael Casey - Manager Future Communities	01-07-2022	30-06-2023	Completed	100	 GREEN


**Cardinia Shire Council** **Cardinia Initiative Performance Report**

**4.1.2 Plan for sustainable employment precincts to entice new industries to the region and support new business.**


Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<p>4.1.2.5 CPI - Advocate for a South East Melbourne Airport</p> <p>Progress Comments: Cardinia Shire Council is working in partnership with the Greater South East Melbourne (GSEM) regional group on this project to actively advocate this regional priority. A draft terms of reference document has been developed for the group and reports have been prepared to inform the next steps in strategic direction.</p> <p>Last Updated - 30/06/2023</p>	Tim Cooper - Manager Arts, Advocacy, and Economy	01-07-2022	30-06-2023	Completed	100	 GREEN
<p>4.1.2.6 CPI - Develop an Investment Attraction Plan for Cardinia Shire employment precincts</p> <p>Progress Comments: Council officers have incorporated the Investment Attraction Plan into the Economic Development strategy under the pillar of 'Creating the new economy'. The Economic Development strategy was adopted at Council 17 April 2023. It provides a clear direction on how Council will respond, recover and thrive in the current economic environment. Council staff are working with Invest Victoria to prioritise Cardinia Shire as a destination for new and existing businesses looking to establish or relocate, and are developing material to promote investment opportunities and economic benefits in the municipality.</p> <p>Last Updated - 30/06/2023</p>	Tim Cooper - Manager Arts, Advocacy, and Economy	01-07-2022	30-06-2023	Completed	100	 GREEN
<p>4.1.2.7 CPI - Facilitate investment in our townships to support businesses and vibrant communities</p> <p>Progress Comments: Council continues to support and facilitate investment opportunities in the shire's townships and employment precincts. This includes scheduling pre-application meetings and advocating for business establishment and expansion. Council undertook a 'Hills Economic Impact Assessment' to review planning controls and explore opportunities for new business establishment and business diversification opportunities within Ranges Ward. Council works in partnership with the Eastern Dandenong Ranges Association and West Gippsland Progress Association to support the growth of existing businesses and the delivery of innovative projects. These initiatives include the Regenerative Agriculture project, What's On Cardinia Festival, W/interfest and Unwrap Cardinia (Christmas) campaigns to stimulate awareness and trading opportunities at the local township level. Council is working closely with Invest Victoria to identify appropriate industrial land for large business establishment to drive growth in local jobs. The Outdoor Dining &amp; Activation program enabled the development of new and enhanced outdoor dining spaces including but not limited to Emerald, Bunyip, Cockatoo and Beaconsfield.</p> <p>Last Updated - 30/06/2023</p>	Tim Cooper - Manager Arts, Advocacy, and Economy	01-07-2022	30-06-2023	Completed	100	 GREEN

**Cardinia Shire Council** **Cardinia Initiative Performance Report**

**4.1.3 Improve local learning and employment pathway opportunities through strategic partnerships.**



Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
4.1.3.1 CPI - Advocate for the growth of local education opportunities that improve skills and employment pathways  Progress Comments: Council has advocated for the delivery of additional schools and kindergartens in Cardinia Shire, working in partnership with the Victorian Government to facilitate this. In the 2022-23 financial year, Kurrun Primary School (Rix Road, Officer) opened, and the Kurmboon Integrated Child and Family Centre (Timbertop, Officer) will open in Term 3 of 2023.  Council has progressed discussions with developers and local universities to facilitate the establishment of a Centre of Excellence in the shire, which is intended to meet the education and training need of local employers.  Council's Economic and Planning teams have met regularly with Investment Victoria to attract new industries to the Growth Areas consistent with Council's adopted Economic Development Strategy (February 2023) and the pillar of 'investment attraction'.  Last Updated - 06/07/2023	Luke Connell - Manager Planning and Design	01-07-2022	30-06-2023	Completed	100	 GREEN

**4.1.4 Drive local innovation in technology to better support and attract businesses and industries.**

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
4.1.4.1 CPI - Develop a Business Innovation Strategy  Progress Comments: A 'Clever Cardinia' statement has been developed as part of the Economic Development strategy, creating a platform to drive business innovation outcomes. Council officers have also partnered with Federation University to explore a Centre of Excellence, for the purpose of enhancing industry innovation. The Economic Development Strategy includes actions for the 2023 – 2027 period, and Business Innovation actions will be aligned to maximise the impact and effectiveness of the strategies. Council will review the alignment of these strategic documents to ensure their impact is maximised.  Last Updated - 03/07/2023	Tim Cooper - Manager Arts, Advocacy, and Economy	01-07-2022	30-06-2023	Completed	100	 GREEN

