6.5.2 Performance and Growth Reports - Q1 2023-24

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Recommendation(s)

The Performance and Growth Reports for Quarter 1 2023-24 be received and noted.

Attachments

1.   Attachment 1 - Performance Report 2023-24 Q 1 [**6.5.2.1** - 19 pages]
2.   Attachment 2 - Growth Report 2023-24 Q 1 [**6.5.2.2** - 6 pages]
3.   Attachment 3 - Council Plan Initiative - Progress Report 2023-24 Q 1 [**6.5.2.3** - 13 pages]
4.   Attachment 4 - Gender Equality Action Plan 2023-24 Q 1 [**6.5.2.4** - 3 pages]

Executive Summary

The new Council Plan 2021-25 was adopted at the Council Meeting on Monday 21 June 2021. This is the third reporting year for the new Council Plan. The Council Plan is structured around five strategic objectives that underpin the overarching strategic direction for the next three years. Under each strategic objective is a series of strategies, initiatives, and indicators. Council committed to undertake work on 29 Council Plan initiatives during the 2023-24 financial year. All initiatives are currently on track to be completed by their due date.

The share of incoming service requests, across the organisation, which were actioned and closed within service standard, sat at 86% for the quarter, slightly lower than our target of 90%.

The service levels achieved for unsealed road related requests and drainage related requests this quarter were 92% and 91% respectively. Unsealed road service level is close to its highest level in the last three years and is above our 90% target. The ongoing integration project, to connect Council's Customer Relationship Management System (CRMS) and Reflect, Council's inspection and maintenance management system, should help to maintain this result.

Starting from this quarter, we have revised our performance benchmark, shifting from a target of answering 80% of calls within 300 seconds to now aiming for a more ambitious target of 80% of calls to be answered within 90 seconds. This adjustment is intended to enhance our service quality and improve the experience for our customers. Even with our new target, our service level is still an impressive 81%.

We have received a total of 53 escalated complaints and 83.7% of these complaints were closed on time.

Councillors' attendance rate at the Council meetings was 100%. There were no instances of council decisions closed to public, indicating a commitment to transparency and open governance. 'Time Taken to Action Food Complaints' and 'Sealed Roads Maintained to Standard' were stable. 'Missed Bins' metrics showed a significant improvement. Only two of our measures for 'Waste Diverted from Landfill' and 'Time Taken to Action Animal Requests' show a slight decline. Maternal and Child Health enrolments, and the 4-week Key Ages and Stages (KAS) participation rate, remain high. The percentage of planning application decisions made within the 60-day timeframe has shown some recovery, increasing from 30% to 36%, with this trend expected to continue following a range of

improvement initiatives in this area. Additionally, all planning decisions challenged at VCAT have been upheld with a 100% success rate.

The household growth rate in the Shire has once again increased to four households per calendar day for the current financial year, up from three. This quarter, the number of residential subdivision lot applications lodged was 14% lower, compared to the same time last year. The number of residential lots issued a statement of compliance has nearly doubled this year, compared to the first quarter of 2022-23, marking a significant increase of 95% over that period. The number of building permits issued was 58% lower than the same time last year. Residential building completions was 20% lower than same time last year, with only 267 residential building completions processed this quarter. The number of non-residential building completions processed was 14% lower than the same time last year. The significant drop in numbers can be attributed to the backlog of building permit applications and additional documents required for a building to be certified as complete that are yet to be processed. Furthermore, higher interest rates can have a significant impact and may create uncertainty in consumer confidence to obtain building permits for development. A similar trend is expected to continue in the next quarter as well.

Government Interaction

Government Advocacy
Council works with all levels of Government to lobby for action on important local issues and works hard to influence government priorities that will benefit our local communities. Council also works with other groups of Councils, such as the Municipal Association of Victoria, Greater Southeast Melbourne, Interface Councils Groups and National Growth Areas Authority to facilitate investment into the broader region.

The advocacy package prepared detailing Council's priorities for the municipality is used to lobby local members of parliament and bureaucrats to promote Council's priorities for consideration in the development of the State and Federal budgets.

Grant applications
Council continues to rely heavily on rate revenue to fund the provision of infrastructure and services. Due to the Victorian Government's rate cap, Council is limited in the amount of revenue it can achieve through rates and is required to have a strong focus on seeking grants.

For the first quarter of this financial year 3 applications were lodged under various programs seeking a total of $447,000. Of these 2 have so far been approved for a total of $347,000. There are an additional 4 applications from the 22/23 financial year totalling $203,697 which are pending.

Legislative Program
Council continues to monitor proposed legislation as Bills are introduced into parliament. The IBAC investigation 'Operation Sandon' into the City of Casey was tabled in Parliament in July. The report includes 34 recommendations to promote transparency in planning decisions, enhance donation and lobbying regulation, improve the accountability of ministerial advisers and electorate officers, and strengthen council governance. It is anticipated that changes may be recommended to Council, because of this report. In this area, Cardinia Council has already implemented a developer contact register for Councillors to record any contacts with developers.

Council lobbies the State Government when Bills are introduced that would either shift costs onto the Council or increase the Council's responsibilities without appropriate recognition being detailed in the legislation. Cost shifting by the State onto Local Government continues to be a matter of concern.

## Cardinia Shire Gender Equality Action Plan (GEAP) 2021 – 2025

The Gender Equality Action Plan (GEAP) outlines Council's vision that everyone who lives, works, and spends time in Cardinia Shire – regardless of their gender identity – is treated with respect and fairness, feels and is safe, and has equal access to opportunities to reach their potential and pursue their dreams. Progress against the actions, outlined in the key focus areas of the Cardinia Shire Gender Equality Action Plan (GEAP) 2021 – 2025, is detailed in Attachment 4.

Performance Summary

Council Plan Performance

The Council Plan sets out a medium to long-term vision for how Council will respond to community needs and the opportunities and challenges facing Cardinia Shire. Council delivers the plan through a 4-year initiative plan which covers 5 Key Priority Areas (KPAs). The performance of the 5 KPAs and their Council Plan Initiatives is illustrated in Figure 1. For a more comprehensive account of the progress of initiatives, please refer to the Council Plan Initiative Progress Report attached.

There are 29 Council Plan initiatives due to be completed during the 2023-24 financial year, all are on-track to be completed by their due date. Please refer to Figure 1 for further details.

Figure 1.   Council Plan Initiative Performance by Priority Areas
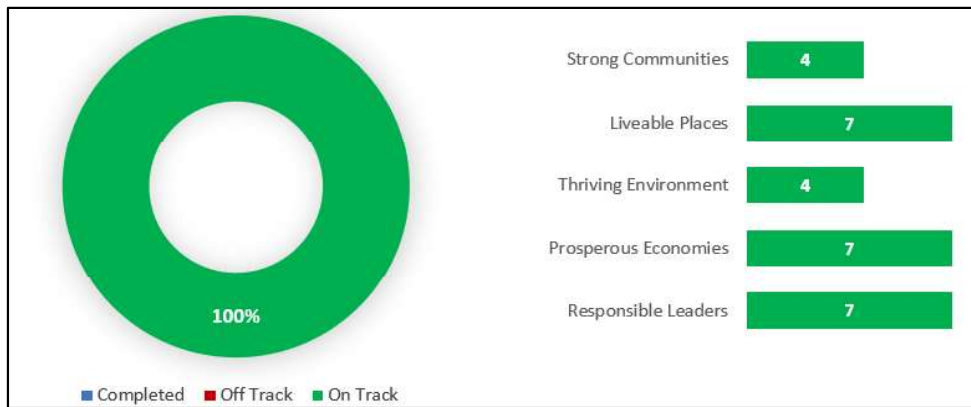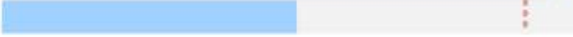

Service Request Performance

Service requests are recorded in Council's Customer Relationship Management System (CRMS) when a request for service is made to Council via an established channel, including telephone, Council's website, and email. Each request type is assigned a service standard, which is a target timeframe for completion. The term 'Service Level' refers to the percentage of requests completed within their target timeframe. Council's target Service Level is 90%.

Organisation Performance:
Across the organisation, 86% of incoming service requests were actioned and closed within service standard. This is below our target of 90%. The total number of incoming service requests decreased by 5%, compared to the same time last year.

Table 3 illustrates the top five service categories by volume and their service level, for the quarter. A focus on improving service levels across the below service categories is expected to have a strong effect on the overall service level for the organisation.

Table 1. *Table 1. Top 5 Service Request Categories by Volume, and their Service Levels*

Service Request	Volumes	Service Level		90% Target
Waste - Kerbside Bin Issue	1,621	97%		
Waste - Kerbside Bin Change	1,048	98%		
Planning	914	85%		
Rates	701	94%		
Council Properties	673	52%		

Customer Experience Results:

The overall customer satisfaction score is derived from asking customers, who have had a service request closed, to rate their overall experience with council, on a scale of 1 to 5, with 1 being very poor, and 5 being very good. We achieved a satisfaction score of 3.38 in quarter 1. The score is based on 139 responses received from 808 surveys sent.

Figure 2. ***Overall customer satisfaction results***

Overall CSAT Score	
3.38 (1.00 — 5.00)	808 Surveys Sent
	139 Responses
	17% Response Rate

Operations Performance

Council maintains a large, unsealed road network. Maintenance works consist of both grading and resheeting, done on a cyclic basis, along with responses to defects caused by adverse weather conditions such as storms or long dry spells. All works are conducted in accordance with Council's Road Management Plan, which ensures that the network is kept in a safe and trafficable condition.

Unsealed road results:

The service level for unsealed road related requests this quarter was 92%, higher than the 90% target. Figure 3 below shows that there has been a significant decrease in the number of unsealed road service requests received this year, compared to the same time last year.

Figure 3.   Unsealed road service requests due
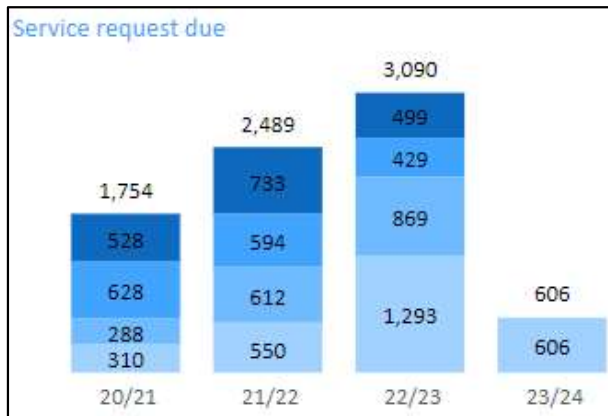
It should be noted that the service level calculation is based upon the number of unsealed road requests closed in time, upon completion of inspection and scheduling of work (if work is required).

The number of hours spent grading unsealed roads was 6% higher compared to the same time last year. A total of 335 corrugation or pothole complaints requests were received in this quarter, and this is a 65% decrease compared to the same time last year.

Drains maintained:
Council also maintains over 3000 km of open surface drains. These drains are cleaned out using a maintenance system that is driven by proactive inspections, and reactive works, and supplemented by responding to flooding issues following storms. Works are prioritised based on risk to property or person.

The linear metres of surface drains and underground drains cleared this quarter were, respectively, 272% higher and 92% lower than the same time last year. The current service level for drainage related requests is 91% and is higher than service level target of 90%.

It should be noted that the service level calculation for the drains cleared is based upon the number of drainage requests closed in time upon completion of inspection and scheduling of work (if work is required).

Figure 4.   Drainage Performance
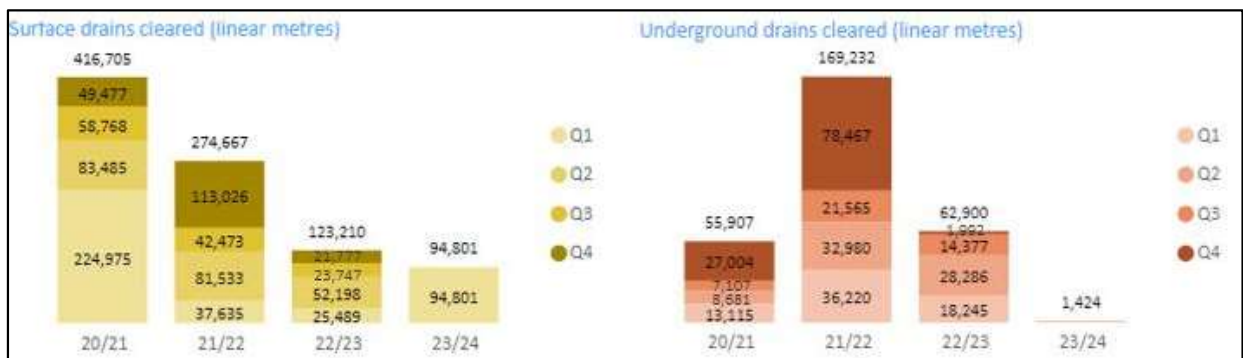
Business system/process improvement initiative:
Unsealed road service requests are recorded initially through the CRMS, however, the work to resolve the service request is handled through the inspection and maintenance management system called Reflect. When a service request is logged in the CRMS, it is categorised as a request for inspection and should be closed as soon as practicable following completion of the relevant

inspection. This is currently a manual process, and, as such, delays in the closing of requests can occur.

An improvement project, to integrate Council's Reflect with the CRMS, is currently underway and is currently in the final testing and pilot phase. It is anticipated that this project will reduce the time between completion of the requested inspection, and the closing of the request in the CRMS.

As the drainage service requests are also managed through the Reflect system, it is expected that the integration project mentioned above will also improve the efficiency of closing those requests in the CRMS, and therefore have a positive effect on the accuracy of reporting.

Waste Management Performance:

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

Waste management performance results continue to meet the organisation's target, achieving a 97% service level for the quarter, the highest in the past four years.

Waste disposal statistics are stable, with 3% less garbage waste being sent to landfill and 12% more food and green waste to mulching this quarter, compared to the same time last year. The amount of recycling recovered decreased by 9% compared to the same time last year.

Customer Support Performance

The Customer Support team runs the organisation's contact centre. As these contacts are the first interactions our community has with our organisation, it is important that we deliver a positive customer service experience. Monitoring the service level of the contact centre is one of the ways we assess our customers' experience with Council.

Call Performance:

Starting from this quarter, we have revised our performance benchmark, shifting from a target of answering 80% of calls, within 300 seconds, to now aiming for the more ambitious target of 80% of calls to be answered within 90 seconds. This adjustment is intended to enhance our service quality and improve the experience for our customers. Even with our new target, our service level was still an impressive 81% for this quarter. This progress can be attributed to our efforts in recruiting and managing the Customer Support team, as well as conducting effective coaching and training sessions.

We also measure the average amount of time customers wait in the call queue (Average Wait Time), Average Handle Time (Time taken to action a customer's query), average amount of time taken to complete admin work following the conclusion of a call (After-Call Work Time), and the percentage of calls that were abandoned by customers (Abandoned Calls).

For the quarter, the Average Wait Time, Average Handle Time, and After-Call Work Time were 48 seconds, 326 seconds, and 78 seconds, respectively. Three percent of calls were abandoned by customers.

After Hours Call Performance:

We currently measure our Customer Support after hours call service level as the percentage of calls answered in 14 seconds, our target was to answer 90% of calls within this specific timeframe. Our service level for the quarter exceeded this target, reaching an impressive 95%. Additionally, the Average Wait Time for callers was only 13 seconds, and the Average Handling Time was 232

seconds. Furthermore, the number of calls abandoned by customers was zero. These statistics indicate that we have been successful in providing efficient and timely support to our customers.

Digital Performance:
In addition to the 1300 number, customers can contact Council via email (mail@cardinia.vic.gov.au) and online chat available on Council's website. More customers are using these alternative channels of contacting Council and, as a result, new measures (number of emails received, and online chat sessions completed) were introduced to monitor the service performance for these digital interactions.

