

7.5.4 Performance and Growth Reports - Q4 2023-24

Responsible GM: Wayne Mack
Author: Porshia Sidhu

Recommendation(s)

The Performance and Growth Reports for Quarter 4 2023-24 be received and noted.

Attachments

1. Attachment 1- Performance Report 2023-24 Q 4 [7.5.4.1 - 23 pages]
2. Attachment 2 - Council Plan Initiatives - Progress Report 2023-24 Q 4 [7.5.4.2 - 15 pages]
3. Attachment 3 - Council Plan Initiative - Off-track Report 2023-24 Q 4 [7.5.4.3 - 5 pages]
4. Attachment 4 - Growth Report 2023-24 Q 4 [7.5.4.4 - 6 pages]
5. Attachment 5 - Gender Equality Action Plan Report - 2023-24 Q 4 [7.5.4.5 - 2 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. The organisation completed 27 initiatives, achieving 93% Council Plan completion.

The share of incoming service requests, across the organisation, which were actioned and closed within service standard, sat at 84% for the quarter, lower than our target of 90%.

The service levels achieved for unsealed road related requests and drainage related requests this quarter were 93% and 84% respectively. The service level for unsealed roads remains consistently high and exceeding our 90% target.

Customer Support have had an increase in performance from the last quarter, but still under our new target due to a continued increase in customer contact. While we did not meet our new target of 80% of calls answered in 90 seconds, we did exceed our previous target, achieving 83% of calls answered in 5 minutes. The customer contact increase was driven by the Animal Registration renewals and door knock initiative, VEC changes and direction to call council and final pool compliance notices being sent. With customer contact returning to normal and new team members trained, we expect to achieve our target of 80% in 90 seconds this quarter.

During this reporting period, we have recorded a total of 76 escalated complaints. A substantial portion of these escalated complaints pertained to tree-related issues, highlighting the lasting impact of recent storms. Despite the higher volume of escalated complaints, we closed 66.7% of them within the designated timeframe.

In the 2023-24 Budget, councils were required to set targets for eight prescribed service and financial measures. The variance outcomes between the target and the actual results can be categorised into three groups - Meets Target, Within Range or Missed Target. All our service

measure results vary from the target by no more than 10%, indicating that we are doing quite well, as we either meet the target or fall within the acceptable range. Two financial measures met the targets, one is within range and one missed the target.

Councillors' attendance rate at Council meetings was 92.9%. 'Time Taken to Action Food Complaints', 'Animal reclaimed', and 'Time taken to action animal requests' were improved. Our measures, 'Sealed roads maintained to standards' and 'Waste Diverted from Landfill' were stable. Maternal and Child Health enrolments and the 4-week Key Ages and Stages (KAS) participation rate remain high. 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. Planning Applications decided in required timeframes reached 63%, a notable recovery from a three-year decline and more than double last year's rate.

The household growth rate in the Shire has dropped to three households per calendar day for the current financial year. This quarter, the number of residential subdivision lot applications lodged was 31% lower compared to the same time last year. Conversely, the issuance of statements of compliance for residential lots has witnessed an increase of 17% in comparison to Q4 2022-23 same period last year. The number of building permits issued was 9% lower than the same time last year. Residential building completions was 9% higher than same time last year, with 328 residential building completions processed this quarter. The number of non-residential building completions processed is 1% higher than the same time last year.

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.

During the 23/24 financial year 41 applications were lodged under various programs seeking a total of \$43,005,588. Of these applications 28 have so far been approved for a total of \$25,097,388. There have been 5 unsuccessful applications leaving an additional 8 applications from the 23/24 financial year totalling \$3,592,200 which are pending.

Legislative Program

Council continues to monitor proposed legislation as Bills are introduced into parliament.

On 17th November Minister for Local Government Melissa Horne announced legislation to be introduced to elevate governance and integrity standards in the state's 79 councils. This Bill, being the Local Government Amendment (Governance and Integrity) Act 2024 passed both houses of Parliament on 19 June receiving Royal Assent on 25 June. The legislation introduces a model Councillor Code of Conduct, mandatory annual professional development training for elected representatives, Mayor and Deputy Mayor training and strengthens powers for the Minister to address councillor conduct. A model code of conduct for councillors with tougher sanctions for misconduct will provide a uniform set of standards and reduce the regulatory burden on councils which will no longer need to establish their own codes.

Council has noted that on 27 March 2024, the Victorian Independent Remuneration Tribunal published notice of its intention to make a Determination providing for an annual adjustment to the values of allowances payable to Mayors, Deputy Mayors and Councillors, and called for submissions from interested persons or bodies. If granted the annual adjustment would be effective from 1 July 2024. Council notes that confirmation was received on 3 July advising a 3.5% increase effective from 1 July.