**Cardinia Shire Council** **Cardinia Initiative Performance Report**

**4.1.5 Strengthen and promote our shire's unique identity and visitor attractions.**


Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<p>4.1.5.2 CPI - Actively protect key heritage sites within the shire</p> <p>Progress Comments: A full review of Council's Heritage Grants program has been completed including updated guidelines, application form and web content Conservation Management Plans developed for two Council owned heritage assets to guide future management and maintenance.</p> <p>Last Updated - 11/07/2023</p>	Desiree Lovell - Manager Environment & Heritage	01-07-2022	30-06-2023	Completed	100	 GREEN
<p>4.1.5.2 CPI - Develop and deliver initiatives within the Economic Development Strategy, including the visitor economy and tourism</p> <p>Progress Comments: Council is delivering a wide range of initiatives within the Economic Development strategy. These include the establishment of the Cardinia Tourism Advisory committee and the continued promotion and marketing of local tourism and hospitality businesses through the What's On Cardinia website. Council has entered into a Memorandum of Understanding with relevant partners to explore the establishment of a Business/Education 'Centre of Excellence' within the Officer South Precinct Structure Plan. Council continues to advocate the delivery of Thompsons Road to accelerate the activation of the State Significant Industrial Precinct (SSIP). Economic development continues to deliver a range of networking events with a focus on sustainability and future economic trends.</p> <p>Last Updated - 30/06/2023</p>	Tim Cooper - Manager Arts, Advocacy, and Economy	01-07-2022	30-06-2023	Completed	100	 GREEN

**Cardinia Shire Council** **Cardinia Initiative Performance Report**


**5 Responsible Leaders**

**5.1 We practise responsible leadership.**

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

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
5.1.1.4 CPI - Implement the Community Engagement Policy, exceeding legislative requirements for community engagement	Georgia Davies - Jackson - Coordinator Communications and Engagement	01-07-2022	30-06-2023	Completed	100	 GREEN
<p>Progress Comments: Council continued to involve the community in projects, consistent with its Community Engagement Policy and in line with the Local Government Act. Numerous engagement projects were delivered this financial year, including multiple roads projects such as Sealing the Hills, Alma Treloar public toilet, Community Safety Policy, Comely Banks Pavilion artwork, Active Cardinia Strategy, Emerald Lake Park Masterplan, Upper Beaconsfield BMX track, Cochrane Park Skate Park and Pakenham Revitalisation Project EOI. QR-code posters were utilised as a strategy to increase the opportunity for community to participate in engagement activities, along with a range of face-to-face pop-ups in the community, supporting the listed projects.</p> <p>Last Updated - 30/06/2023</p>						

**5.1.2 Manage our finances responsibly and leave a positive legacy for future generations.**



Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
5.1.2.2.1 CPI - Develop a long-term financial plan that ensures financial sustainability	Scott Moore - Chief Finance Officer	01-07-2022	30-06-2023	Completed	100	 GREEN
<p>Progress Comments: The 10-year, Long Term Financial Plan, Capital Works Program and the Budget have been completed, with the 23/24 Budget being adopted at the Special Council Meeting on 26 June 2023 after Council consideration of the final community engagement, completed in May. These key strategic documents are the result of significant discussions across the organisation, with Councillors, and through community engagement.</p> <p>Last Updated - 17/07/2023</p>						

**5.1.3 Strive to be a customer-focused organisation and be a great place to work.**

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
5.1.3.2 CPI - Publicly report the organisation's performance on a quarterly basis, including customer service outcomes	Peter Philip - Manager Business Transformation and Customer	01-07-2022	30-06-2023	Completed	100	 GREEN
<p>Progress Comments: Quarterly Performance and Growth Report preparation and presentation has been completed across all four quarters of the financial year.</p> <p>Last Updated - 19/06/2023</p>						

**Cardinia Shire Council** **Cardinia Initiative Performance Report**

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

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
5.1.4.4 CPI - Implement the Cardinia Shire Advocacy Plan and work with strategic partners on shared advocacy initiatives  Progress Comments: Council officers have a clear set of priority projects, initiatives and stakeholders identified within the Advocacy Plan. Council is working in partnership with GSEM, the community and internal stakeholders on a range of projects including Thompsons Road, the South East Airport, Sealing the Hills, financial well-being for residents and major infrastructure projects such as Cardinia Life.  Last Updated - 30/06/2023	Tim Cooper - Manager Arts, Advocacy, and Economy	01-07-2022	30-06-2023	Completed	100	 GREEN
5.1.4.5 CPI - Develop a strategy aimed at alternative revenue streams  Progress Comments: The Alternative Revenue Stream Project, which was initiated with the objective of identifying new and sustainable sources of income for the next financial year and beyond, has been successfully completed. The comprehensive plan was presented to Councillors in May and will now guide Long-Term Financial Planning and help generate alternative revenue for the organisation. The plan takes into account the current financial landscape, emerging trends, and potential opportunities that align with Council Plan objectives.  Last Updated - 30/06/2023	Debbie Tyson - General Manager Governance Facilities & Economy	01-07-2022	30-06-2023	Completed	100	 GREEN