Our service levels for emails and online chat sessions have exceeded our targets. In this quarter, 6,416 emails were received, and 163 online chats sessions were completed. We achieved 100% service level for emails, ensuring that all customer inquiries received a timely response. In addition, our online chat sessions achieved a service level of 84%, surpassing our target of 80% of chats responded to within 90 seconds.

On average, the handle time for emails was 6 minutes 32 secs, which is well under our target of 10 minutes, while the average wait time was 2 hours 27 mins, which is almost quarter of our 8-business-hour processing target. The average wait time to respond to an online chat query was 56 seconds, lower than the target of 5 minutes, while the average handle time was 10 minutes 30 seconds, which is slightly higher than our target of 10 minutes.

These outstanding results demonstrate our commitment to providing prompt and effective support across various communication channels.

Customer Call Experience Results:
One of the improvement initiatives, recently implemented in the Customer Support area, is a survey after each call or chat, to gain our customers' feedback on their experience interacting with Council. Customers are asked to answer four survey questions about their experience interacting with Council on the day.

The survey questions that are asked are as follows:
- How satisfied were you with the time you waited on hold before speaking with an officer? (one to five scale, with one being the lowest, and five being the highest)
- How satisfied were you with our officer's level of knowledge about your inquiry? (one to five scale, with one being the lowest, and five being the highest)
- How satisfied were you with our officer's professionalism and the time they took to handle your inquiry? (one to five scale, with one being the lowest, and five being the highest)
- Are you satisfied with the outcome of your call? (yes or no answer)

Figure 5.   Customer Support After Call Survey

Improvements in these results may be due to various reasons, such as extensive coaching and training programs, and recruiting and training a casual pool to quickly fill in when needed to take customer enquiries. These initiatives have also helped in reducing the percentage of abandoned

calls, and wait and handle times, while providing a consistent and great experience for our customers.

LGPRF Performance

The Local Government Performance Reporting Framework (LGPRF) is a platform for key local government service and financial measures. The measures are reported annually in Council Annual Reports. The LGPRF data was previously published on the Know Your Council website, however that website was decommissioned by LGV on 31 December 2022. The performance data will now be published via the Local Government Victoria website, and an interactive dashboard developed by the Victorian Auditor General's Office.

Councillors' attendance rate at Council meetings was 100%. There were no instances of council decisions closed to public, indicating a commitment to transparency and open governance. 'Time Taken to Action Food Complaints' and 'Sealed Roads Maintained to Standard' were stable. Only two of our measures, 'Waste Diverted from Landfill' and 'Time Taken to Action Animal Requests', show a slight decline. The 'Missed Bins' metric displayed a significant improvement. Our waste team has worked with our kerbside collections contractor to put a significant focus on missed bins management across our three kerbside collection streams. Our contractor has put several new processes in place to reduce the previously high 'miss bins' reporting number. Some of the changes include - more frequent reporting to Council on this measure, better driver resourcing, education for drivers on the impact of missed services, direct driver engagement to support potential misses and positive incentives for drivers who have zero missed bins on their runs.

Maternal and Child Health enrolments and the 4-week Key Ages and Stages (KAS) participation rate remain high. The percentage of planning application decisions made within the 60-day timeframe has shown some recovery, increasing from 30% to 36%, following a two-year downward trend. Additionally, all planning decisions challenged at VCAT have been upheld with a 100% success rate.

Escalated Complaints recorded in CRMS

The Local Government Act 2020 has redefined a complaint as, a written or oral expression of dissatisfaction with the:
- Quality of an action taken, decision made, or service provided by a member of Council staff or contractor engaged by the Council; or
- Delay by a member of Council staff or contractor engaged by the Council in taking an action, making a decision, or providing a service; or
- Policy or decision made by a Council, member of Council staff or a contractor.

A complaint can be assigned to the relevant/approved Council Officer/Contractor tasked with managing and responding to the complaint in the CRMS system. All Tier 2, 3 & 4 complaints must be acknowledged within 5 business days and an outcome letter (if a substantial investigation is required) is issued to the complainant within 20 business days of recording the complaint.

In Quarter 1, we received a total of 53 escalated complaints. 83.7% of these complaints were closed on time, showcasing our commitment to addressing customer concerns promptly. Only 6 complaints were categorised as Tier 3, indicating the need for an internal review.

Growth Summary

Residential development activity drives much of the growth in demand for Council's services and facilities. There are four main precincts across the Shire in which residential land is currently in

development. On 21 January 2021, the structure plan for the Pakenham East Precinct was approved and development has now begun. There are approximately 17,570 lots still to be developed across the Shire, the majority of which being within the Officer and the Pakenham East precincts.

This quarter, the number of residential subdivision lot applications lodged was 14% lower compared to the same time last year. The number of residential lots issued a statement of compliance has nearly doubled this year compared to Q1 2022-23, marking a significant increase of 95% over the same period last year. This increase can be attributed to several factors. Firstly, developers on new estates are delivering the first few stages together, resulting in large numbers of lots released at the same time, including the first stages in Pakenham East. Additionally, there is a gradual resolution of backlogs resulting from construction delays. This is attributed to more construction workers, reduced construction delays, particularly in areas such as drainage installations, and favourable weather conditions that have accelerated site work finalisation. Furthermore, many of these lots will also be flowing from the high planning application numbers submitted 12-18 months ago, that have been finalised. Almost all these lots were pre-sold during the last 18-24 months. However, it's important to note that we are now beginning to observe a slowdown in on-site activities, and we've been receiving feedback from developers regarding lower sales projections moving forward.

Activity within the property sector can help determine the growth rate within a municipality and therefore assist with future decision making. The number of building permits issued was 58% lower than the same time last year. Residential building completions was 20% lower than same time last year, with only 267 residential building completions processed this quarter. The number of non-residential building completions processed is 14% lower than the same time last year. The significant drop in numbers can be attributed to the backlog of building permit applications and additional documents, required for a building to be certified as complete, that are yet to be processed. Furthermore, higher interest rates can have a significant impact and may create uncertainty in consumer confidence to obtain building permits for development. A similar trend is expected to continue in the next quarter as well.

A new household garbage service is requested predominantly when a new home has been completed and is ready to be occupied. This indicator can therefore represent the growth of new households within the Shire. The number of new garbage bin requests received was 7% lower than the same time last year. The household growth rate in the Shire has once again increased to four households per calendar day for the current financial year, up from three.

The Maternal and Child Health statistics are also a lead growth indicator. Birth notices are the number of notifications received from hospitals, for newborn babies in the municipality. There were 482 births in the Shire for the quarter. Birth notifications are slightly lower compared to the same time last year. Maternal and Child Health Enrolments is the number of babies and children, from birth to school age, who visit and enrol at an MCH centre, including children of families moving to Cardinia Shire. Enrolments are 2% lower than the same time last year.

The growth of the sealed road and footpath network provides insight into the progress of infrastructure activity within the Shire. Sealed road growth is due to a combination of subdivision development and Council's sealing of unsealed roads through special charge schemes or other external funding such as Roads to Recovery. There were 3.07 KMs of sealed roads constructed for the quarter. Sealed road construction is 47% lower than the same time last year. Footpath growth is due to a combination of footpaths constructed from subdivision development and Council's capital works program. There were 4.38 KMs of footpaths constructed for the quarter. The length of footpaths constructed is 14% lower than at the same time last year. One of the factors contributing to the reduction in sealed road and footpath construction is the cold and wet seasonal weather and fewer hours of sunlight, which make it difficult for concrete and asphalt to be laid in these conditions.

Policy Implications

Nil

Relevance to Council Plan

5.1 We practise responsible leadership

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

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

Climate Emergency Consideration

Not Applicable

Consultation/Communication

Relevant managers and officers from across the organisation provide information and comments that feed into the Performance and Growth reports.

Risk Assessment

Not Applicable

Financial and Resource Implications

Nil

Conclusion

The Performance and Growth Reports for Quarter 1 2023-24 show various results in performance across the organisation, and growth across the Shire. The organisation will continue to aim targeted improvement initiatives at areas and services that are not achieving desired targets.

PERFORMANCE REPORT

Q1 JUL – SEP 2023

Council Plan Performance

COUNCIL PLAN

29
Council Plan Initiatives

5
Key Priority Areas

0%
Completed

0%
Off Track

COUNCIL PLAN INITIATIVE PERFORMANCE

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

100%
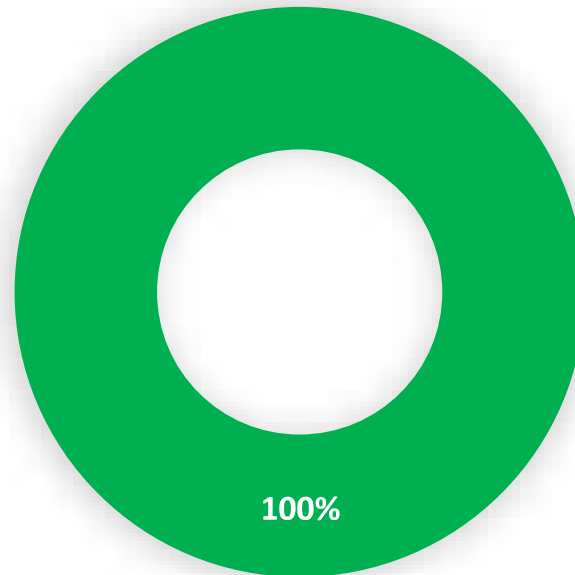
■ Completed   ■ Off Track   ■ On Track

KPA PERFORMANCE

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

Strong Communities	4
Liveable Places	7
Thriving Environment	4
Prosperous Economies	7
Responsible Leaders	7
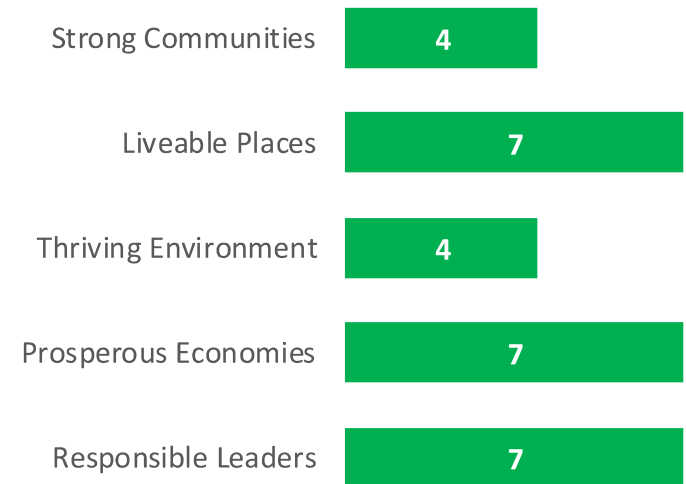
■ Completed   ■ Off Track   ■ On Track

Service Request Performance – Whole Organisation

Cardinia

Q1 JUL – SEP 2023

PERFORMANCE METRICS

86% ⌖ ≥ 90% **-4%** ▼
Overall Service Level *

12,228
Total Request received

-5%
(compared to same time last year)
Request received volume

WHAT DOES SERVICE LEVEL MEAN?

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

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

REQUEST STATISTICS

Request received volume

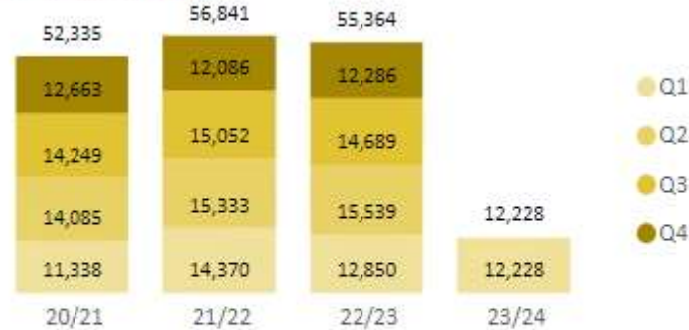| Year	52,335	56,841	55,364	
Q1	12,663	12,086	12,286	
Q2	14,249	15,052	14,689	
Q3	14,085	15,333	15,539	12,228
Q4	11,338	14,370	12,850	12,228
	20/21	21/22	22/23	23/24

- Q1
- Q2
- Q3
- Q4

Service quality

Overall CSAT Score

3.38

1.00 — 5.00

808 Surveys Sent

139 Responses

17% Response Rate

REQUEST PERFORMANCE

Top 5 service request categories by volume and their service levels

Service Request	Volumes	Service Level		90% Target
Waste - Kerbside Bin Issue	1,621	97%		
Waste - Kerbside Bin Change	1,048	98%		
Planning	914	85%		
Rates	701	94%		
Council Properties	673	52%		

Overall service level trend over time

90% Target

86%	85%	81%	86%	87%	79%	80%	84%	84%	81%	84%	86%	86%
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
20/21				21/22				22/23				23/24

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

Unsealed Roads Performance

Cardinia

Q1 JUL – SEP 2023

PERFORMANCE METRICS

92%
🎯 ≥ 90%
2% ⬆
Overall Service Level *

-53%
(compared to same time last year)
Service request due

+6%
(compared to same time last year)
Unsealed roads grading effort
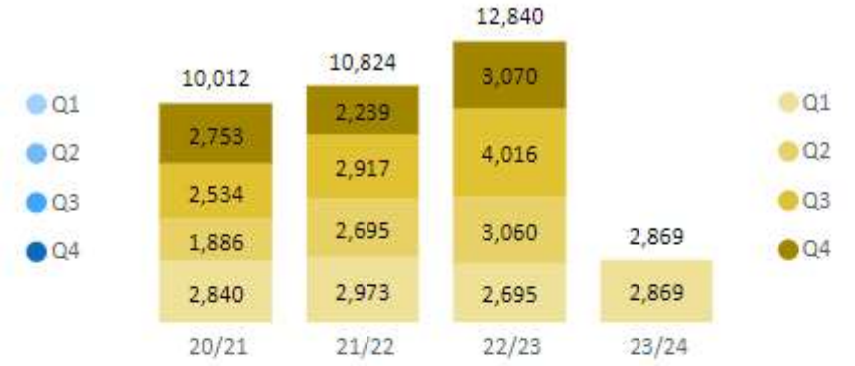
WHAT IS ROAD GRADING EFFORT?

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

UNSEALED ROAD STATISTICS

Service request due

	Q1	Q2	Q3	Q4

- 20/21: 1,754 (528, 628, 288, 310)
- 21/22: 2,489 (733, 594, 612, 550)
- 22/23: 3,090 (499, 429, 869, 1,293)
- 23/24: 606 (606)

Road grading effort (hours)

	Q1	Q2	Q3	Q4

- 20/21: 10,012 (2,753, 2,534, 1,886, 2,840)
- 21/22: 10,824 (2,239, 2,917, 2,695, 2,973)
- 22/23: 12,840 (3,070, 4,016, 3,060, 2,695)
- 23/24: 2,869 (2,869)

UNSEALED ROAD PERFORMANCE

Service request types by volume, standard and service level

Service request	Volumes	Standard (Days)	Service Level	90% Target
Corrugation or Pothole Complaint	335	8	95%	
Other Complaint (Request to grade)	230	8	89%	
Slippery Surface Complaint	41	8	80%	

Overall service level trend over time
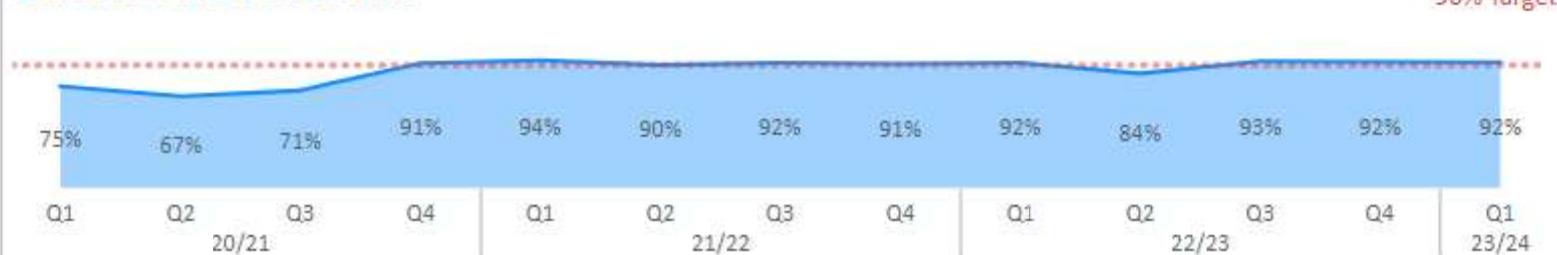
90% Target

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
	75%	67%	71%	91%	94%	90%	92%	91%	92%	84%	93%	92%	92%
		20/21				21/22				22/23			23/24

* Percentage of service requests completed within the time standards defined in the CRMS.
- Note that, each unsealed road request is closed upon completion of inspection and scheduling of work (if work is required).