Council continues to liaise with the VEC and other agencies to ensure it is meeting its legislative requirements in preparation for the 2024 Council Elections.

Council lobbies the State Government when and as required 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 GEAP outlines Council's vision that everyone who lives, works, and spends time in Cardinia Shire – regardless of their gender identity – be treated with respect and fairness, feel and be safe, and have equal access to opportunities to reach their potential and pursue their dreams. The 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 5.

Cardinia Shire Council's Progress report was submitted to the Commission for Gender Equality in the Public Sector (CGEPs) in February 2024. The report is currently being reviewed and Council will be notified of compliance status in the coming months. The Equality Institute facilitated a "How to conduct Gender Impact Assessment" workshop for GIA champions on 23 April 2024.

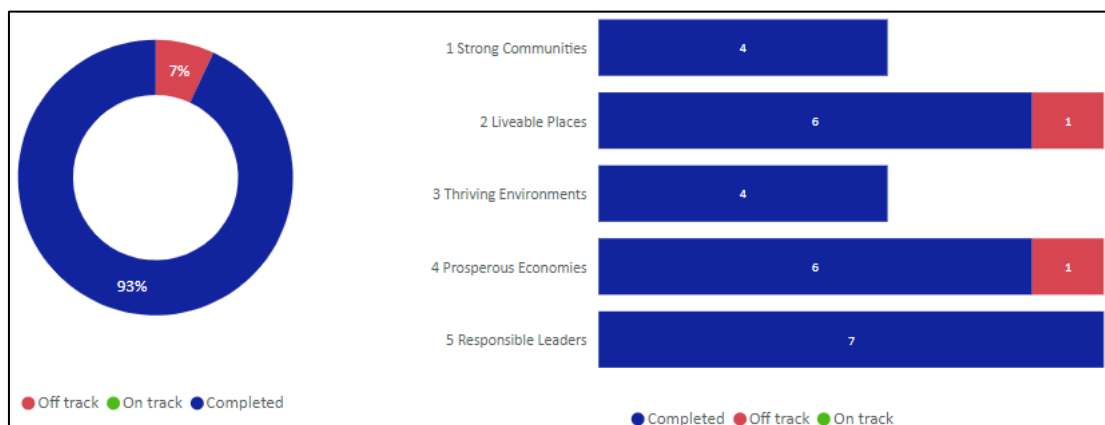
Performance Summary

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, 27 initiatives have been successfully completed, reaching 93% Council Plan completion. Two initiatives are off track and did not reach the expected level of completion by the end of the financial year. Therefore, they will be carried over to the next financial year. Please refer to Figure 1 for further details

Figure 1. Council Plan Initiative Performance by Priority Areas



Strategic Indicator Performance

This is the third year for reporting the Strategic Indicators in the Council Plan. Strategic indicators are for monitoring and measuring success against the strategic objectives in the Council Plan. We currently have 22 Strategic indicators in the 2021- 25 Council Plan that are reported annually. For most of the indicators, the baseline year, 2021-22, serves as the reference point for assessing progress and evaluating performance in subsequent periods. Please refer to 'Performance Report 2023-24 Q4' for more comprehensive information.

Service Request Performance


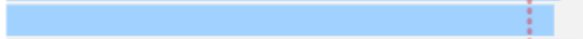
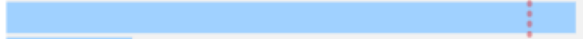
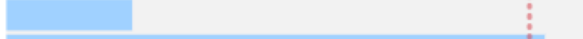
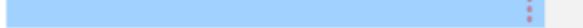
Service requests are recorded in Council's Customer Relationship Management System (CRMS) when a request for service is made to Council via an established channel, including telephone, Council's website, and email. Each request type is assigned a service standard, which is a target timeframe for completion. 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, 84% 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 increased by 4%, compared to the same time last year.

Table 2 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.

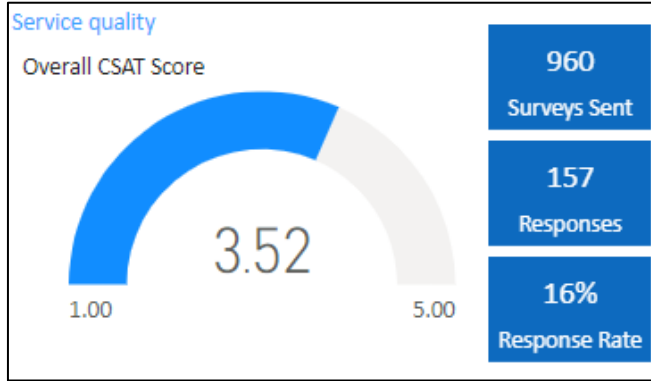
Table 1. Table 1. Top 5 Service Request Categories by Volume, and their Service Levels

Service Request	Volumes	Service Level	90% Target
Waste - Kerbside Bin Issue	2,746	95%	
Rates	1,019	94%	
Waste - Kerbside Bin Change	938	98%	
Trees and Vegetation on Public or Council Land	914	23%	
Roads - UNSEALED	646	93%	

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 3.52 in quarter 4. The score is based on 157 responses received from 960 surveys sent.