**5.1.5 Champion the collective values of the community through the councillors' governance of the shire.**

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
5.1.5.14 CPI - Publicly report on Council decisions made and their implementation to demonstrate transparent decision making  Progress Comments: Quarterly reports continued to be tabled and presented at Council Meetings throughout the year. The most recent report was considered at the 17 April 2023 Council Meeting, while the next report is due July 2023.  Last Updated - 30/06/2023	Doug Evans - Manager Governance	01-07-2022	30-06-2023	Completed	100	 GREEN



The entire contents of this document are subject to copyright with all rights reserved. All copyrightable text and graphics, the selection, arrangement and presentation of all information and the overall design of the document are the sole and exclusive property of CAMMS. Copyright © 2017 CAMMS. All rights reserved

## Performance indicators

### Aquatic facilities

Service indicator	2019-20	2020-21	2021-22	2022-23	Material variation
<b>Service standard</b> <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities]	2.40	1.40	2.20	2.20	
<b>Utilisation</b> <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities/Municipal population]	4.78	2.46	3.29	5.50	In 2022-23, visitation rates are greater than pre Covid-19. Cardinia's aquatic facilities were closed or operating in a very reduced capacity July – October 2021 due to a COVID-19 environment.
<b>Service cost</b> <i>Cost of aquatic facilities</i> [Direct cost of aquatic facilities less income received/Number of visits to aquatic facilities]	\$0.92	\$3.42	-\$0.87	\$0.64	With greater patronage following the impacts of COVID, the aquatic facilities financial performance has improved.

**Animal management**

Service indicator	2019-20	2020-21	2021-22	2022-23	Material variation
<b>Timeliness</b> <i>Time taken to action animal management requests</i> [Number of days between receipt and first response for all animal management requests/Number of animal management requests]	3.22	3.45	4.53	4.90	
<b>Service standard</b> <i>Animals reclaimed</i> [Number of animals reclaimed/Number of animals collected] x100	37.63%	35.97%	46.63%	38.20%	This year our pound contract fees increased which resulted in the release fees increasing for owners collecting their pets. This has seen a decrease in the amount of animals being reclaimed.
<b>Service standard</b> <i>Animals rehomed</i> [Number of animals rehomed/Number of animals collected] x100	7.42%	11.51%	11.06%	15.57%	Cats and dogs can both be adopted directly from the Cranbourne Shelter now instead of having to travel to Lost Dogs Home in North Melbourne. This has caused an increase in adoptions.
<b>Service cost</b> <i>Cost of animal management service</i> [Direct cost of the animal management service/Municipal population	\$4.07	\$3.38	\$4.04	\$4.45	Increases in the Council pound contract resulted in an increase to the overall cost of the animal management service.
<b>Health and safety</b> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions/ Number of animal management prosecutions]	100%	100%	100%	100%	



<b>Food safety</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Material variation</b>
<p><b>Service indicator</b></p> <p><b>Timeliness</b>  <i>Time taken to action food complaints</i>                      [Number of days between receipt and first response for all food complaints/Number of food complaints]</p> <p><b>Service standard</b>  <i>Food safety assessments</i>                      [Number of registered Class 1 food premises and Class 2 food premises that received an annual food safety assessment in accordance with the Food Act 1984/Number of registered Class 1 food premises and Class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100</p>	1.37	1.37	1.52	1.58	
<p><b>Service cost</b>  <i>Cost of food safety service</i>                      [Direct cost of the food safety service/Number of food premises registered of notified in accordance with the Food Act 1984]</p> <p><b>Health and safety</b>  <i>Critical and major non-compliance outcome notifications</i>                      [Number of critical non-compliance notifications and major non-compliance notifications about a food premises] x100</p>	\$366.46	\$368.74	\$310.78	\$359.05	The overall costs of the food safety service have remained steady. The 'per-premises' service cost has returned to levels that are comparable to 2020-21 and 2019-20.