PERFORMANCE METRICS

-65%
(compared to same time last year)
Corrugation or pothole complaints

-15%
(compared to same time last year)
Other Complaints (request to Grade)

-47%
(compared to same time last year)
Slippery surface complaints

We have about 862 kilometres of unsealed roads, which are maintained via our Grading and Maintenance, Re-sheeting and Drainage Works programs.
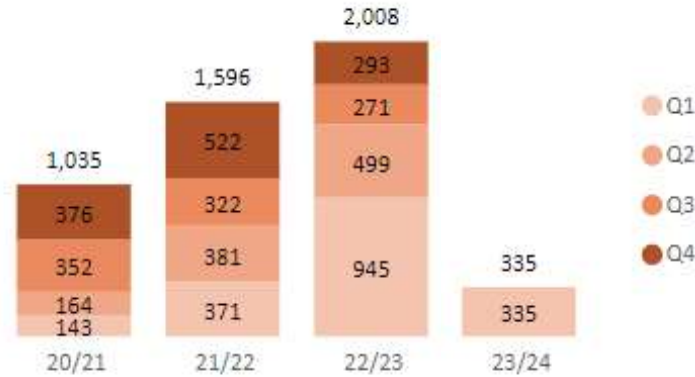
Maintaining roadside drains is a core part of our unsealed road maintenance works, as drains have a big impact on the performance of our roads.

We schedule works into a road maintenance schedule based on inspections and requests made by residents.

UNSEALED ROAD SERVICE REQUEST STATISTICS

Corrugation or pothole complaints

	20/21	21/22	22/23	23/24
Total	1,035	1,596	2,008	335
Q4	376	522	293	
Q3	352	322	271	
Q2	164	381	499	
Q1	143	371	945	335

Slippery surface complaints

	20/21	21/22	22/23	23/24
Total	87	96	143	41
Q4	16	47	26	
Q3	13	9	14	
Q2	7	14	26	
Q1	51	26	77	41

Other complaints (request to grade)

	20/21	21/22	22/23	23/24
Total	632	797	939	230
Q4	136	164	180	
Q3	263	263	144	
Q2	117	217	344	
Q1	116	153	271	230
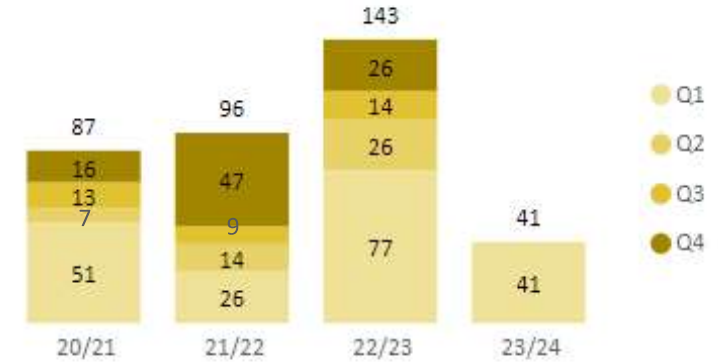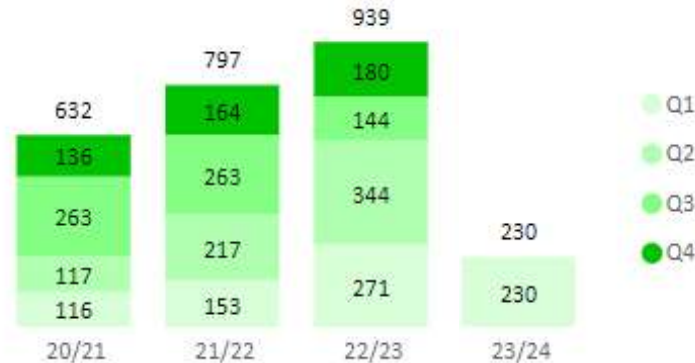
Service request trend over time

20/21				21/22				22/23				23/24
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
	628	528	550	612	594	733	1,293	869	429	499	606

Drainage Performance

Cardinia

PERFORMANCE METRICS

91% ⊙ ≥ 90%

1% ⬆

Overall Service Level *

+272%
(compared to same time last year)
Surface drains cleared

-92%
(compared to same time last year)
Underground drains cleared

WHAT ARE DRAINS MAINTAINED?

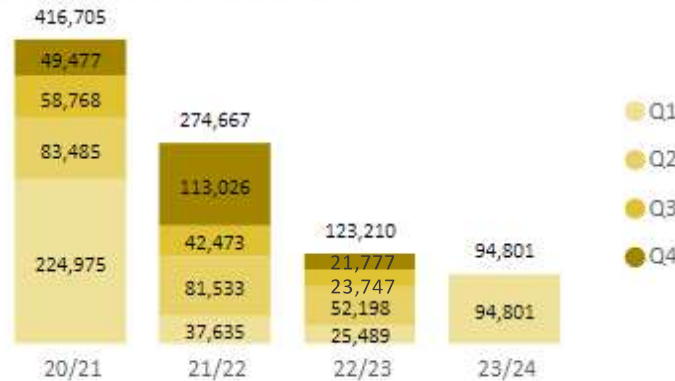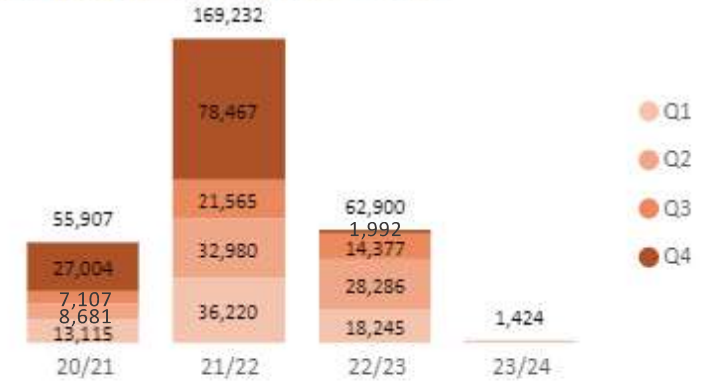Surface drains are cleaned out using a maintenance system that is driven by proactive inspections and reactive works, and supplemented by responding to flooding issues following storms. Works are prioritised based on risk to property or person.

DRAIN STATISTICS

Surface drains cleared (linear metres)

416,705
- 49,477
- 58,768
- 83,485
- 224,975

274,667
- 113,026
- 42,473
- 81,533
- 37,635

123,210
- 21,777
- 23,747
- 52,198
- 25,489

94,801
- 94,801

20/21 21/22 22/23 23/24

Q1
Q2
Q3
Q4

Underground drains cleared (linear metres)

169,232
- 78,467
- 21,565
- 32,980
- 36,220

55,907
- 27,004
- 7,107
- 8,681
- 13,115

62,900
- 1,992
- 14,377
- 28,286
- 18,245

1,424

20/21 21/22 22/23 23/24

Q1
Q2
Q3
Q4

DRAINS PERFORMANCE

Service request types by volume, standard and service level

90% Target

Service request	Volumes ▼	Standard (Days)	Service Level	
Surface Drain (Drainage)	136	15	91%	
Pits (Drainage)	60	15	88%	
Underground Drain (Drainage)	38	15	92%	

Overall service level trend over time

90% Target

92% 74% 80% 88% 90% 85% 88% 90% 83% 80% 92% 89% 91%

Q1 Q2 Q3 Q4 | Q1 Q2 Q3 Q4 | Q1 Q2 Q3 Q4 | Q1
20/21   21/22   22/23   23/24

* Percentage of service requests completed within the time standards defined in the CRMS
- Note that, each drainage request is closed upon completion of inspection and scheduling of work (if work is required).

PERFORMANCE METRICS
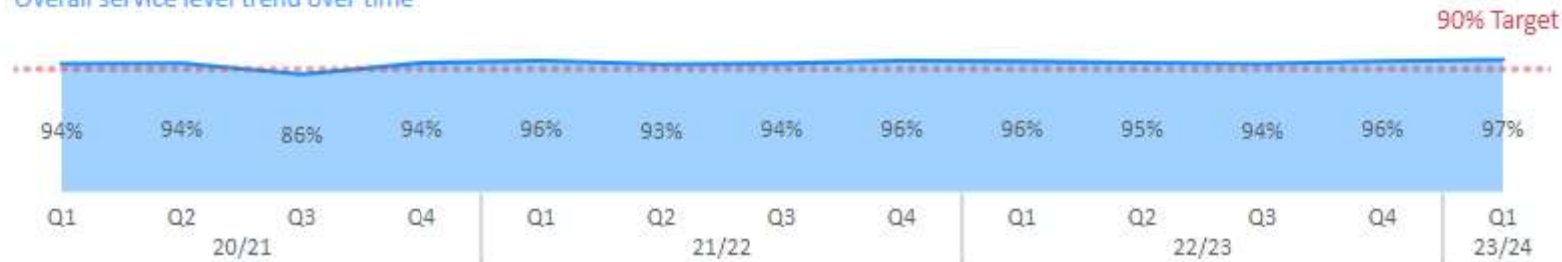
97%
Overall Service Level *

🎯 ≥ 90%

7% ⬆

WASTE MANAGEMENT PERFORMANCE

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

Service request	Volumes	Standard (Days)	Service Level	90% Target
Additional Recycling 240L	58	5	100%	
Additional Rubbish 120L	96	5	98%	
Damaged Garden 240L	71	15	100%	
Damaged Recycling 240L	235	15	100%	
Damaged Rubbish 120L	589	15	100%	
Driver issues, Speeding, Damage Claims	70	6	57%	
Missing Garden 240L	58	15	100%	
Missing Recycling 240L	78	15	100%	
Missing Rubbish 120L	140	15	100%	
New Garden 120L	130	30	100%	
New Garden 240L	230	5	100%	
New Rubbish 120L & New Recycling 240L	297	5	95%	
Not Emptied Garden Bin	63	3	92%	
Not Emptied Rubbish Bin	164	3	97%	
Service Information Enquiry	92	22	91%	

Overall service level trend over time

90% Target

94%	94%	86%	94%	96%	93%	94%	96%	96%	95%	94%	96%	97%
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
	20/21				21/22				22/23			23/24

* Percentage of service requests completed within the time standards defined in the CRMS

Cardinia

Q1 JUL – SEP 2023

PERFORMANCE METRICS

465 Kg (per household)
Average garbage waste to landfill

-3% (compared to same time last year)
Garbage waste to landfill

-9% (compared to same time last year)
Recycled waste to recovery

+12% (compared to same time last year)
Food and green waste to mulching.

DISPOSAL STATISTICS

Average household garbage waste (kgs)

20/21	21/22	22/23	23/24
527	504	465	465

Garbage waste to landfill (tonnes)

	20/21	21/22	22/23	23/24
Q1	5,397	5,581	5,513	
Q2	5,527	5,479	5,761	
Q3	5,598	5,900	5,839	5,547
Q4	5,874	5,649	5,711	5,547
Total	22,396	22,609	22,824	
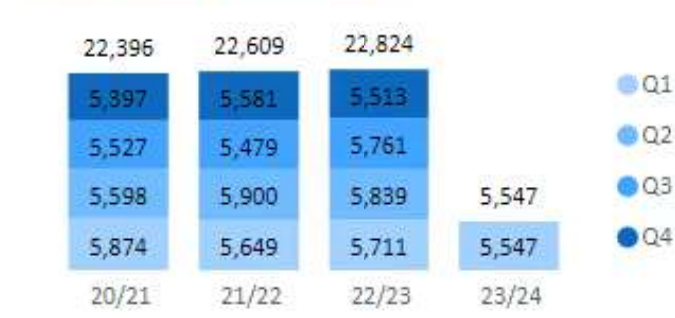
RECOVERY STATISTICS

Recycle waste to recovery (tonnes)
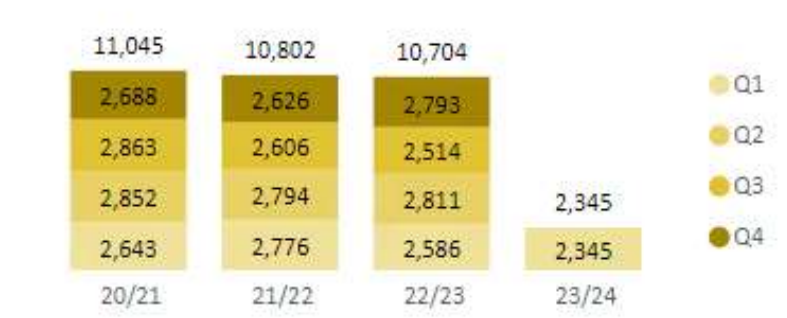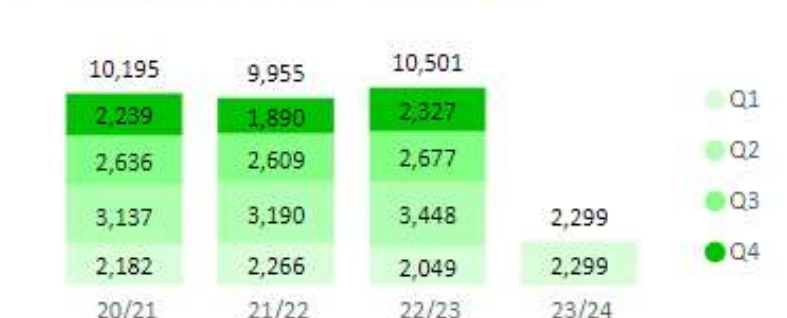
	20/21	21/22	22/23	23/24
Q1	2,688	2,626	2,793	
Q2	2,863	2,606	2,514	
Q3	2,852	2,794	2,811	2,345
Q4	2,643	2,776	2,586	2,345
Total	11,045	10,802	10,704	

Food and green waste to mulching (tonnes)

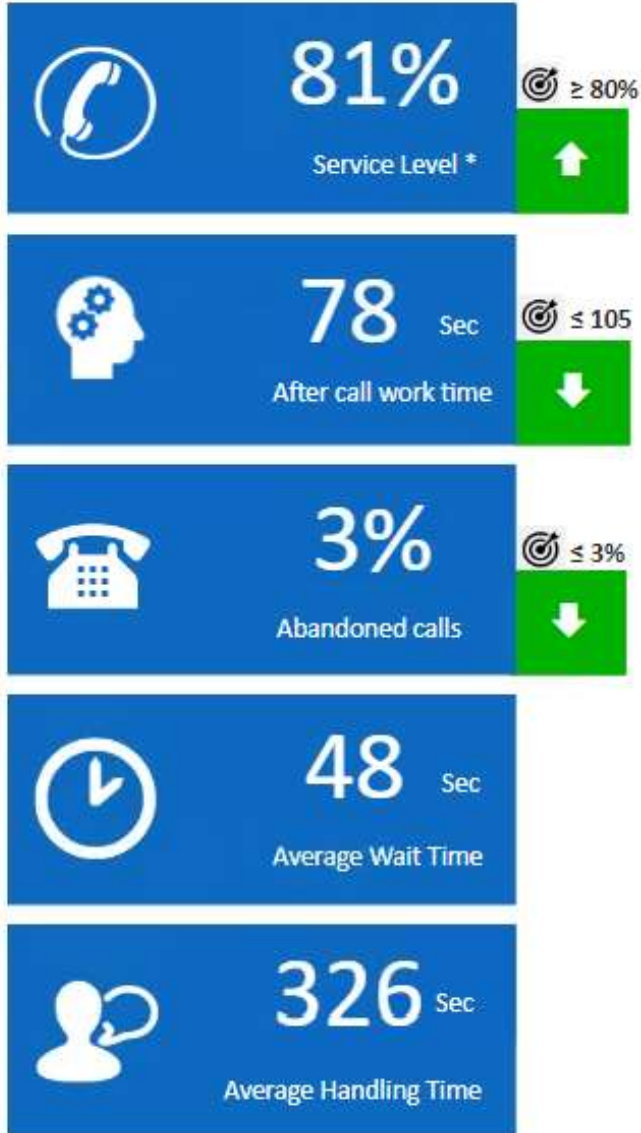|	20/21	21/22	22/23	23/24
Q1	2,239	1,890	2,327	
Q2	2,636	2,609	2,677	
Q3	3,137	3,190	3,448	2,299
Q4	2,182	2,266	2,049	2,299
Total	10,195	9,955	10,501	