Figure 2. Overall customer satisfaction results



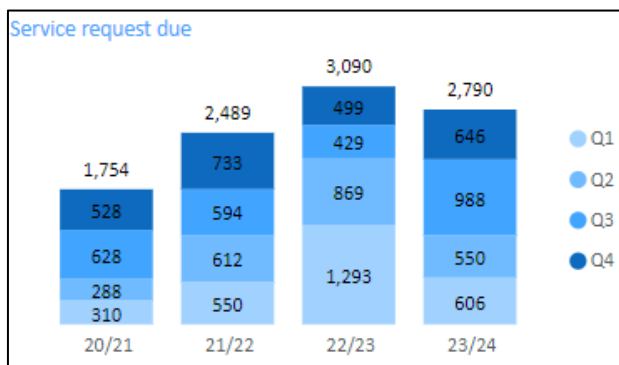
Operations Performance

Council maintains a large, unsealed road network. Maintenance works consist of both grading and re-sheeting, 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 93%, higher than the 90% target. Figure 3 below shows that there has been a 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 same compared to the same time last year. A total of 354 corrugation or pothole complaints requests were received in this quarter, and this is a 23% decrease compared to the same time last year.

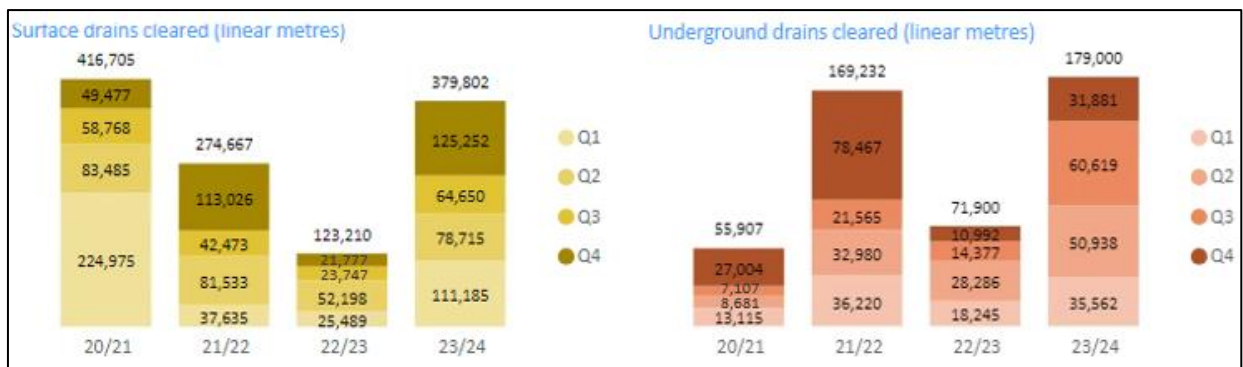
Drains maintained:

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, 440% higher and 84% lower than the same time last year. The current service level for drainage related requests is 84% and is lower 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



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 95% service level for the quarter.

Waste disposal statistics are stable, with 1% increase in garbage waste being sent to landfill and 10% 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:

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. With our new target, our service level was 60% for this quarter. Customer Support have had an increase in performance from the last quarter, but still under our new target due to a continued unexpected increase in customer contact. While we did not meet our new target of 80% of calls answered in 90 seconds, we did exceed our previous target, achieving 83% of calls answered in 5 minutes. This increase was driven by the Animal Registration renewals and door knock initiative, VEC changes and direction to call council and final pool compliance notices being sent. With customer contact returning to normal and new staff members trained, we expect to achieve our target of 80% in 90 seconds this quarter.

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 117 seconds, 382 seconds, and 108 seconds, respectively. Nine 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 93%. Additionally, the Average Wait Time for callers was only 13 seconds, and the Average Handling Time was 265 seconds.

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. This quarter, we actioned a total of 7,738 emails, marking a decrease compared to the 10,999 emails received in the previous quarter. Additionally, we successfully answered 101 online chat sessions. We achieved a 100% service level for emails, ensuring that all customer inquiries received a timely response. Furthermore, our online chat sessions achieved a service level of 76%, representing an increase from the previous quarter.

On average, the handling time for emails was 7 minutes and 15 seconds, well below our target of 10 minutes. The average wait time was 4 hours and 47 minutes, almost half of our 8-business-hour processing target. For online chat queries, the average wait time to respond was 1 minutes and 47 seconds, comfortably below the target of 5 minutes. However, the average handling time was 12 minutes and 13 seconds, exceeding our target of 10 minutes.