<b>Governance</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Material variation</b>
<b>Service Indicator</b>					
<b>Transparency</b> <i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public/Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors]	4.55%	2.92%	3.54%	3.85%	
<b>Consultation and engagement</b> <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	52	54	68	67	
<b>Attendance</b> <i>Councillor attendance at Council meetings</i> [The sum of the number of Councillors who attended each ordinary and special Council meeting/(Number of ordinary and special Council meetings)x(Number of Councillors elected at the last Council general election)] x100	84.92%	82.22%	91.11%	92.86%	
<b>Service cost</b> <i>Cost of governance</i> [Direct cost of governance service/Number of Councillors elected at the last Council general meeting]	\$46,356.22	\$46,079.89	\$56,036.33	\$60,879.00	
<b>Satisfaction</b> <i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	51	55	65	64	

<b>Libraries</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Material variation</b>
<b>Service indicator</b>					
<b>Utilisation</b> <i>Physical library collection usage</i> [Number of physical library collection item loans/number of physical library collection items]	5.51	4.35	4.46	5.66	Library collection was increased resulting in increased usage.
<b>Resource standard</b> <i>Recently purchased library collection</i> [Number of library collection items purchased in the last five years/Number of library collection items] x100	72.62%	72.24%	74.93%	86.98%	Strong investment in library collections was made in 2022-23.
<b>Participation</b> <i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years/The sum of the municipal population for the last three years] x100	10.14%	8.67%	7.48%	7.96%	
<b>Service cost</b> <i>Cost of library service per population</i> [Direct cost of library service/ Municipal population]	\$16.07	\$15.12	\$15.19	\$14.63	

**Maternal and child health (MCH)**

Service indicator	2019-20	2020-21	2021-22	2022-23	Material variation
<b>Service standard</b> <i>Infant enrollments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received)/Number of birth notifications received] x100	101.68%	101.06%	101.16%	101.17%	
<b>Service cost</b> <i>Cost of MCH service</i> [Direct cost of MCH service/Hours worked by MCH nurses]	\$69.78	\$70.97	\$75.07	\$70.34	
<b>Participation</b> <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service] x100	76.80%	68.73%	67.41%	71.97%	
<b>Participation</b> <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year)/Number of Aboriginal children enrolled in the MCH service] x100	84.98%	73.26%	67.62%	75.43%	The Cardinia MCH service has recovered well from COVID workforce shortages and state directions around altered services in relation to the pandemic, resulting in an increase in available MCH appointments for all families across the shire in 2023.
<b>Satisfaction</b> <i>Participation in four-week Key Age and Stage visit</i> [Number four-week Key Age and Stage visits/Number of birth notifications received] x100	98.44%	97.27%	96.53%	95.83%	

**Roads**

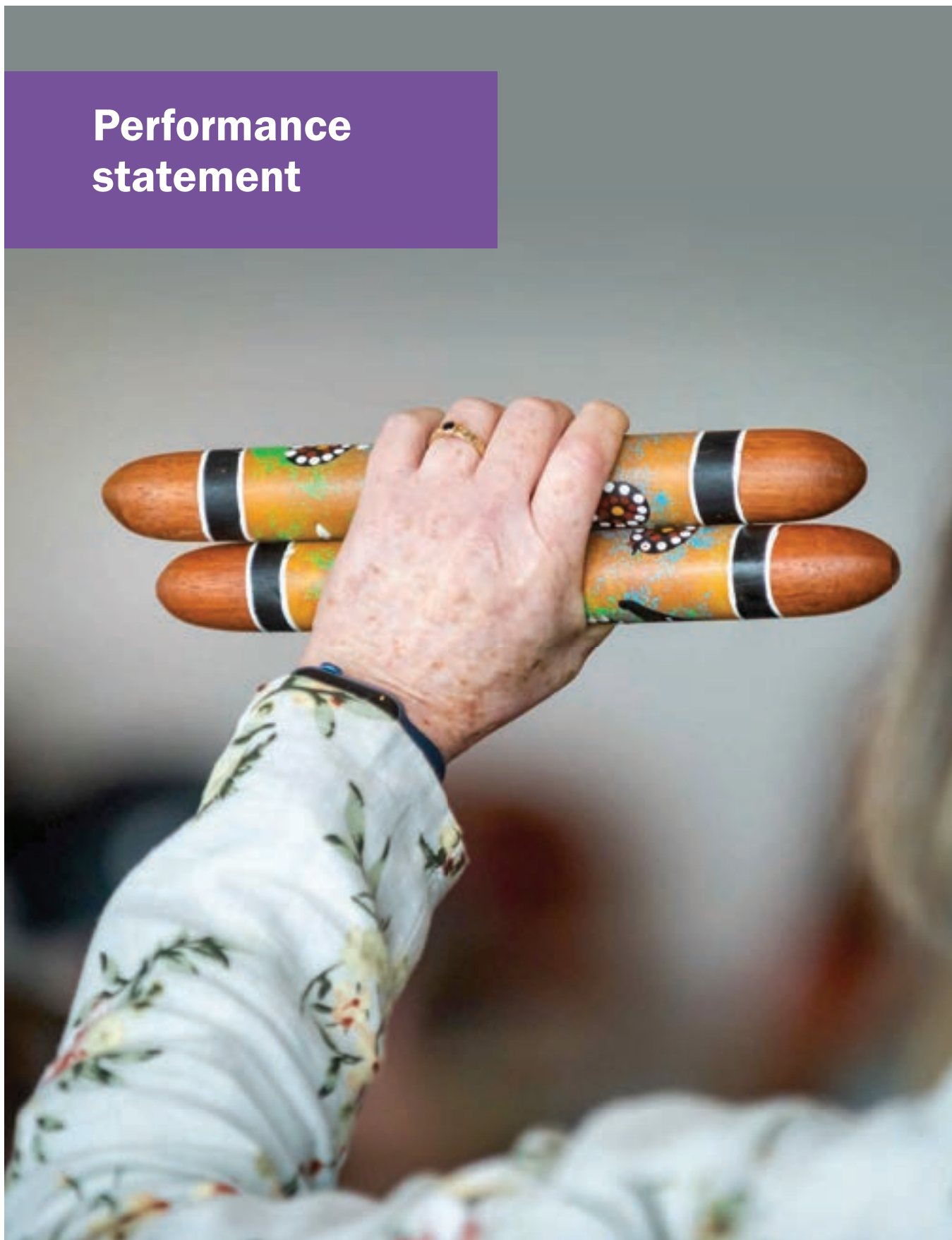
Service indicator	2019-20	2020-21	2021-22	2022-23	Material variation
<b>Satisfaction of use</b> <i>Sealed local road requests</i> [Number of sealed local road requests/Kilometres of sealed local roads]	93.32	78.86	82.05	100.38	Variance due to unfavourable seasonal conditions and demand.
<b>Condition</b> <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council/Kilometres of sealed local roads] x100	97.82%	98.67%	98.83%	99.13%	
<b>Service cost</b> <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed]	\$40.71	\$41.17	\$33.23	\$32.48	
<b>Service cost</b> <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing/Square metres of sealed local roads resealed]	\$9.33	\$8.07	\$12.97	\$11.22	Road resealing includes both Asphalt and Spray Seal surfaces. A 13% decrease in the network level Unit Rate is primarily due to obtaining better prices from contractors by grouping projects for resurfacing to get bulk purchasing discounts.
<b>Satisfaction</b> <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	52	56	64	61	