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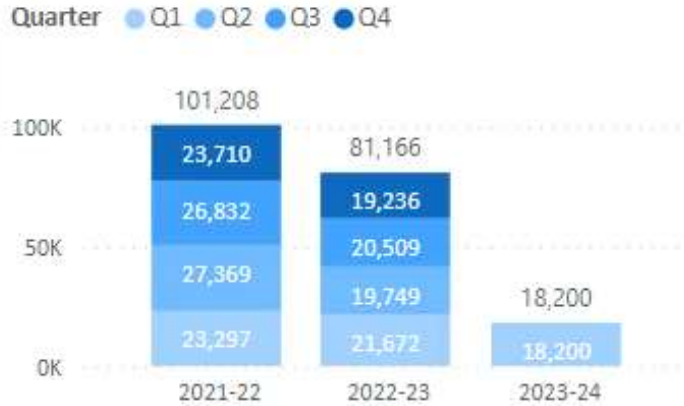
Customer Support Call Performance

PERFORMANCE METRICS

81% ≥ 80%
Service Level *

78 Sec ≤ 105
After call work time

3% ≤ 3%
Abandoned calls

48 Sec
Average Wait Time

326 Sec
Average Handling Time

CALL STATISTICS

Call volumes (Answered and Abandoned)

Quarter ○ Q1 ● Q2 ● Q3 ● Q4

	2021-22	2022-23	2023-24
	101,208	81,166	
	23,710	19,236	
	26,832	20,509	
	27,369	19,749	18,200
	23,297	21,672	18,200

Average Handling Time (Seconds)

324, 366, 768, 378, 424, 429, 414, 397, 394, 390, 375, 326

20/21 Q1, 20/21 Q2, 20/21 Q3, 20/21 Q4, 21/22 Q1, 21/22 Q2, 21/22 Q3, 21/22 Q4, 22/23 Q1, 22/23 Q2, 22/23 Q3, 22/23 Q4, 23/24 Q1

ENQUIRY TYPE

Enquiry type volumes

Rates	4,882
Waste	2,316
Planning	1,854
Compliance	1,331
Building	789
Animal Registra...	595
Roads and Foot...	530
Health	460
Kindergarten	440
Council Buildings	344
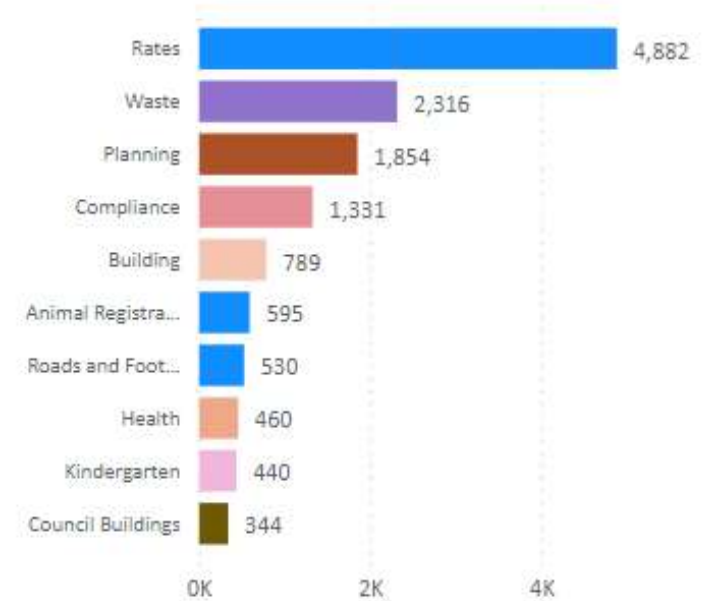
WHAT DOES SERVICE LEVEL MEAN?

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

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

* Percentage of calls answered within 90 Seconds

Customer Support Digital Performance

Cardinia

PERFORMANCE METRICS

100% *Email Service Level	= 100% →	**84%** Live Chat Service Level	≥ 80% ↑
6,416 Emails Actioned		**163** Chats Answered	
Mins Secs **6:32** Average Handle Time	< 10 mins ↓	Mins Secs **10:30** Average Handle Time	< 10 mins ↑
Hours Mins Secs **2:27:21** **Average Email Wait in Queue	< 8 hrs. ↓	Mins Secs **0:56** Average Chat Wait in Queue	< 5 mins ↓

WHAT DOES THE SERVICE LEVEL MEAN?

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

The Service Level displayed on this report measures the percentage of emails that were answered within one (1) business day and for chats within ninety (90) seconds.

*Percent of emails actioned within one (1) business day, and percent of chats answered within ninety (90) seconds.

**Average time to respond to emails with target set within eight (8) business hours.

EMAIL & CHAT STATISTICS

Volume of emails actioned

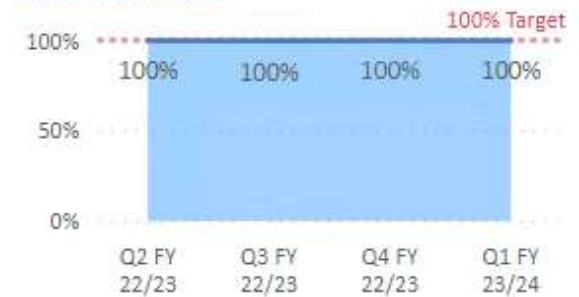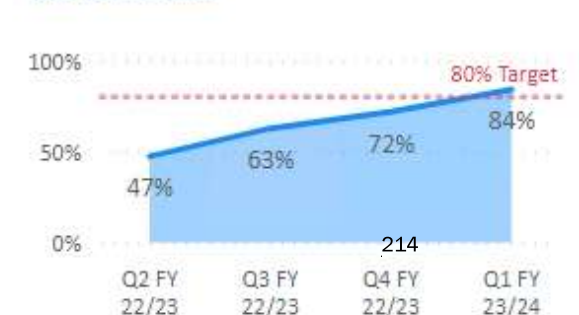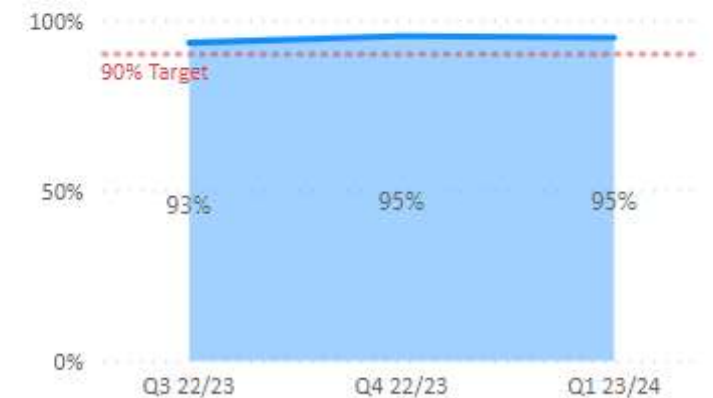Quarter ● Q1 ● Q2 ● Q3 ● Q4
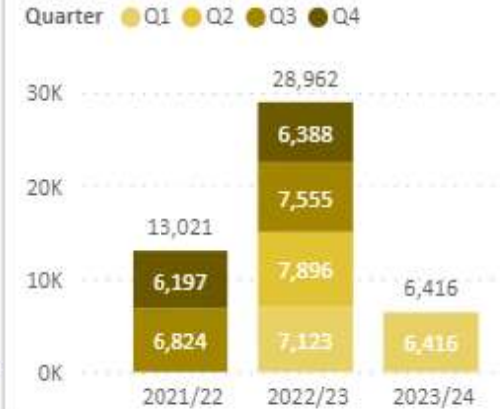
Volume of chats answered

Quarter ● Q1 ● Q2 ● Q3 ● Q4
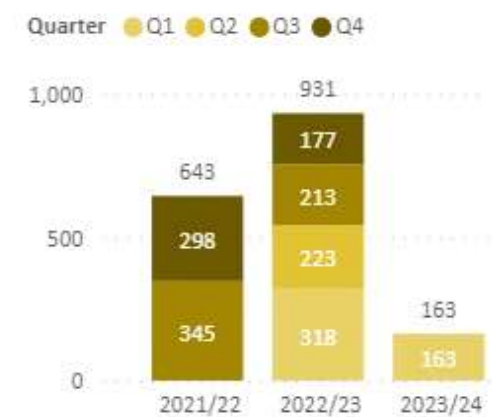
Volume of digital work by enquiry type
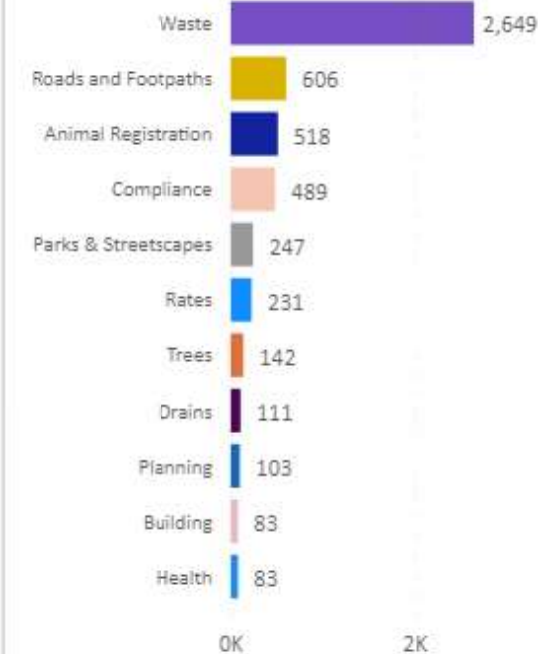
Enquiry type	Volume
Waste	2,649
Roads and Footpaths	606
Animal Registration	518
Compliance	489
Parks & Streetscapes	247
Rates	231
Trees	142
Drains	111
Planning	103
Building	83
Health	83

Email service level

100% Target

Q2 FY 22/23	Q3 FY 22/23	Q4 FY 22/23	Q1 FY 23/24
100%	100%	100%	100%

Chat service level

80% Target

Q2 FY 22/23	Q3 FY 22/23	Q4 FY 22/23	Q1 FY 23/24
47%	63%	72%	84%

Cardinia

Q1 JUL – SEP 2023

PERFORMANCE METRICS

95%
🎯 ≥ 90%
⬆

Service Level *

0.00%
Abandoned calls

13 Sec
Average Wait Time

232 Sec
Average Handling Time

CALL STATISTICS

Call volumes (Answered and Abandoned)

Q3 22/23	Q4 22/23	Q1 23/24
403	295	281

WHAT DOES SERVICE LEVEL MEAN?

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

The Service Level displayed on this report is measuring percentage of calls that were answered within 14 sec

Average Handling Time (Seconds)

Q3 22/23	Q4 22/23	Q1 23/24
270	274	232

Service Level* Trend

90% Target

Q3 22/23	Q4 22/23	Q1 23/24
93%	95%	95%

*Percentage of calls answered within 14 seconds

SURVEY METRICS

6%
Response Rate

9,484
Total Surveys Sent

584
Total Responses Received

SURVEY RESULTS

Wait Time Score
4.60
1.00 — 4.00 — 5.00

Knowledge Score
4.71
1.00 — 4.00 — 5.00

Professionalism Score
4.82
1.00 — 4.00 — 5.00

Satisfaction with outcome of contact
No 49 (8.39%)
Yes 535 (91.61%)
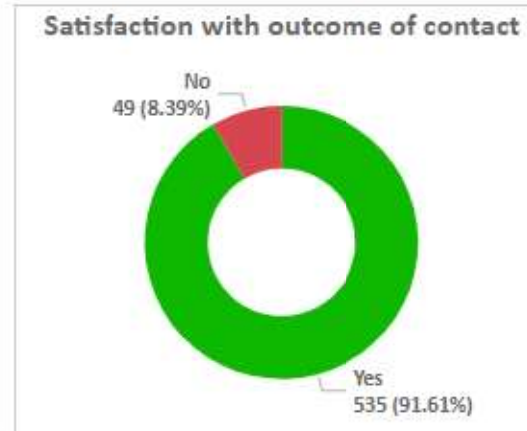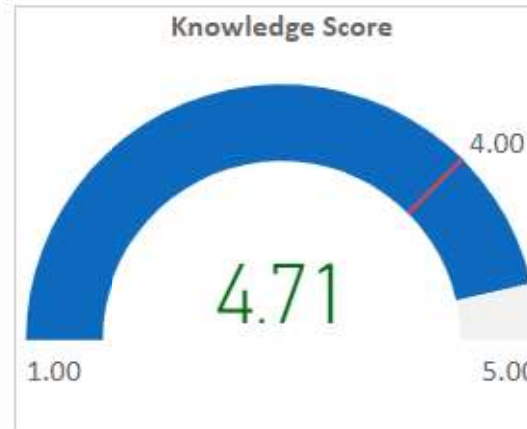
HOW IS THE SURVEY DONE?

Surveys are offered after calls and chats and invite customers to give feedback on how they felt the interaction went. The questions we ask are:

- Using a scale of 1 to 5 where 5 is Very Satisfied, how satisfied were you with the time you waited on hold before speaking with an officer?

- Using a scale of 1 to 5 where 5 is Very Satisfied, how satisfied were you with our officer's level of knowledge about your inquiry?

- Using a scale of 1 to 5 where 5 is Very Satisfied, how satisfied were you with our officer's professionalism and the time they took to handle your inquiry?

- Are you satisfied with the outcome of your call? Yes or No.