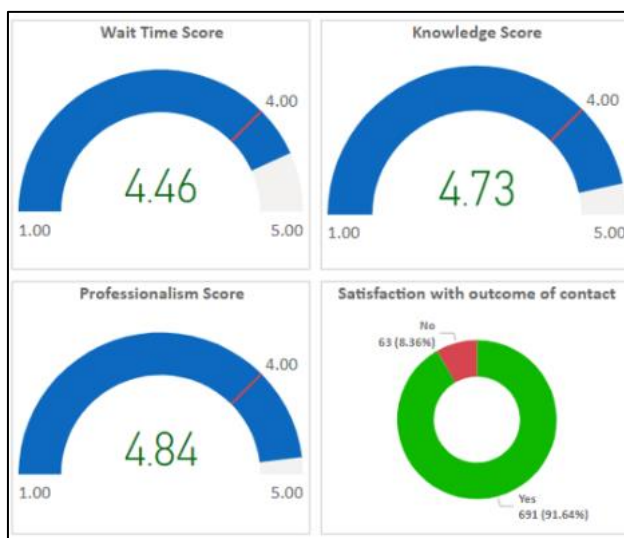
Customer Call Experience Results:

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 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 31st Dec 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.

In the 2023-24 Budget, councils were required to set targets for eight prescribed service and financial measures. The variance outcomes between the target and the actual results can be categorised into three groups - Meets Target, Within Range or Missed Target. All our service measure results vary from the target by no more than 10%, indicating that we are performing well, as we either meet the target or fall within the acceptable range. Two financial measures met the targets, one is within range and one missed the target.

Councillors' attendance rate at Council meetings was 92.9%. 'Time Taken to Action Food Complaints', 'Animal reclaimed', and 'Time taken to action animal requests' were improved. Our measures, 'Sealed roads maintained to standards' and 'Waste Diverted from Landfill' were stable. 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. Planning Applications decided in required timeframes reached 63%, a notable recovery from a three-year decline and more than double last year's 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 4, we received a total of 76 escalated complaints. 66.7% of these complaints were closed on time. Only 1 complaint 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 14,380 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 31% lower compared to the same time last year. Conversely, the issuance of statements of compliance for residential lots has witnessed a notable increase of 17% in comparison to Q4 2022-23 same period last year. 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 9% lower than the same time last year. Residential building completions was 9% higher than same time last year, with 328 residential building completions processed this quarter. The number of non-residential building completions processed is 1% higher than the same time last year. The rise can be attributed to the clearance of the backlog of building permit applications and additional documentation needed for buildings to attain certification of completion.

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 1% higher than the same time last year. The household growth rate in the Shire has dropped to three households per calendar day for the current financial year.

The Maternal and Child Health statistics are also a lead growth indicator. Birth notices are the number of notifications received from hospitals, for newborn babies in the municipality. There were 471 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 were similar to same time last year.

The growth of the sealed road and footpath network provides insight into the progress of infrastructure activity within the Shire. Sealed road growth is due to a combination of subdivision development and Council's sealing of unsealed roads through special charge schemes or other external funding such as Roads to Recovery. There were 1.18 KMs of sealed roads constructed for the quarter. Sealed road construction is 30% higher 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 1.70 KMs of footpaths constructed for the quarter. The length of footpaths constructed is 46% 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 all divisions across the organisation, provide updates and comments that feed into the Performance and Growth reports.

Risk Assessment

Not Applicable

Financial and Resource Implications

Nil

Conclusion

The Performance and Growth Reports for Quarter 4 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

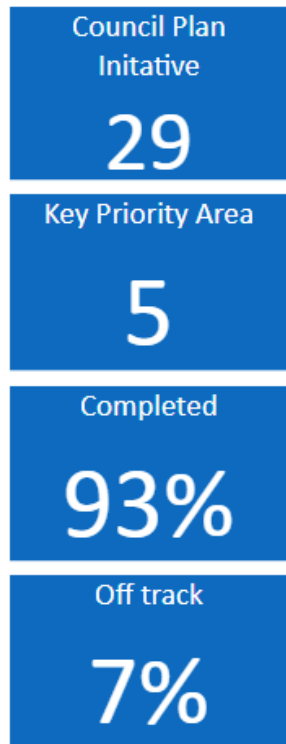
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Council Plan Performance

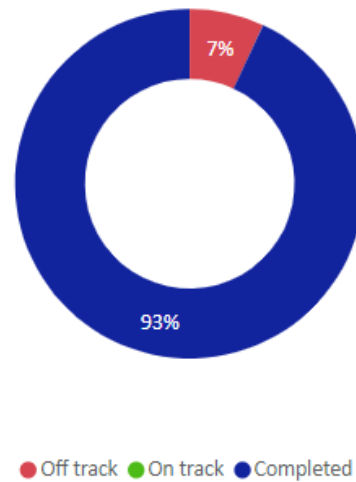
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COUNCIL PLAN