**Statutory planning**

Service indicator	2019-20	2020-21	2021-22	2022-23	Material variation
<b>Timeliness</b> <i>Time taken to decide planning applications</i> [The median number of days between receipt of the planning application and a decision on the application]	89	100	112	169	This result has been impacted by the ongoing backlog of applications and difficulty recruiting new planners.
<b>Service standard</b> <i>Planning applications decided within required time frames</i> [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	82.76%	69.18%	41.62%	31.31%	This result has been impacted by the ongoing backlog of applications and difficulty recruiting new planners.
<b>Service cost</b> <i>Cost of statutory planning service</i> [Direct cost of statutory planning service/Number of planning applications received]	\$1,863.74	\$1,506.82	\$1,559.89	\$3,126.13	This cost of planning has increased as a result of increased legal costs and increased staff resources required to address the backlog of planning permits and to improve the customer experience.
<b>Decision making</b> <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/Number of VCAT decisions in relation to planning applications] x100	0%	40%	57.14%	50.00%	Out of the four decisions go to VCAT, two are set aside.

<b>Waste collection</b>					
<b>Service indicator</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Material variation</b>
<b>Satisfaction</b> <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests/Number of kerbside bin collection households] x100	224.88	247.53	234.41	191.57	Greater oversight and better reporting mechanisms contributing to less missed bins and related service requests.
<b>Service standard</b> <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	9.54	10.32	8.06	6.99	Greater oversight and better reporting mechanisms contributing to less missed bins.
<b>Service cost</b> <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins]	\$127.55	\$122.08	\$118.67	\$156.47	The cost per bin increase is due to increasing landfill costs and to a lesser extent, increased collection costs. The majority of the increase comes from an increase in the landfill levy. Minor increases also due to increased tonnages and the addition of other levies on the service such as a fuel excise levy on waste collection.
<b>Service cost</b> <i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins]	\$70.15	\$81.23	\$76.53	\$69.58	
<b>Waste diversion</b> <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100	43.55%	48.67%	48.08%	48.22%	

# Performance statement





## Description of municipality

### Section 7 Performance statement

Cardinia Shire is one of the fastest growing local government areas in Victoria with an average of three families moving into the area every day. As of 2023, Cardinia Shire's estimated population is 129,896 and is expected to increase by approximately 42,361 over the next 10 years.