Escalated complaints (Tier 2 and above) recorded in CRMS

Cardinia

Q1 JUL – SEP 2023

PERFORMANCE METRICS

53
Total Escalated Complaints Recorded

43
Escalated Complaints Closed

83.7%
% Escalated Complaints Closed In Time

47
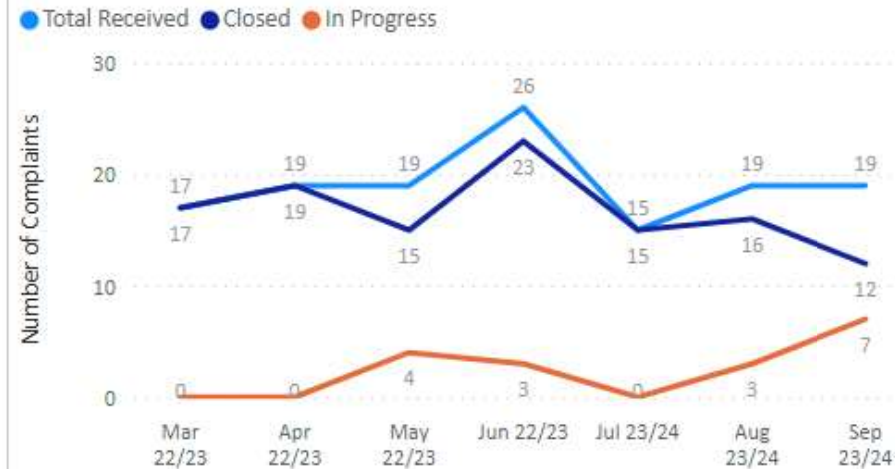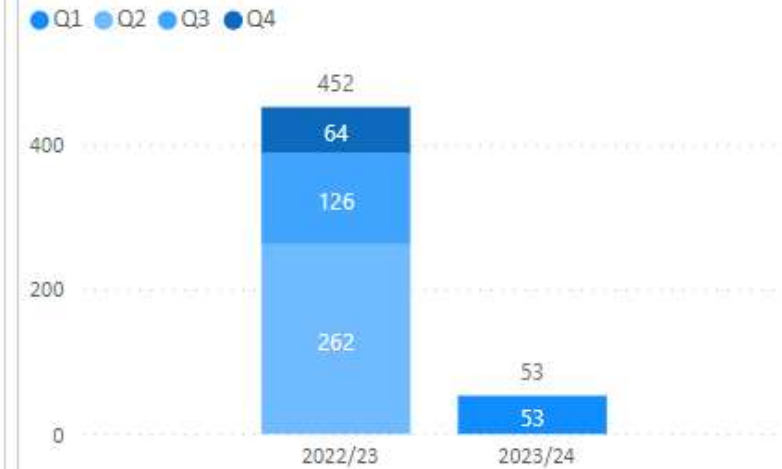Number of TIER 2 Complaints Received

6
Number of TIER 3 Complaints Received

0
Number of TIER 4 Complaints Received

ESCALATED COMPLAINTS STATISTICS

Escalated complaints received over time
(Total Received, Closed, In Progress)

Escalated complaints received quarterly (Q1, Q2, Q3, Q4)
2022/23: 452 (64, 126, 262); 2023/24: 53 (53)

Escalated complaints by Category

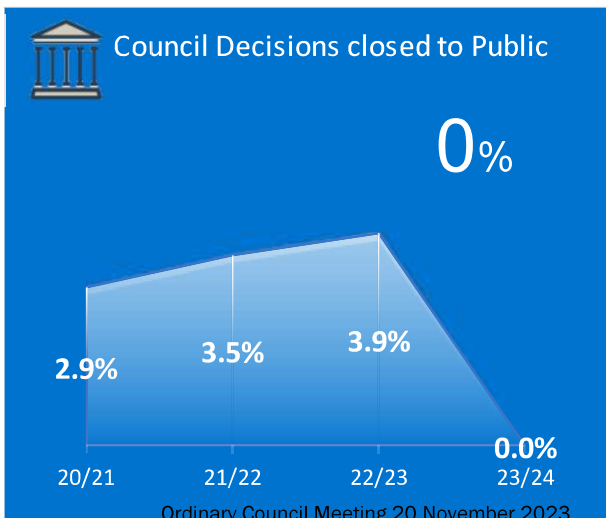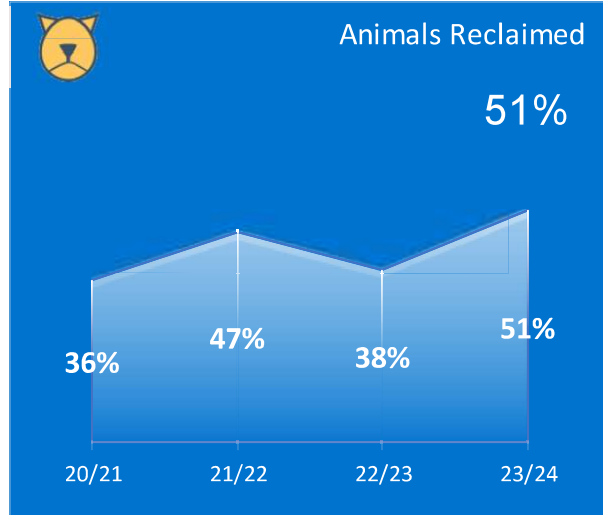| Category	Count
Complaints - Formal Council policy - Liveable Communit...	
Complaints - Formal Council policy - Infrastructure and ...	4
Complaints - Formal Council policy - Governance, Facilit...	3
Waste - Kerbside Bin Issue - Driver issues, Speeding, Da...	3
Complaints - Misconduct complaint - Active and Conne...	2
Complaints - Misconduct complaint - Planning and Desi...	2
Complaints - Misconduct complaint - Regulatory Services	2
Drains - Surface Drain (Drainage)	2
Drains - Underground Drain (Drainage)	2
General Enquiry - Major Road Projects	2
Parks, Reserves, Streetscapes - Other General Maintena...	2
Roads - Road Safety	2
Roads - UNSEALED - Corrugation or Pothole Complaint	2
Trees and Vegetation on Public or Council Land - Tree a...	2

A complaint can be assigned to the relevant or approved Council Officer/Contractor tasked with managing and responding to the complaint.

All Tier 2, 3 & 4 complaints must be acknowledged within **5 business days** and an outcome letter (if a substantial investigation is required) is issued to the complainant within **20 business days** of recording the complaint.
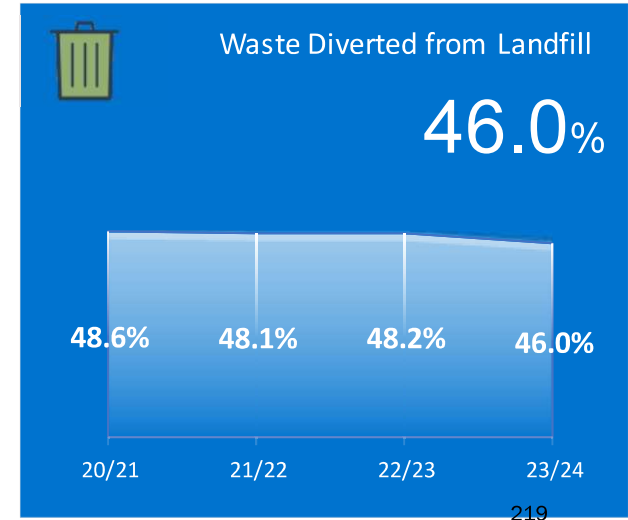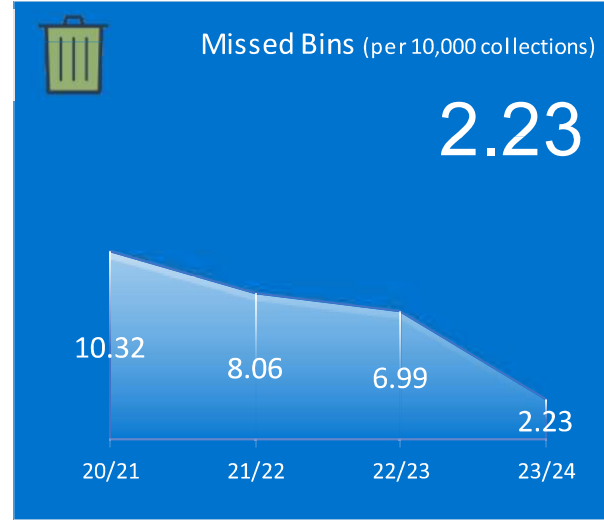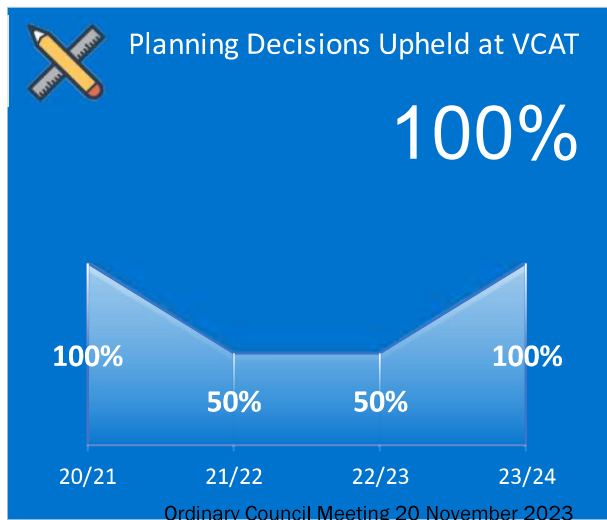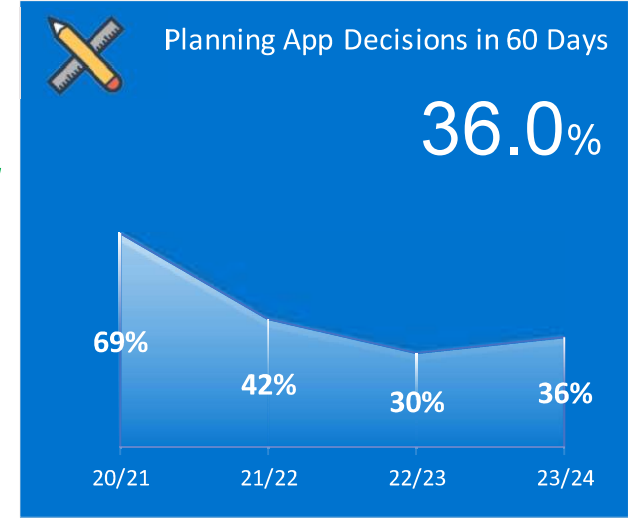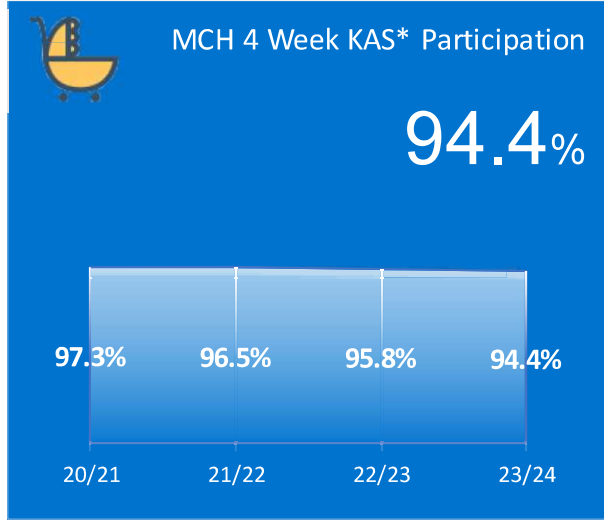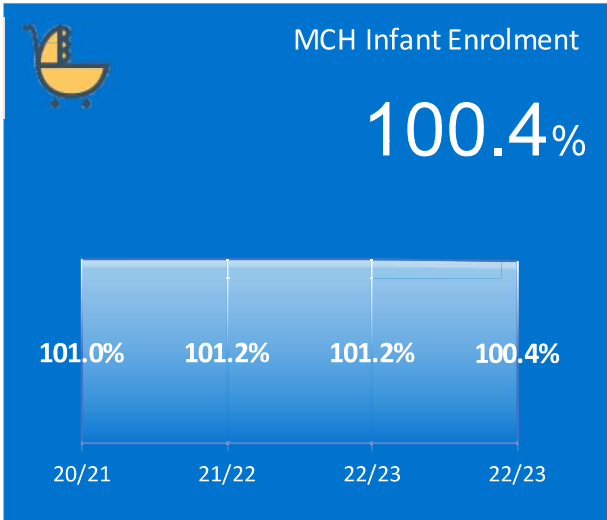
The *Local Government ACT 2020* has redefined a complaint as a written or oral expression of dissatisfaction with the;

- *Quality of an action taken, decision made, or service provided by a member of Council staff or contractor engaged by the Council; or*
- *Delay by a member of Council staff or contractor engaged by the Council in taking an action, making a decision, or providing a service; or*
- *Policy or decision made by Council, member of Council staff or a contractor.*

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

Time taken to action Animal Requests

4.54 days

3.45 | 4.53 | 4.9 | 4.54

20/21 | 21/22 | 22/23 | 23/24

Animals Reclaimed

51%

36% | 47% | 38% | 51%

20/21 | 21/22 | 22/23 | 23/24

Time taken to action Food Complaints

1.50 days

1.36 | 1.52 | 1.58 | 1.5

20/21 | 21/22 | 22/23 | 23/24

Council Decisions closed to Public

0%

2.9% | 3.5% | 3.9% | 0.0%

20/21 | 21/22 | 22/23 | 23/24

Councillor Meeting Attendance

100%

82.2% | 91.1% | 92.9% | 100%

20/21 | 21/22 | 22/23 | 22/23

Sealed Roads Maintained to Standard

99.0%

98.7% | 98.8% | 99.1% | 99.0%

20/21 | 21/22 | 22/23 | 23/24

LGPRF Service Measures

Cardinia

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

MCH Infant Enrolment

100.4%

101.0%	101.2%	101.2%	100.4%
20/21	21/22	22/23	22/23

MCH 4 Week KAS* Participation

94.4%

97.3%	96.5%	95.8%	94.4%
20/21	21/22	22/23	23/24

Planning App Decisions in 60 Days

36.0%

69%	42%	30%	36%
20/21	21/22	22/23	23/24

Planning Decisions Upheld at VCAT

100%

100%	50%	50%	100%
20/21	21/22	22/23	23/24

Missed Bins (per 10,000 collections)

2.23

10.32	8.06	6.99	2.23
20/21	21/22	22/23	23/24

Waste Diverted from Landfill

46.0%

48.6%	48.1%	48.2%	46.0%
20/21	21/22	22/23	23/24

19/20 - VCAT was not required to make any decisions during this year.

* Key Ages and Stages (KAS)

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

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

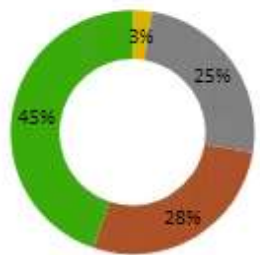| Request Category	Request Type	Details	Service Standard (days)
Waste - Kerbside Bin Issue	Damaged Garden 120L	Request for the replacement or repair of a 120L garden bin that has been damaged.	10
Waste - Kerbside Bin Issue	Damaged Garden 240L Damaged Recycling 240L Damaged Rubbish 120L Damaged Rubbish 80L	Request for the replacement or repair of any size waste, recycling or green bin that has been damaged.	15
Waste - Kerbside Bin Issue	Missing Garden 120L	Request for the replacement of a 120L garden bin that has gone missing.	10
Waste - Kerbside Bin Issue	Missing Garden 240L Missing Recycling 240L Missing Rubbish 120L Missing Rubbish 80L	Request for the replacement of any size waste, recycling or green bin that has gone missing.	15
Waste - Kerbside Bin Issue	Not Emptied Garden Bin Not Emptied Recycling Bin Not Emptied Rubbish Bin	Request for contractor to return to empty any size waste, recycling or green bin that was not emptied on the scheduled bin collection day by fault of contractor.	3
Waste - Kerbside Bin Information	Service Information Enquiry	Request for general bin information from the Waste Collection team.	15
Waste - Kerbside Bin Issue	Driver issues, Speeding, Damage Claims	Service performance issues related to the waste and recycling contractor, including driver issues and damage to property.	3
Waste – New Additional or Cancelled Service	Service Issue - Driver issues, Speeding, Damage Claims	Service performance issues related to the green waste contractor, including driver issues and damage to property.	15
Waste – Kerbside Bin Change	Request for free additional medical	Based on medical grounds, free bins can be provided to residents who require extra bin capacity.	5
Roads - UNSEALED	Corrugation or Pothole Complaint	Request to repair an unsealed due to corrugation or pothole(s).	8
Roads - UNSEALED	Other Complaint	Request to grade an unsealed road.	8
Roads - UNSEALED	Slippery Surface Complaint	Request to safeguard and repair unsealed road.	8
Drains	Pits	Request to investigate and rectify drainage pit issue.	15
Drains	Surface Drain	Request to investigate and rectify drainage pit issue.	15
Drains	Underground Drain	Request to investigate and rectify drainage pit issue.	220 15

PERFORMANCE METRICS

3,200
Interactions with young people

+45%
(compared to same time last year)
Interactions with young people

+9%
(compared to same time last year)
Youth support program attendance

HOW DO OUR YOUTH INTERACT WITH US?