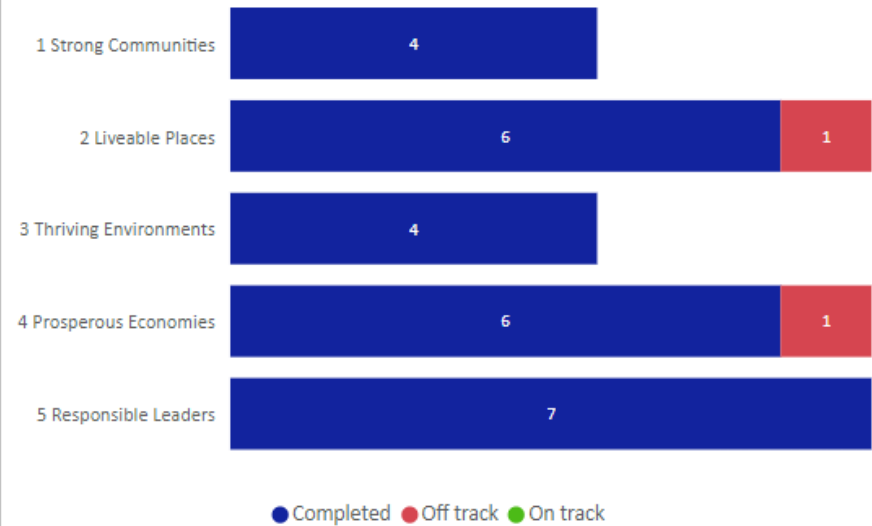
COUNCIL PLAN INITIATIVE PERFORMANCE

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



KPA PERFORMANCE

Council delivers the plan through a 4 year action plan which covers 5 Key Priority Areas (KPA's). The performance of the 5 KPA's is illustrated below.

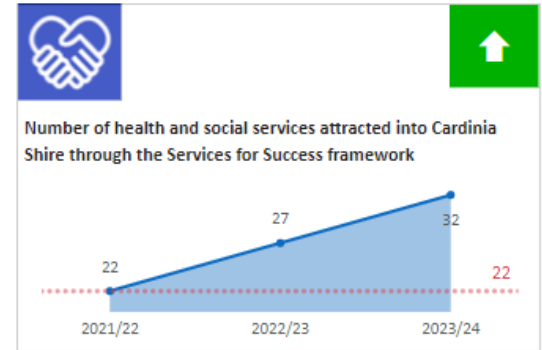
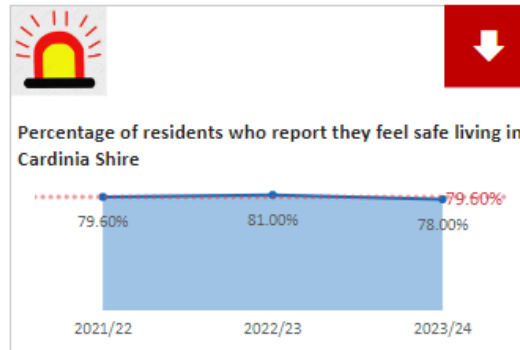
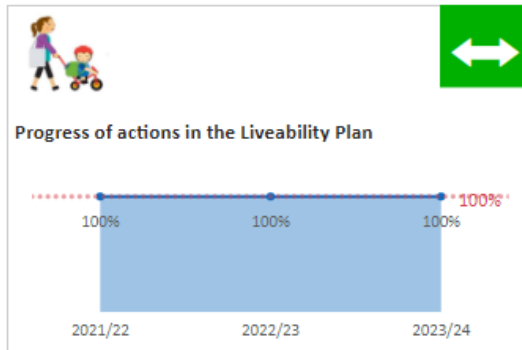