Located 55 kilometres south-east of Melbourne's central business district, Cardinia Shire is one of 10 'interface councils' around the perimeter of metropolitan Melbourne, where urban and rural areas meet. The Victorian Government has nominated the Casey-Cardinia Region as one of five regions around the fringe of metropolitan Melbourne where new housing and population growth is to be concentrated. The main areas of growth in Cardinia Shire are Beaconsfield, Officer and Pakenham. Outside this growth area, Cardinia Shire's large rural population resides in 27 townships.

Cardinia Shire covers an area of 1,280km<sup>2</sup> and has a rich diversity of both natural and cultural sites, from the waters of Western Port Bay to the foothills of the Dandenong Ranges, comprising places of local and state significance. These heritage places reflect the different periods and people who have shaped the shire's landscape, from Aboriginal Australians, the first people to use the rugged landscape, to the logging and gold mining of the foothills, the draining of the former Koo Wee Rup Swamp, and pastoral settlement. The landscape is again under a period of change as new development and new people move into the area every week.



### Sustainable capacity indicators

For the year ended 30 June 2023

	Indicator	2020	2021	2022	2023	Material variation
<b>Population</b>	<i>Expenses per head of municipal population</i>	\$1,174.00	\$1,166.37	\$1,242.63	\$1,254.45	
	[Total expenses / Municipal population]					
	<i>Infrastructure per head of municipal population</i>	\$8,927.64	\$9,153.18	\$9,987.48	\$11,434.66	Major asset revaluations undertaken primarily in buildings and infrastructure in 2022/23 have impacted this measure.
	[Value of infrastructure / Municipal population]					
	<i>Population density per length of road</i>	70.63	72.48	73.44	75.39	
	[Municipal population / kilometres of local roads]					
<b>Own-source revenue</b>	<i>Own-source revenue per head of municipal population</i>	\$973.28	\$950.86	\$996.49	\$1,040.87	
	[Own-source revenue / Municipal population]					
<b>Recurrent grants</b>	<i>Recurrent grants per head of municipal population</i>	\$146.51	\$155.65	\$178.58	\$185.99	
	[Recurrent grants / Municipal population]					

	Indicator	2020	2021	2022	2023	Material variation
<b>Disadvantage</b>	Relative socio-economic disadvantage [Index of relative socio-economic disadvantage by decile]	8.00	8.00	8.00	7.00	Although Cardinia has moved down the ranking for relative socio-economic disadvantage, our SEIFA score has remained at the 2016 level.
<b>Workforce turnover</b>	Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	12.75%	13.38%	14.92%	16.94%	An increase in turnover can be seen across the broader industry. We have implemented a workforce plan and developing an employee value proposition to help with attraction and retention.

**Definitions**

- “adjusted underlying revenue” means total income other than:
  - a. non-recurrent grants used to fund capital expenditure; and
  - b. non-monetary asset contributions; and
  - c. contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b).
- “infrastructure” means non-current property, plant and equipment excluding land.
- “local road” means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*.
- “municipal population” means the resident population based on data published by the Australian Bureau of Statistics on its website.
- “own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).
- “relative socio-economic disadvantage”, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile of 1 to 10 for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.0001) of SEIFA.
- “SEIFA” means the Socio-Economic Indexes for Areas published from time-to-time by the Australian Bureau of Statistics on its website.

**Service performance indicators**

For the year ended 30 June 2023

Service	Indicator	2020	2021	2022	2023	Material variation
<b>Aquatic facilities</b>	<b>Utilisation of aquatic facilities</b> [Number of visits to aquatic facilities / Municipal population]	4.78	2.46	3.29	5.50	In 2022-23, visitation rates are greater than pre Covid-19. Cardinia's aquatic facilities were closed or operating in a very reduced capacity July – October 2021 due to a COVID-19 environment.
<b>Animal management</b>	<b>Health and safety Animal management prosecutions</b> [Number of successful animal management prosecutions / Total number of animal management prosecutions] x100	100%	100%	100%	100%	

Service	Indicator	2020	2021	2022	2023	Material variation
<b>Food safety</b>	<p><b>Health and safety</b>  <i>Critical and major non-compliance outcome notifications</i></p> <p>[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises] x100</p>	100%	100%	100%	100%	
<b>Governance</b>	<p><b>Satisfaction</b>  <i>Satisfaction with Council decisions</i></p> <p>[Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community]</p>	51	55	65	64	

Service	Indicator	2020	2021	2022	2023	Material variation
<b>Libraries</b>	<p><b>Participation</b> Active library borrowers in the municipality</p> <p>[The sum of the number of active library borrowers in the last 3 financial years / The sum of the municipal population in the last 3 financial years] x100</p>	10.14%	8.67%	7.48%	7.96%	
<b>Maternal and Child Health (MCH)</b>	<p><b>Participation</b> Participation in the MCH service</p> <p>[Number of children who attend the MCH service at least once (in a year) / Number of children enrolled in the MCH service] x100</p>	76.80%	68.73%	67.41%	71.97%	
<b>Maternal and Child Health (MCH)</b>	<p><b>Participation</b> Participation in the MCH service by Aboriginal children</p> <p>[Number of Aboriginal children who attend the MCH service at least once (in a year) / Number of Aboriginal children enrolled in the MCH service] x100</p>	84.98%	73.26%	67.62%	75.43%	The Cardinia MCH service has recovered well from COVID workforce shortages and state directions around altered services in relation to the pandemic, resulting in an increase in available MCH appointments for all families across the shire in 2023.