- 3%
- 25%
- 45%
- 28%

○ My Place
○ In- School Programs
○ After School Programs
○ School Holiday Programs

YOUTH PROGRAM SUPPORT STATISTICS

Number of young people offered support

	20/21	21/22	22/23	23/24
Total	227	95	141	35
	38	27	35	
	47	24	42	
	63	16	32	35
	79	28	32	

● Q1 ● Q2 ● Q3 ● Q4
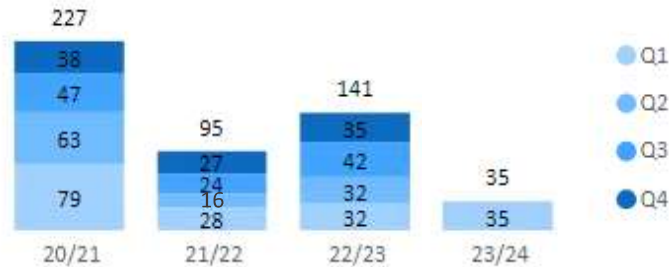
The Youth Support Program is a free and confidential service which offers young people with information, advice and practical support (short- and medium-term). The program is flexible, accessible to all young people and is respectful of race, gender, sexuality or religion.

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

INTERACTION STATISTICS

My Place volumes

	20/21	21/22	22/23	23/24
Total	2,678	7,586	9,903	2,204
	1,389	2,603	2,204	
	839	2,006	2,890	
	329	488	2,301	2,204
	121		2,508	

● Q1 ● Q2 ● Q3 ● Q4
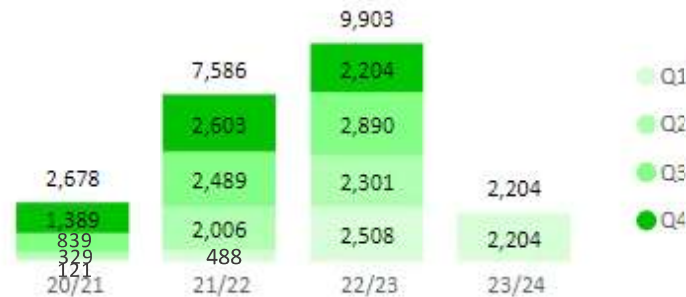
In- School program/workshops volumes

	20/21	21/22	22/23	23/24
Total	1,600	2,340	6,750	1,820
	690	902	1,820	
	450	610	1,930	
	70	708	2,120	1,820
	390		880	

○ Q1 ○ Q2 ○ Q3 ● Q4
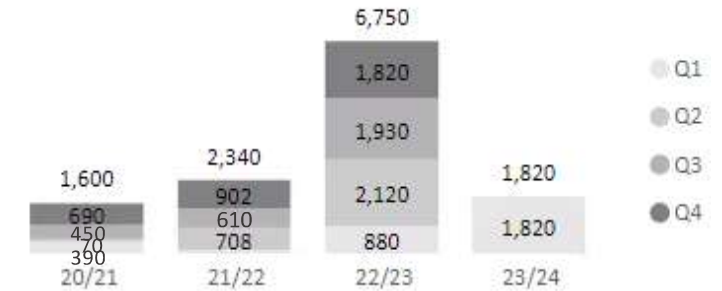
After school program volumes

	20/21	21/22	22/23	23/24
Total	1,419	5,484	5,470	1,380
	530	1,802	1,380	
	310	1,602	1,340	
	290	1,190	1,420	1,380
	289	890	1,330	

● Q1 ● Q2 ● Q3 ● Q4

School holiday program

	20/21	21/22	22/23	23/24
Total	354	375	461	132
	95	145	96	
			130	
	240	140	0	
		20	235	132
	19	70		

○ Q1 ○ Q2 ○ Q3 ● Q4
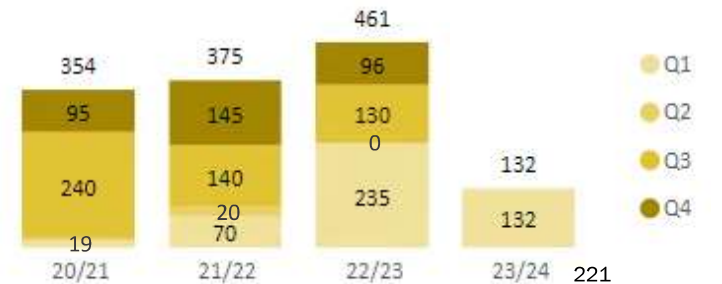
† Compared to last quarter's result

Customer Support Call Performance

Cardinia

Q1 JUL – SEP 2023

ENQUIRY TYPE TREND OVER TIME

Distribution of enquiry types (top 5)

Q2 2022-23

- Rates: 35%
- Waste: 30%
- Planning: 22%
- Roads and...: 8%
- Trees: 5%

Q3 2022-23

- Rates: 39%
- Waste: 30%
- Planning: 20%
- Health: 6%
- Roads and Footpaths: 5%

Q4 2022-23

- Rates: 38%
- Waste: 21%
- Planning: 18%
- Compliance: 12%
- Animal Registration: 11%

Q1 2023-24

- Rates: 44%
- Waste: 21%
- Planning: 17%
- Compliance: 12%
- Building: 7%
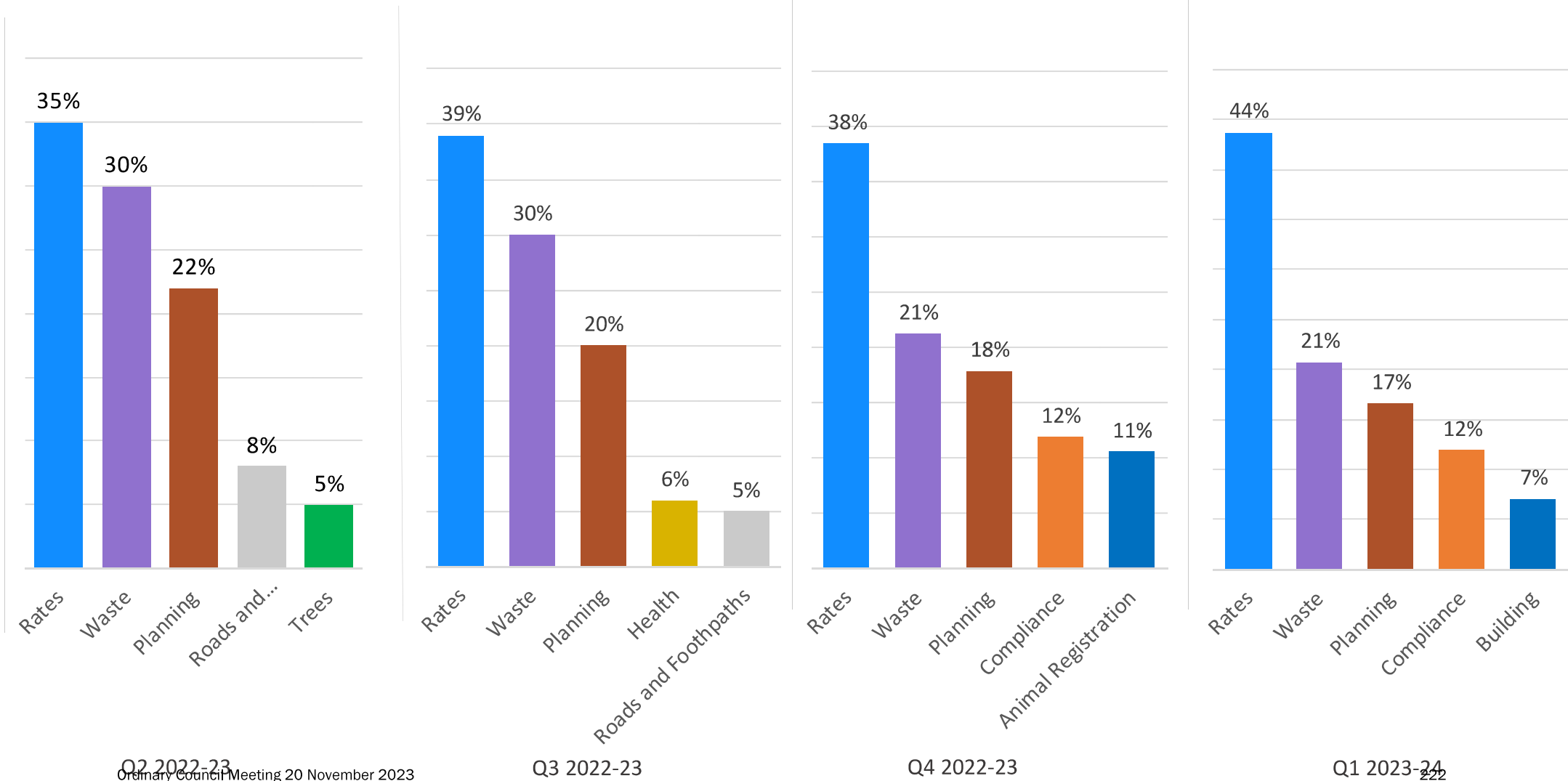
* Enquiry types displayed on above graphs represent 80% or more of classified incoming calls.

GROWTH REPORT
Q1 JUL – SEP 2023

Growth Projections

Cardinia

Q1 JUL– SEP 2023

POPULATION FORECAST

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

Population 2023	Population 2041	Change 2023-41
129,896	182,833	40.75 %

Cardinia Shire Population Forecast

Source: https://forecast.id.com.au/cardinia
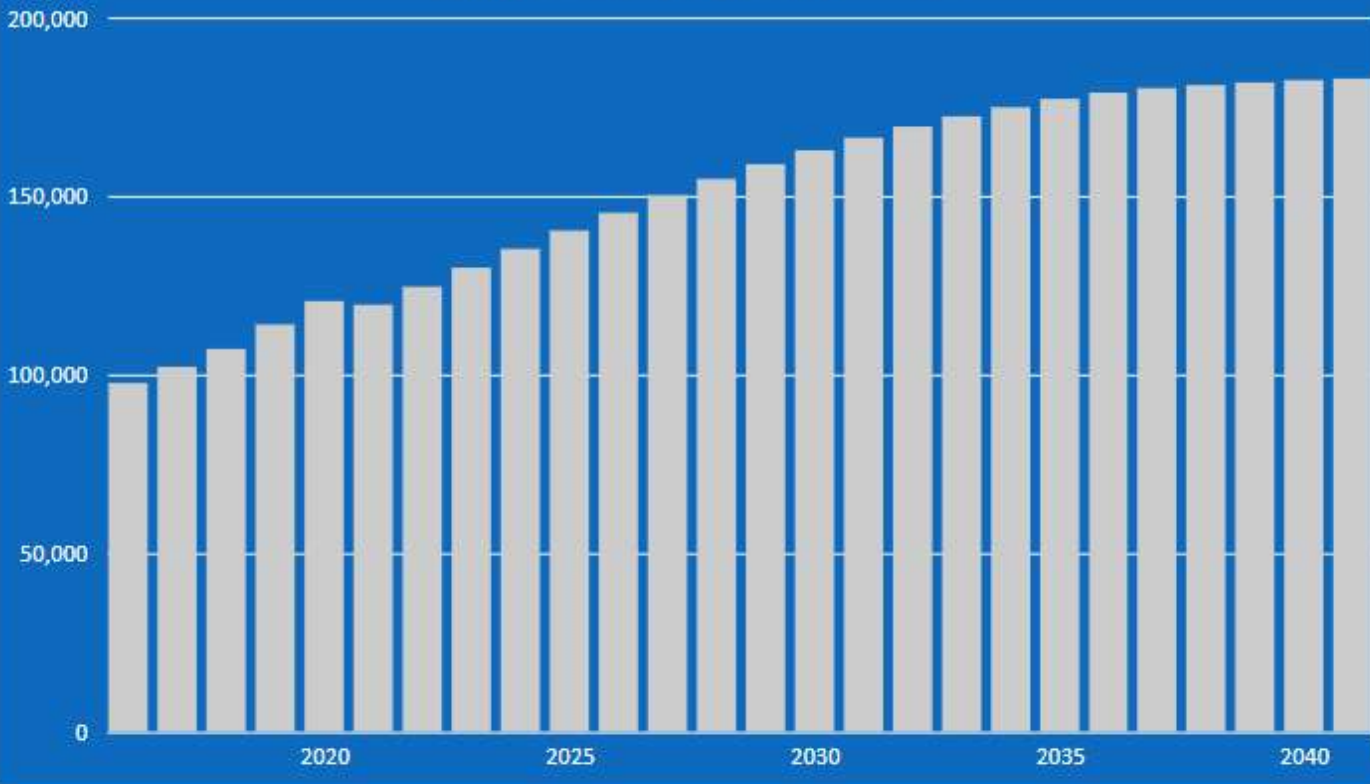
HOUSEHOLD GROWTH

YTD comparison to last year

Growth Indicator

Number of households moving into the Shire per day — **4**

A new household garbage service is requested predominantly when a new home has been completed and ready to be occupied.

This indicator can therefore represent the growth of new households within the Shire.

New garbage bin request — **-7% ⇩**

	20/21	21/22	22/23	23/24
Q4	376	335	236	
Q3	269	297	251	
Q2	331	340	354	
Q1	316	374	355	331

Legend: Q1, Q2, Q3, Q4

Future Development
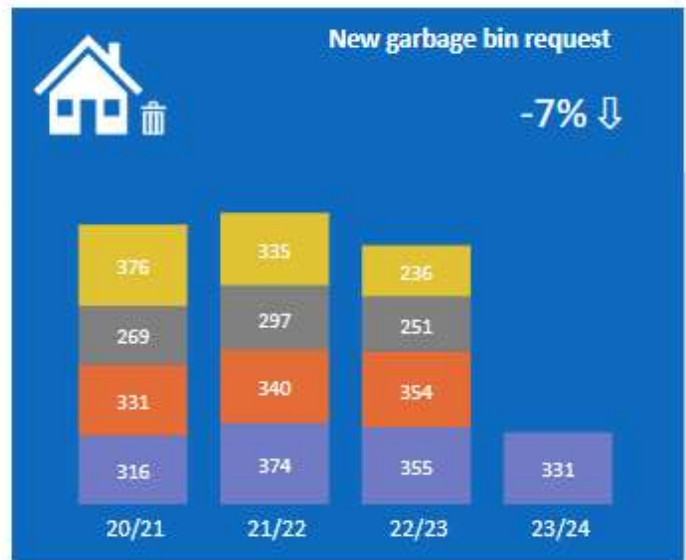
Q1 JUL– SEP 2023

RESIDENTIAL LAND ACTIVITY METRICS   *YTD comparison to last year*

Lot Development

17,570

38,667

21,097

- Developed Lots
- Undeveloped Lots

Distribution of Undeveloped Lots

- Cardinia Road Emplo... 7%
- Pakenham East Pr... 41%
- Pakenham Precinct 6%
- Cardinia Ro... 15%
- Officer Precinct 31%

Lot Development by Precinct

- Cardinia Road Employ... Precinct: 1,237 / 797
- Cardinia Road Precinct: 2,607 / 9,258
- Officer Precinct: 5,476 / 5,443
- Pakenham East Precinct: 7,148 / 5,443
- Pakenham Precinct: 1,102 / 5,599