Strategic Indicators

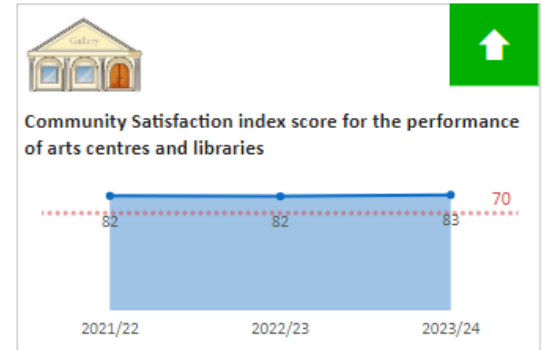
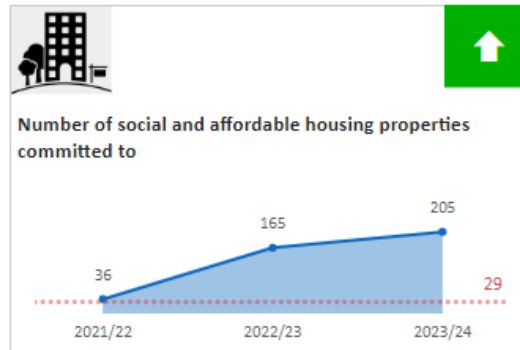
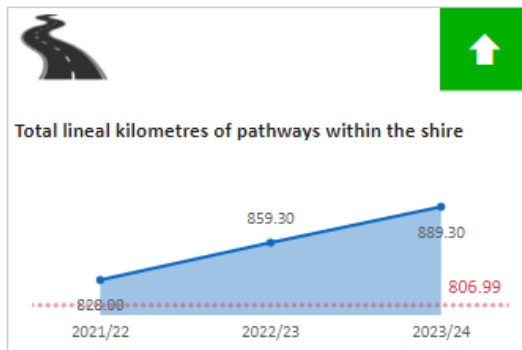
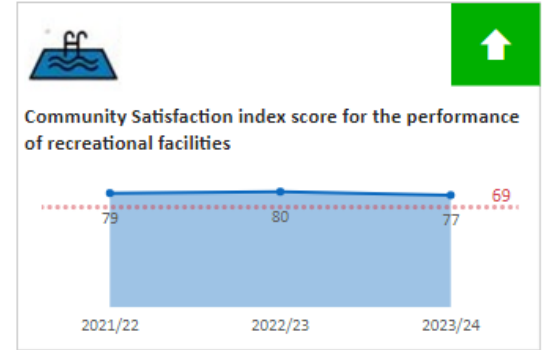
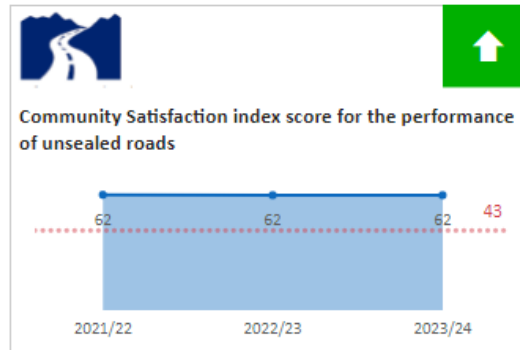
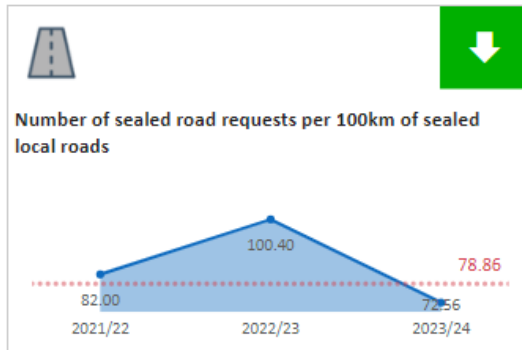


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Strong Communities



Liveable Places



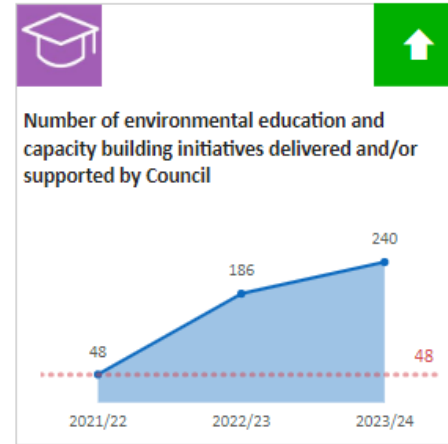
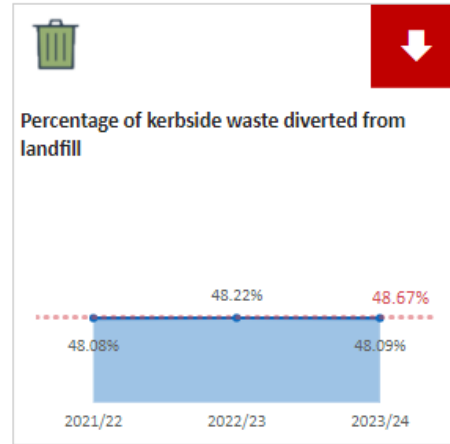
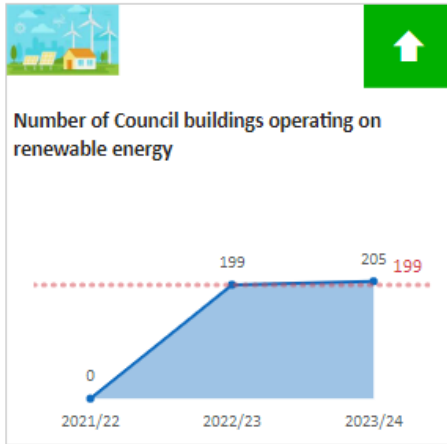
Legend:
 — Actual results
 - - - Baseline data