Service	Indicator	2020	2021	2022	2023	Material variation
<b>Roads</b>	<p><b>Satisfaction</b> Satisfaction with sealed local roads</p> <p>[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]</p>	52	56	64	61	
<b>Statutory planning</b>	<p><b>Decision making</b> Council planning decisions upheld at VCAT</p> <p>[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</p>	0%	40%	57%	50%	Out of the four decisions go to VCAT, two are set aside.
<b>Waste collection</b>	<p><b>Waste diversion</b> Kerbside collection waste diverted from landfill</p> <p>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</p>	43.55%	48.67%	48.08%	48.22%	

### Definitions

- “Aboriginal child” means a child who is an Aboriginal person.
- “Aboriginal person” has the same meaning as in the *Aboriginal Heritage Act 2006*.
- “active library borrower” means a member of a library who has borrowed a book from the library.
- “annual report” means an annual report prepared by a council under section 98 of the Act
- “class 1 food premises” means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act.
- “class 2 food premises” means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act.
- “critical non-compliance outcome notification” means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health.
- “food premises” has the same meaning as in the *Food Act 1984*.
- “local road” means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*.
- “major non-compliance outcome notification” means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken.
- “MCH” means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age.
- “municipal population” means the resident population based on data published by the Australian Bureau of Statistics on its website.



### Financial performance indicators

For the year ended 30 June 2023

Indicator	Result		Forecasts					Material variation	
	2020	2021	2022	2023	2024	2025	2026		2027
<b>Efficiency</b>									
<b>Expenditure level</b> Expenses per property assessment	\$2,800.87	\$2,793.73	\$2,970.11	\$3,032.76	\$3,120.86	\$3,225.10	\$3,246.64	\$3,348.07	
[Total expenses / Number of property assessments]									
<b>Revenue level</b> Average rate per property assessment	\$1,710.92	\$1,734.05	\$1,763.25	\$1,784.44	\$1,836.71	\$1,895.44	\$1,946.86	\$1,990.39	
[General rates and Municipal charges / Number of property assessments]									
<b>Liquidity</b>									
<b>Working capital</b> Current assets compared to current liabilities	215.85%	189.21%	221.08%	236.83%	205.15%	227.91%	274.78%	291.80%	
[Current assets / Current liabilities] x100									

Indicator	Result		Forecasts					Material variation	
	2020	2021	2022	2023	2024	2025	2026		2027
<b>Unrestricted cash</b> Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	-23.22%	-86.00%	-102.19%	-143.71%	-25.11%	-53.75%	-49.50%	-22.14%	The increase in 2022-23 is due to a higher value of grants received in advance of the delivery of associated works. These funds are treated as a liability until associated works are completed. When calculating unrestricted cash, this indicator excludes the value of term deposits with maturities over 90 days, in which Council currently invests the majority of its funds to maximise returns. If all Council term deposits were included in this measure, it would show a positive result and provide a more relevant measure.
<b>Obligations</b>									
<b>Loans and borrowings</b> Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	33.95%	28.15%	15.94%	12.76%	36.94%	31.59%	27.69%	22.87%	The decrease in 2022-23 reflects the annual servicing and decrease in loan balances as a result of ongoing responsible cash and investment management.

Indicator	Result		Forecasts					Material variation	
	2020	2021	2022	2023	2024	2025	2026		2027
<p><b>Loans and borrowings</b> Loans and borrowings repayments compared to rates</p> <p>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100</p>	6.71%	14.03%	12.09%	3.62%	2.92%	5.02%	4.75%	4.06%	This indicator is lower in 2022-23 as a large loan settlement was fulfilled during the 2021-22 year.
<p><b>Indebtedness</b> Non-current liabilities compared to own source revenue</p> <p>[Non-current liabilities / Own source revenue] x100</p>	39.44%	31.11%	25.03%	16.11%	42.97%	35.85%	31.46%	26.51%	The decrease in 2022-23 is due to the receipt of higher interest revenue due to higher interest rate levels compared to 2021-22. In addition, a reduction in non-current liabilities is a result of timing in recognition of developer transactions coupled with ongoing reductions in loan balances.
<p><b>Asset renewal and upgrade</b> Asset renewal and upgrade compared to depreciation</p> <p>[Asset renewal and asset upgrade expense / Asset depreciation] x100</p>	79.55%	106.09%	71.56%	128.02%	207.51%	117.56%	72.49%	78.35%	The removal of Covid restrictions in 2022-23 allowed increased delivery of budgeted infrastructure renewal and upgrade projects compared to 2021-22.