- Developed Lots
- Undeveloped Lots

SUBDIVISION METRICS   *YTD comparison to last year*

Residential Lots - Applications

-14% ⬇

	20/21	21/22	22/23	23/24
Q4	875	462	261	
Q3	435	143	253	
Q2	315	338	590	
Q1	356	364	486	420

Residential Lots - Statement of Compliance

95% ⬆

	20/21	21/22	22/23	23/24
Q4	401	204	269	
Q3	227	180	248	
Q2	429	218	370	
Q1	224	290	318	620

226

Legend

Q1 Q2 Q3 Q4

Current Activity

Cardinia
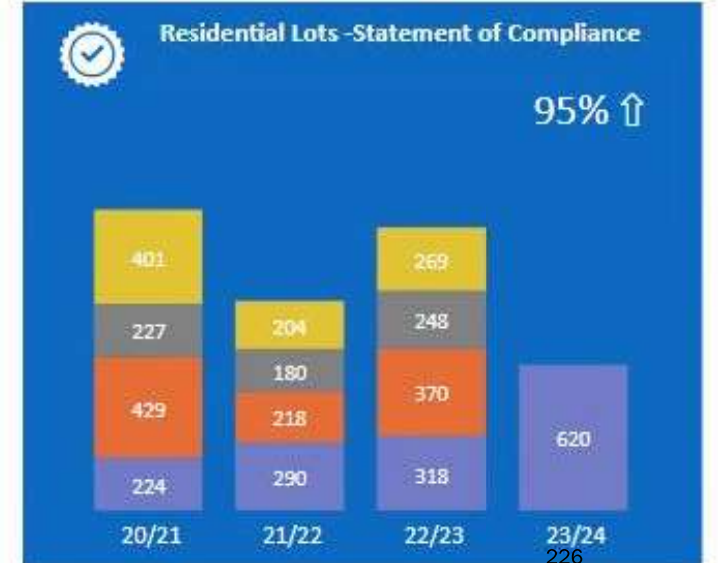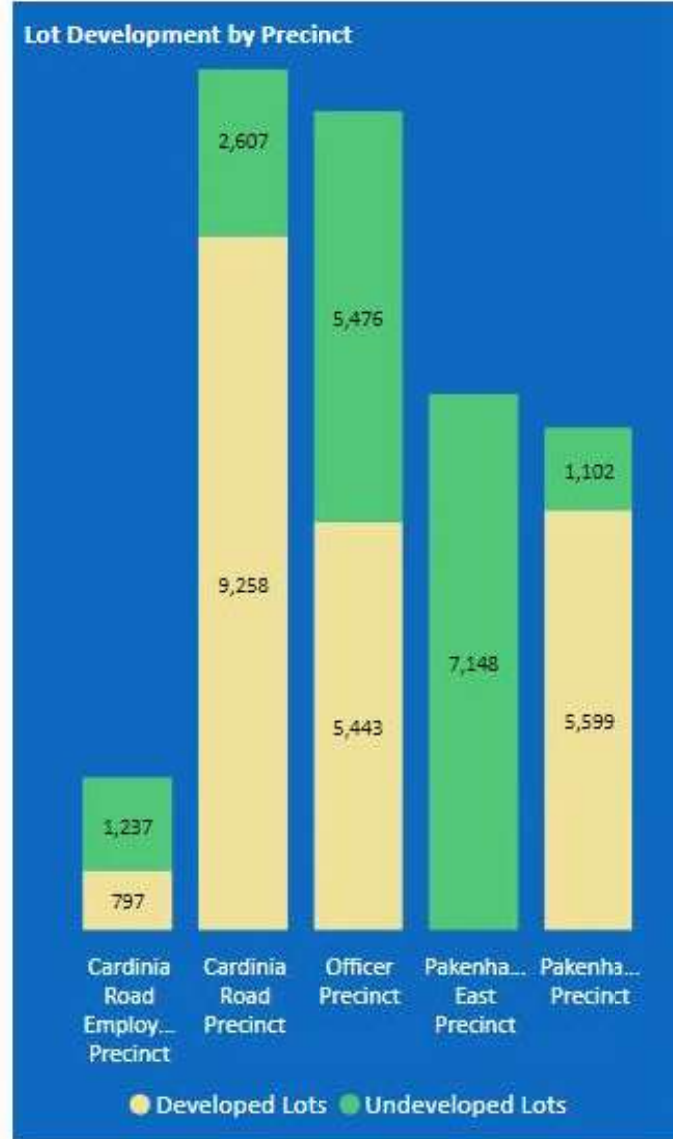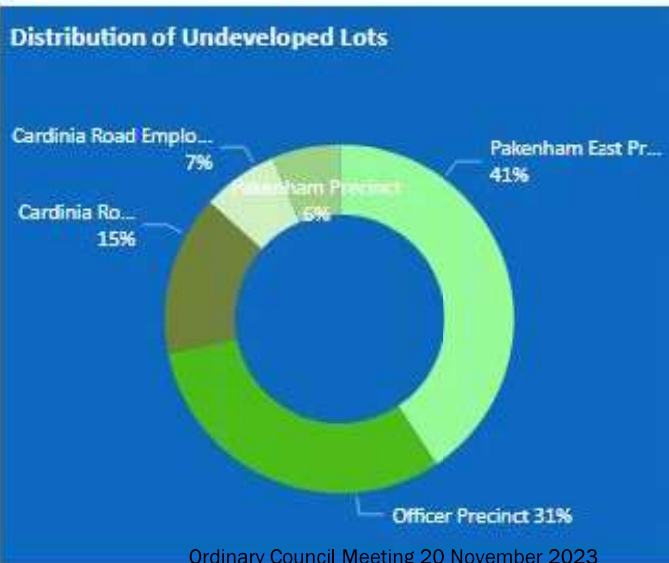
PROPERTY METRICS   *YTD comparison to last year*

Planning permits lodged

−21% ⇩

	20/21	21/22	22/23	23/24
Q4	258	226	161	
Q3	234	228	142	
Q2	233	216	182	
Q1	218	268	199	157

Building permits issued

−58% ⇩

	20/21	21/22	22/23	23/24
Q4	696	529	352	
Q3	605	545	441	
Q2	657	609	543	
Q1	585	763	515	215

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

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

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

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

Residential building completions

−20% ⇩

	20/21	21/22	22/23	23/24
Q4	344	345	226	
Q3	256	276	228	
Q2	293	279	313	
Q1	288	313	333	267

Non Residential building completions

−14% ⇩

	20/21	21/22	22/23	23/24
Q4	181	221	225	
Q3	184	170	200	
Q2	179	234	208	
Q1	159	202	249	213

Land Information certificates issued

−5% ⇩

	20/21	21/22	22/23	23/24
Q4	1,680	1,261	1,005	
Q3	1,306	1,276	1,017	
Q2	1,047	1,417	982	
Q1	1,139	1,517	1,289	1,228

Legend

Q1   Q2   Q3   Q4

Cardinia

Q1 JUL– SEP 2023

INFRASTRUCTURE METRICS *YTD comparison to last year*

Sealed roads construction

-47% ⇩

Year	Q1	Q2	Q3	Q4
20/21	2.83	4.51	5.34	10.94
21/22	3.45	3.22	3.05	3.10
22/23	5.76	8.38	3.06	5.60
23/24	3.07			

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

Footpath construction

-14% ⇩

Year	Q1	Q2	Q3	Q4
20/21	4.29	6.77	8.90	9.62
21/22	6.96	5.18	1.70	5.02
22/23	5.07	11.60	5.76	7.52
23/24	4.38			

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

MATERNAL AND CHILD HEALTH METRICS *YTD comparison to last year*
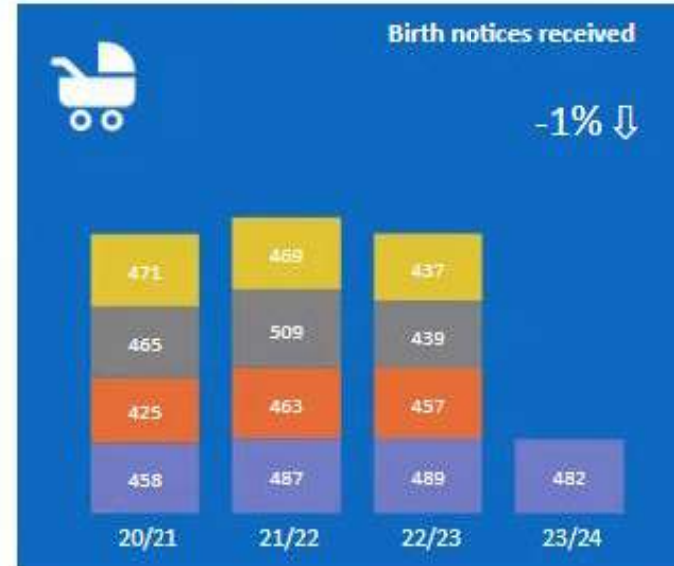
Birth notices received

-1% ⇩

Year	Q1	Q2	Q3	Q4
20/21	458	425	465	471
21/22	487	463	509	469
22/23	489	457	439	437
23/24	482			

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

MCH centre enrolments

-2% ⇩

Year	Q1	Q2	Q3	Q4
20/21	477	445	482	480
21/22	506	474	518	493
22/23	502	473	479	444
23/24	493			
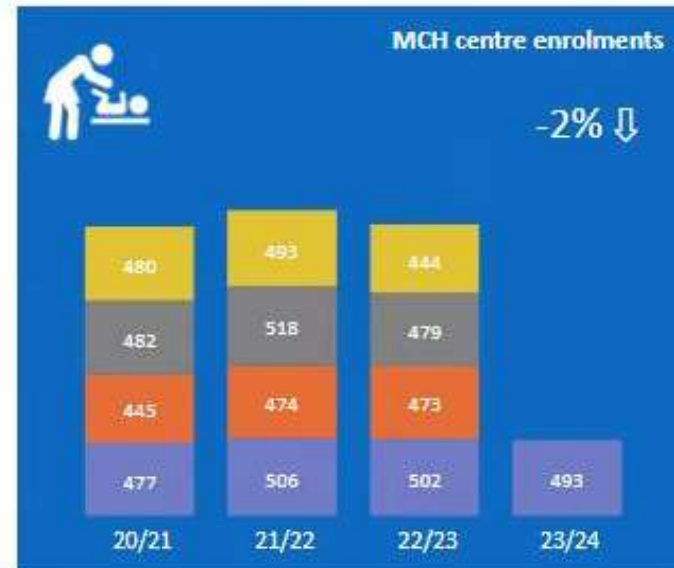
Total enrolments is the number of babies and children, from birth to school age, that visit and enrol at an MCH centre, including both new born babies and children of families moving to Cardinia Shire.

Legend   Q1   Q2   Q3   Q4

Cardinia Initiative Performance Report

Cardinia Shire Council

cammsstrategy

Print Date: 02-Nov-2023

INITIATIVE SUMMARY
BY PERFORMANCE

0 OFF TRACK

29 ON TRACK

0 NO TARGET SET

29
Initiatives

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	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.1.1.6 CPI - Implement the endorsed Liveability Plan Action Agenda 2021-25	Future Communities	01-07-2023	30-06-2024	In Progress	25	GREEN
Progress Comments: Implementation of the Liveability Plan Action Agenda is on track, with 5 Action Teams working collectively towards the seven outcome areas of mental health and wellbeing, social cohesion, safety, health eating and active living, family violence, financial wellbeing and resilience, and reducing harm from tobacco, alcohol, drugs and gambling. A Liveability Partnership Forum was held in July, with more than 80 partners attending. The annual Liveability Partnership Survey found that 75% members feel a sense of common purpose and 83% members trust council as the backbone organisation. Annual Progress reporting for 2022-23 has commenced and a report of collective achievements is being finalised and will be presented to Council in December 2023.						
1.1.1.7 CPI - Continue to drive the Services for Success initiative to attract health and social services, including mental health services	Future Communities	01-07-2023	30-06-2024	In Progress	25	GREEN
Progress Comments: Council continues to advocate through various channels for increased mental health services and supports. Council advocated for federal funding to increase financial assistance for families. Advocacy correspondence has been sent to the relevant Minister for consideration. The Victorian Government has announced funding to plan for a Mental Health Local service to be delivered in Officer. Council is eagerly awaiting the Victorian Government to announce the next five LGAs to receive the Social Inclusion Action Groups funding. This funding will be provided directly to councils to establish local action groups with a focus on promoting mental wellbeing.						

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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.1.2.3 CPI - Support the delivery of an annual calendar of events and programs that celebrate our diverse community, its arts and culture	Arts, Advocacy and Economy	01-07-2023	30-06-2024	In Progress	25	GREEN
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. Major highlights this quarter included a very successful inaugural Winterfest holiday program and the Expression exhibition celebrating our local artists with disability, featuring over 200 artworks from over 70 artists. The 2023 annual exhibition program at Hills Hub Art Space is also continuing well with Emerald Arts Society's John Dudley Portrait Prize being a recent highlight. Planning for 2024 is now well underway, with the aim of going public with CCC's Season 1 (Jan-Jun 2024) this December.						

1.1.4 Facilitate a partnership approach to create safer communities

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.1.4.9 CPI - Implement and monitor the Safer Communities Strategy	Community and Family Services	01-07-2023	30-06-2024	In Progress	50	GREEN

Progress Comments: A Safety Action Agenda (action plan) has been developed by the Safer Communities Partnership to address outcome 3 in Cardinia's Liveability Plan 2017-2019 (health and wellbeing plan). The partnership comprises representatives of key local organisations and three Councillors.
A draft Community Safety Policy for Cardinia Shire is near completion and has included consultation with the community. The Policy will be placed on public exhibition in late 2023.

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	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.1.8 CPI - Plan and deliver accessible and inclusive recreation and community facilities	Active and Connected Communities	01-07-2023	30-06-2024	In Progress	25	GREEN

Progress Comments: Council endorsed its 2023/24 Community Capital Works Grant Program on 17 July. The following projects will be funded including
- 9 Community Capital Works Grants (Category One) – total value of $170,000
- 13 Community Capital Works Partnership Grants (Category Two) - a total value of $209,469.97.
- 4 Major Equipment Grants (Category Three) – a total value $20,513.50
Funding will be used to support community groups to upgrade and enhance facilities, improving accessibility and participation.

4 x Community Capital Works Program Grant projects have been delivered since 1 July 2023.

Accessibility improvement works, part of council's access and inclusion program, have been completed for Officer Scout Hall and Garfield Bowls Club. Accessibility improvements works are currently in the planning stage for the Koo Wee Rup outdoor pool.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.1.17 CPI - Advocate to the State and Federal Governments for increased investment for all transport modes, including road safety treatments	Community Infrastructure Delivery	01-07-2023	30-06-2024	In Progress	25	GREEN

Progress Comments: 18/09/2023 - 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. Federal Blackspot funding was secured in July 2023 to provide road safety treatments in McDonalds Track (Kettles Road to Steeles Road) Lang Lang, and Henry Road (Village Way to Caversham Drive) Officer.

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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.2.3 CPI - Develop and upgrade shared pathways and walking tracks across the shire	Community Infrastructure Delivery	01-07-2023	30-06-2024	In Progress	25	GREEN

Progress Comments: 18/09/2023 - Works have now been completed on the EDRT trail (Eastern Dandenong Ranges Trail).

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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.3.2 CPI - Work with the Victorian Government and relevant stakeholders to encourage sustainable supply of social and affordable housing across the shire	Future Communities	01-07-2023	30-06-2024	In Progress	25	GREEN
Progress Comments: 19.9.23 - Council continues to meet regularly with Homes Victoria to support local delivery of the Big Housing Build. However, voluntary negotiations with developers continue to be Councils main mechanism for increasing local supply. Council has successfully negotiated with developers for several social and affordable housing commitments. Two of these dwellings were recently completed and handed over from the developer to a community housing provider for local families in need.						

2.1.4 Advocate for increased and more connected public transport options.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.4.2 CPI - Advocate for increased public transport services, frequency and multi-modal connectivity within the shire and greater south east region	Community Infrastructure Delivery	01-07-2023	30-06-2024	In Progress	25	GREEN
Progress Comments: 18/09/2023 - 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.						