Strategic Indicators

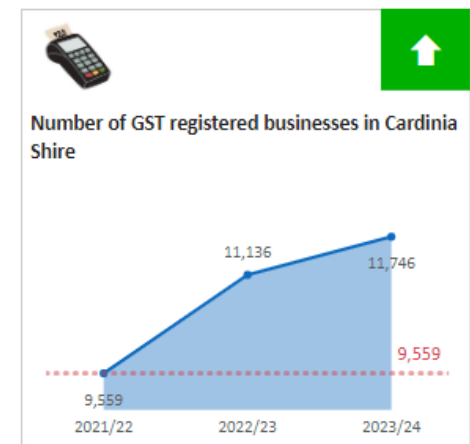
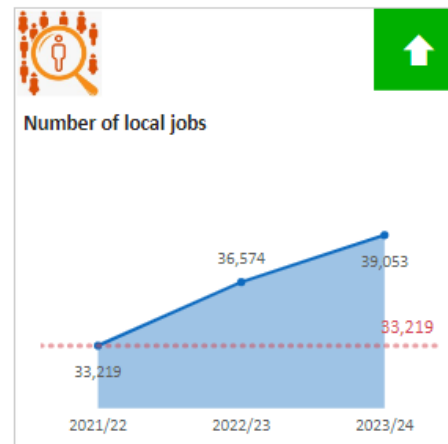
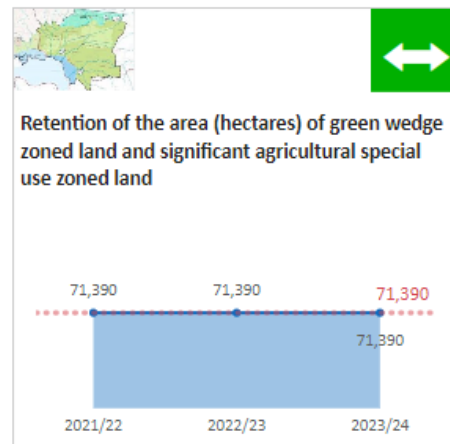
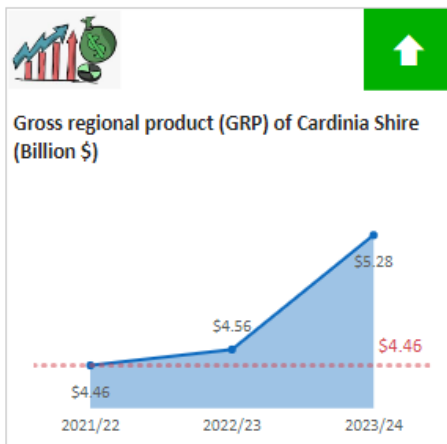