Indicator	Result		Forecasts					Material variation	
	2020	2021	2022	2023	2024	2025	2026		2027
<b>Operating position</b>									
<b>Adjusted underlying result</b> <i>Adjusted underlying surplus (or deficit)</i>	-2.54%	-0.80%	-0.39%	-0.14%	-6.35%	-7.71%	-5.56%	-3.67%	The 2022-23 adjusted underlying deficit is lower than in previous years. Contributing to the result was increased interest revenue resulting from higher interest rates compared to 2021-22. In addition, higher operating grants were received primarily as a result of the advanced receipt of the full 2023-24 Financial Assistance Grant. These have been partly offset by higher employee costs in line with additional resource requirements and fulfilment of Enterprise Agreement obligations.
[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100									
<b>Stability</b>									
<b>Rates concentration</b> <i>Rates compared to adjusted underlying revenue</i>	74.69%	74.61%	72.15%	71.63%	77.07%	78.09%	78.67%	79.11%	Large property valuation increases have materially impacted this measure.
[Rate revenue / Adjusted underlying revenue] x100									
<b>Rates effort</b> <i>Rates compared to property values</i>	0.35%	0.36%	0.35%	0.29%	0.27%	0.27%	0.26%	0.27%	
[Rate revenue / Capital improved value of rateable properties in the municipality] x100									

### Definitions

- “adjusted underlying revenue” means total income other than:
  - a. non-recurrent grants used to fund capital expenditure; and
  - b. non-monetary asset contributions; and
  - c. contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b).
- “adjusted underlying surplus (or deficit)” means adjusted underlying revenue less total expenditure.
- “asset renewal expense” means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
- “current assets” has the same meaning as in the Australian Accounting Standard (AAS).
- “current liabilities” has the same meaning as in the AAS.
- “non-current assets” means all assets other than current assets.
- “non-current liabilities” means all liabilities other than current liabilities.
- “non-recurrent grant” means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council’s financial plan.
- “own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).
- “municipal population” means the resident population based on data published by the Australian Bureau of Statistics on its website.
- “rate revenue” means revenue from general rates, municipal charges, service rates and service charges.
- “recurrent grant” means a grant other than a non-recurrent grant.
- “residential rates” means revenue from general rates, municipal charges, service rates and service charges levied on residential properties.
- “restricted cash” means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted and includes cash to be used to fund capital works expenditure from the previous financial year.
- “unrestricted cash” means all cash and cash equivalents other than restricted cash.

## Other information

For the year ended 30 June 2023.

### *Basis of preparation*

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, services performance and financial performance indicators and measures, together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable, the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council's information systems or from third parties.

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by Council's financial plan. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in its financial plan on 26 June 2023. The financial plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the Annual Financial Report. The financial plan can be obtained by contacting Council on 1300 787 624 or [mail@cardinia.vic.gov.au](mailto:mail@cardinia.vic.gov.au)

## Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



---

Scott Moore  
Chief Finance Officer  
Dated: 18 September 2023

In our opinion, the accompanying performance statement of the Cardinia Shire Council for the year ended 30 June 2023 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

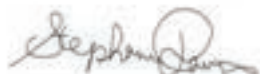
At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Council and the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



---

Cr Jack Kowarzik  
Councillor  
Dated: 18 September 2023



---

Cr Stephanie Davies  
Councillor  
Dated: 18 September 2023



---

Carol Jeffs  
Chief Executive Officer  
Dated: 18 September 2023



## Independent Auditor's Report

### To the Councillors of Cardinia Shire Council

<b>Opinion</b>	<p>I have audited the accompanying performance statement of Cardinia Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• description of municipality for the year ended 30 June 2023</li> <li>• sustainable capacity indicators for the year ended 30 June 2023</li> <li>• service performance indicators for the year ended 30 June 2023</li> <li>• financial performance indicators for the year ended 30 June 2023</li> <li>• other information and</li> <li>• certification of the performance statement.</li> </ul> <p>In my opinion, the performance statement of Cardinia Shire Council in respect of the year ended 30 June 2023 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020</i>.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the performance statement</b>	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>



---

**Auditor's responsibilities for the audit of the performance statement**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

---

MELBOURNE  
22 September 2023

  
Travis Derricott  
*as delegate for the Auditor-General of Victoria*