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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.5.3 CPI - Progress Pakenham town centre streetscape upgrades	Major Projects	01-07-2023	30-06-2024	In Progress	25	GREEN
Progress Comments: Council's grant application to the Victorian Government's Growing Suburbs Fund to revitalise Main Street Pakenham was successful in June 2022 and will assist Council to upgrade road infrastructure in Pakenham. Grant milestone dates have been recalibrated, which has recently been approved by the Department of Jobs, Precincts and Regions. Community consultation has recently been completed, with detailed design commenced August 2023. 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, detailed design has commenced with construction works to commence and be completed within 2024.						
2.1.5.4 CPI - Plan and deliver infrastructure upgrades to our road network to meet the needs of the current and future population	Community Infrastructure Delivery	01-07-2023	30-06-2024	In Progress	25	GREEN
Progress Comments: 18/09/2023 - 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, construction continues with $41m of federal funding over the next 2 years. For the Strategic Roads program, road construction is soon to commence for Dore Road, and Mt Lyall road is program to commence construction later in 2023. Regarding the Princes Highway Intersection Upgrade program, works continue on both the Princes Highway, Bayview Rd and Tivendale Rd intersections.						

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	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.1.1.3 CPI - Implement initiatives in the Aspirational Energy Strategy	Environment and Heritage	01-07-2023	30-06-2024	In Progress	25	GREEN

Progress Comments: • Delivered household energy sessions through aging well groups, aiming to support residents with information to reduce energy costs at home while maintaining a comfortable environment.
• Purchased home energy kits, to be made available to the community via the library network.
• Continuing to partner with the South East Councils Climate Change Alliance, including finalising the Community Resilience project.

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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.1.2.8 CPI - Implement the five-year action plan for the Waste and Resource Recovery Strategy	Infrastructure Services	01-07-2023	30-06-2024	In Progress	50	GREEN

Progress Comments: Five year action plan for 2022-2026 was endorsed at SLT and year 1 implementation has begun. Action plan aligns with state governments Recycling Victoria policy and plan. Key programs: Red lid standardisation program to roll out Feb 2024, support of introduction of CDS in Vic in Nov 2023, continuing to explore alternatives to landfill, continuing shire-wide education campaigns on using waste services correctly, continuing to promote opportunities to implement circular economy principles across Council.

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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.1.3.6 CPI - Implement initiatives in the Biodiversity Conservation Strategy	Environment and Heritage	01-07-2023	30-06-2024	In Progress	25	GREEN

Progress Comments: • Conducted a reviewed of Councils Biodiversity Incentive Program and Annual Tree Giveaway
• Coordinated delivery of Councils corporate tree planting activities at Toomuc Valley, installing 375 native plants
• Coordinated delivery of the Cardinia Creek Deer Partnership Project, including securing one new project partner.
• Provided $10,000 to the Westernport Catchment Landcare Network to undertake plantings to support the Southern Brown Bandicoot on public and private land
• Supported the Cannibal Creek Landcare Group to delivery biodiversity improvements in fire effected communities as part of the Long-Term Recovery Fund
• Coordinated the Trust for Nature Rebate Program supporting 61 properties.
• Actioned outcomes in the Biodiversity monitoring program which identified properties which ranged from 'very high' to very poor' quality. All 29 landholders have been followed up to review the assessments and respond to land management enquiries.

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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.1.4.3 CPI - Implement initiatives in the Integrated Water Management Plan	Environment and Heritage	01-07-2023	30-06-2024	In Progress	25	GREEN

Progress Comments: • Working with South East Water and the Victorian Planning Authority to advocate for an integrated water management approach in Officer South Employment precinct, reducing reliance on potable water.

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	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.1.3 CPI - Implement the Cardinia Community Food Strategy and Action Plan	Future Communities	01-07-2023	30-06-2024	In Progress	25	GREEN

Progress Comments: Through the VicHealth Local Government Partnership, Council was successful in receiving $55,000 in grants from VicHealth to support implementation of the Building Better Food Systems module. Key stakeholder consultation has been undertaken and resulted in development of the 'Future-Proofing Farming' initiative. The initiative brings together farmers and the education sector to increase education and employment pathways for young people into agriculture. In the last quarter Council was also invited to speak to the Parliamentary Inquiry in Food Security in Australia, providing an opportunity to promote Cardinia Shire's Community Vision and the key objectives within the Community Food Strategy.

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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.2.8 CPI - Advocate for a South East Melbourne Airport	Arts, Advocacy and Economy	01-07-2023	30-06-2024	In Progress	25	GREEN

Progress Comments: In September of 2022 Cardinia Shire Council advocated to Greater South East Melbourne (GSEM) to set up a regional working group to elevate advocacy for the South East Melbourne Airport. The working group focused the short-term advocacy on two strategic documents, Aviation White Paper, and the Infrastructure Victoria 30- year strategy. To date, submissions have been made to Infrastructure Victorias 30-year Strategy and the Aviation White Paper Terms of Reference.
In Partnership with GSEM and PSA, council is now working towards completing engagement required to make a submission to the Aviation Green Paper, which is due 30 November 2023.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.2.9 CPI - Facilitate investment in our townships to support businesses and vibrant communities	Arts, Advocacy and Economy	01-07-2023	30-06-2024	In Progress	25	GREEN

Progress Comments: Council have recently completed an Economic Impact Assessment for the hill's townships focusing on pro-actively implementing strategic planning initiatives to ensure the continued supply of appropriately zoned land to support the economic viability of these towns. Council continues to provide support to the Eastern Dandenong Ranges Association (EDRA) and the West Gippsland Progress Association (WGPA) to deliver a range of business networking opportunities and programs four our various townships.

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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.3.2 CPI - Advocate for the growth of local education opportunities that improve skills and employment pathways	Planning and Design	01-07-2023	30-06-2024	In Progress	25	GREEN

Progress Comments: Through the development of Officer South Employment Precinct Structure Plan, Council officers have been working closely with the Victorian Planning Authority to focus on the delivery of 22,000 jobs. The Planning Scheme Amendment for the Precinct Structure Plan is out for exhibition from 25 September. Discussions have also been had with the VPA and a university provider regarding a centre of excellence in the Precinct Structure Plan that will facilitate innovative streams of employment that will support the local economy.

4.1.4 Drive local innovation, retain and attract businesses and industries.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.4.2 CPI - Implement the Business Innovation Strategy	Arts, Advocacy and Economy	01-07-2023	30-06-2024	In Progress	25	GREEN

Progress Comments: A project plan for the development of the Business Innovation Strategy is currently in development. This will inform the methodology and identify key business innovation opportunities for the shire in areas including but not limited to accelerated growth, establishment of a 'Centre of Excellence' and regenerative agricultural programs.

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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.5.3 CPI - Actively protect key heritage sites within the shire	Environment and Heritage	01-07-2023	30-06-2024	In Progress	25	GREEN

Progress Comments: • Completed assessment of applications received under the annual Heritage Grants program. Program focusses on providing assistance to restore and protect places of heritage significance in Cardinia Shire.

| 4.1.5.3 CPI - Develop and deliver initiatives within the Economic Development Strategy, including the visitor economy and tourism | Arts, Advocacy and Economy | 01-07-2023 | 30-06-2024 | In Progress | 25 | GREEN |

Progress Comments: Council continues to advocate for key transport infrastructure to activate our industrial precincts with a key focus on the early delivery of Thompsons Road. Council is a partner in the Casey Cardinia Jobs & Skills network linking providers and identifying gaps to improve job readiness and connecting employers with job agencies and education partners for their vacancies and/or skill shortages through a series of events and business focused activities including our first business breakfast for 2023. Council is engaged and supporting our small business community through regular meetings, business newsletters and information provision, planning for future opportunities and the delivery of the Cardinia business breakfasts. Council has entered an MOU with Federation University to explore the establishment of a 'Centre of Excellence' within the Officer South State Significant Industrial Precinct. The Economic Development business unit is currently undertaking a 'Business Landscape' survey that will inform Council of the priorities, opportunities and pressure points Cardinia Shire businesses are experiencing. Council continues to support the Cardinia Tourism Advisory Committee and our tourism sector through the facilitation of the 'What's On Cardinia' website and initiatives including 'Winterfest'.

5 Responsible Leaders

5.1 We practise responsible leadership.

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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.1.1.5 CPI - Implement the Community Engagement Policy, exceeding legislative requirements for community engagement	Communications and Engagement	01-07-2023	30-06-2024	In Progress	25	GREEN
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 have been delivered over the last few weeks including Puffing Billy play space renewal, William Bruce Ronald Reserve, Comely Banks Pavillion artwork, Pakenham Revitalisation Project and Business Landscape Survey. 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.						

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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.1.2.24 CPI - Develop a long-term financial plan that ensures financial sustainability	Finance	01-07-2023	30-06-2024	In Progress	15	GREEN
Progress Comments: 19.09.2023: Elements of the Financial Plan 2024-34 process in progress include: key financial sustainability parameter setting, budget timetable preparation, and budget system configuration.						
5.1.2.25 CPI - Review the 10-year Financial Plan to further drive efficiency and cost control	Finance	01-07-2023	30-06-2024	In Progress	15	GREEN
Progress Comments: 19.09.2023: Elements of the Financial Plan 2024-34 process in progress include: key financial sustainability parameter setting, budget timetable preparation, and budget system configuration.						

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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.1.3.3 CPI - Publicly report the organisation's performance on a quarterly basis, including customer service outcomes	Business Transformation and Customer	01-07-2023	30-06-2024	In Progress	25	GREEN
Progress Comments: Quarterly Performance Reporting, including customer service outcomes, for the first quarter of the financial year, is on track for completion and presentation according to our annual schedule.						

5.1.4 Maximising value for your community through efficient service delivery, innovation, strategic partnerships and advocacy.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.1.4.5 CPI - Implement the Cardinia Shire Advocacy Plan and work with strategic partners on shared advocacy initiatives	Arts, Advocacy and Economy	01-07-2023	30-06-2024	In Progress	25	GREEN
Progress Comments: Many tactics are underway to support the implementation of the Cardinia Shire Advocacy Plan. On June 9, a briefing was provided to our government MPs to advocate for four of our Tier 1 advocacy projects including improved public transport connections, Mental Health services, Environment and Kindergarten. A submission was made to the Federal Government Review into the Infrastructure Pipeline to advocate on behalf of our community to retain funding for the Pakenham Roads Upgrade Projects, and support was provided to the Office of Suburban Development to construct a presentation to advocate for a Pakenham Revitalisation Board. Ongoing work is underway with the Regional Working Group which was formed out of GSEM for the Southeast Melbourne Airport. A governance group was established as part of GSEM to elevate the advocacy for the Thompsons Road project. The Senior Advocacy Officer sits on the strategic advisory committee for the National Growth Area Alliance advocacy group to ensure council are part of the national advocacy platform.						
5.1.4.9 CPI - Develop a long-term financial plan that ensures financial sustainability	Finance	01-07-2023	30-06-2024	In Progress	15	GREEN
Progress Comments: 2/10/23 - Alternative revenue stream strategy implementation planning is under way, with implementation expected to commence in quarter two to ensure progressive implementation over the course of the year.						

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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.1.5.18 CPI - Publicly report on Council decisions made and their implementation to demonstrate transparent decision making	Governance	01-07-2023	30-06-2024	In Progress	25	GREEN
Progress Comments: To ensure transparency of Council decision making, quarterly reports are undertaken and published on Councils website.						

Council report – Q1 2023

The following outlines progress against the actions outlined in the key focus areas of the Cardinia Shire Gender Equality Action Plan (GEAP) 2021 – 2025.

Sexual Harassment at Cardinia

- **People Matter survey** completed in June 2023 in accordance with plan and legislative requirements. A response rate of 35% was achieved, with overall survey results trending positively since the 2021 initial survey.
- **Our Voice engagement survey** rolled out in August 2023. There was a 79% participation rate in the 2023 Our Voice engagement survey. The survey results presented no findings of sexual harassment in the workplace via sensitive comments or written feedback.
- People & Culture team established a secure **case management folder** with appropriate records and documentation concerning interactions, decisions, and rationale.
- **Contact officer training** conducted in 2022. Further training to occur in 2024.
- **Respectful Workplace Behaviours & Disciplinary process training** refresher training currently in development. Update to include sexual harassment as "serious misconduct" and roll out to include casual workforce.

Employment security

- Results from the 2023 Our Voice survey suggest those **employed part time**, casual and 'other' (e.g. contractor) are more engaged than those employed full time.
- Of the 46 **'flexible work arrangement'** comments listed within the engagement survey platform, 95% were positive in nature. In addition to this we can analyse employment type to Reward (*I am rewarded fairly (e.g. pay, promotion, training) for my contributions to Cardinia Shire Council*) data from the survey. Reward results by employment status demonstrates part time and casual score (both 6.8) 0.3 higher than full time (6.5) and 0.4 higher than 'other' (6.4)

Selected segments 4 segments		Participation		Engagement	Reward
Segments		Aggregated	Latest	Core outcome	Overall score
Cardinia Shire Council	531	79%	79%	7.7	6.6
Full Time Employment Status	312	89%	89%	7.5	6.5
Part Time Employment Status	171	77%	77%	7.9	6.8
Casual Employment Status	31	46%	46%	8.1	6.8
Other Employment Status	17	57%	57%	8.3	6.4

Gender pay gap

- 2023 Our Voice engagement survey results for "Reward" - *I am rewarded fairly (e.g., pay, promotion, training) for my contributions to Cardinia Shire Council* indicate **scores for females (6.7) being 0.2 higher** than male score (6.5).

- There was no correlation of low scores regarding 'Reward' engagement results to gender type in addition to any anecdotal written feedback suggesting gender disadvantage in remuneration. Results suggest reward and remuneration as an area for Cardinia Shire Council to improve but not specific to gender pay gap issues.
- **Remuneration benchmarking** was introduced in March 2023. Roles are benchmarked against the local government sector based on the position description requirements and job responsibilities and remuneration is determined based on this.
- **Recruitment statistics** have been introduced to quarterly HR Metrics reports including breakdown of applications placed and progressed by gender, as well as challenges and market trends.

Business Intelligence & Data Gaps

- A review of job advertisements has been completed and we are satisfied that gender-neutral language is used. This will be further incorporated through EVP project where diversity of people and roles is showcased to prospective employees.
- Data collation for 2024 workplace gender audit report commenced.

Unconscious Bias

- 2023 Our Voice engagement **Diversity & Inclusion** - *I'm satisfied with Cardinia Shire Council efforts to support diversity and inclusion (for example, in terms of gender, ethnicity, disability, socio-economic status)* - resulted in an organisation wide score of 8.2 (rating scale 0 = strongly disagree – 10 strongly agree) meeting the Workday Peakon benchmark.
- **Recruitment training** facilitated by the People & Culture team was rolled out to leaders in May 2023. These workshops provided an in-depth overview of recruitment process and practices including conscious and unconscious bias.
- **Employee Value Proposition (EVP)** work continues, which includes showcasing 6 employees across the organisation. These employees were carefully selected to ensure diverse representation of our employees and the work Council does. A key employee is a female mechanic at the Operations Centre, which has been an opportunity to break the bias around stereotyped gender roles.
- **Women in leadership** showcased on Cardinia's career website with female CEO and 50:50 Senior Leadership gender split. Female BU leaders continue to present their expertise on behalf of Cardinia Shire Council at external forums / panel events etc.

- 2023 Our Voice engagement survey demonstrates high scores for **diversity & inclusion and inclusiveness** for female respondents within I&E – a more male dominated Group.

Selected segments 2 segments	Participation		Engagement	Diversity and inclu...	Inclusiveness
Segments	Aggregated ⓘ	Latest	Core outcome	Core outcome	Overall score
IE **Infrastructure & Enviro** Group 141	87%	87%	7.4	8.0	7.7
Male Gender 103	85%	85%	7.2	7.9	7.5
Female Gender 38	93%	93%	8.0	8.3	8.1

Other

- We have submitted an application for Free from Violence Local Government Program (2023-2026) funding grant. If approved, the grant enables a 3-year fixed term resource with a focus on domestic and family violence and community facing work encompassing Gender Equality in the public sector requirements such as implementing Gender Impact Assessments into program and services we provide and embedding this into internal processes and procedures.