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Thriving Environment



Prosperous Economies



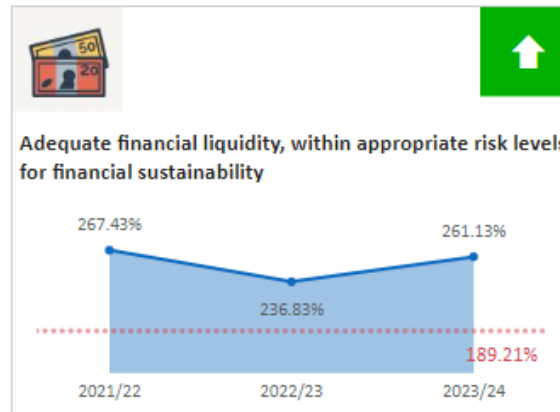
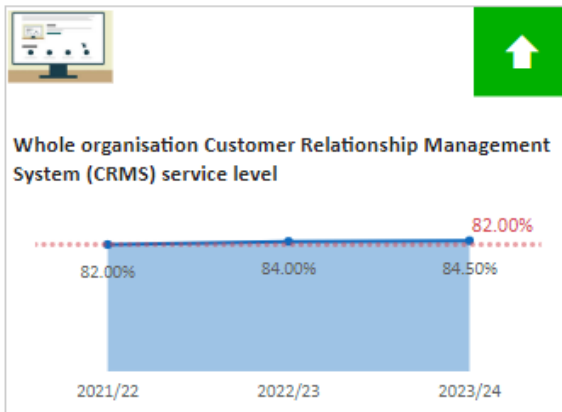
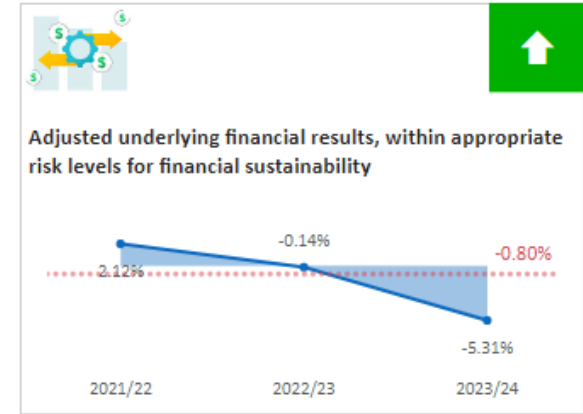
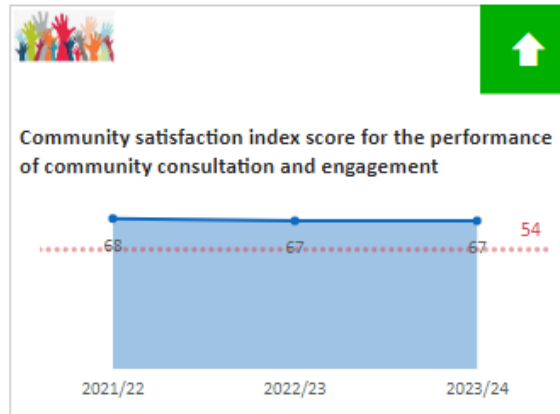
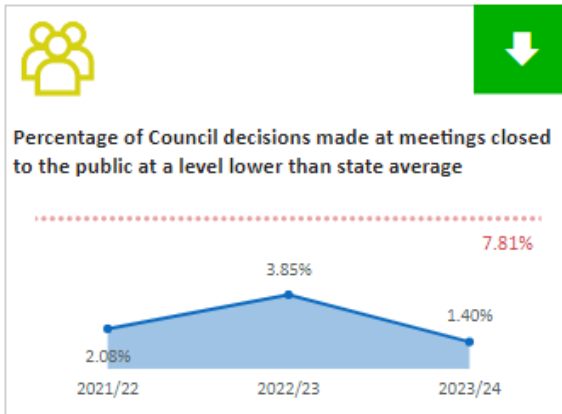
Legend:
— Actual results
- - - Baseline data



Strategic Indicators

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Responsible Leaders



Legend:

- Actual results
- Baseline data

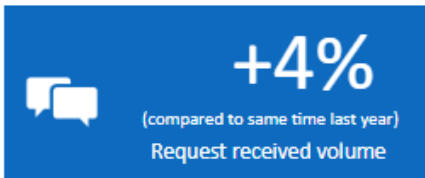
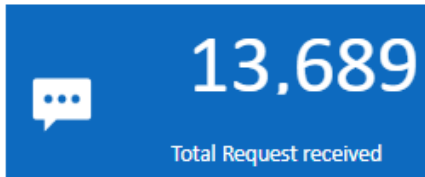
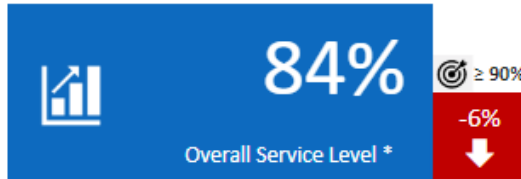
NOTE: The ratios have been calculated based on our current financial position, but as the audit is not yet completed, they may change as a result of any audit adjustments

Service Request Performance – Whole Organisation



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PERFORMANCE METRICS



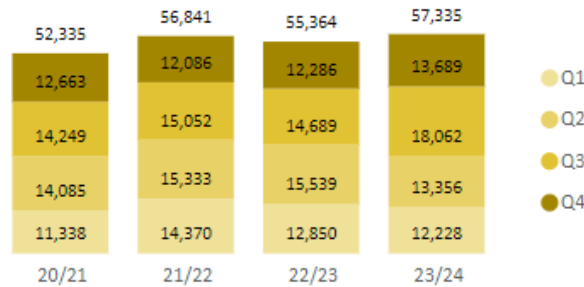
WHAT DOES SERVICE LEVEL MEAN?

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

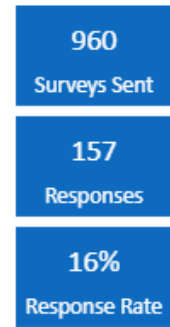
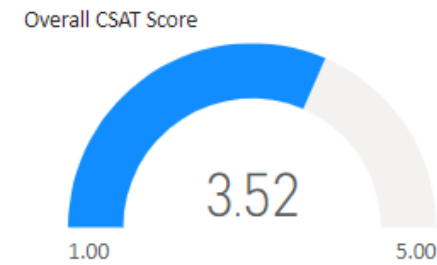
Service Level is the in-time completion rate for requests. Each request is assigned a service standard which is a target for completion within a certain timeframe. Council's target to finalise services request on time is 90%.

REQUEST STATISTICS

Request received volume

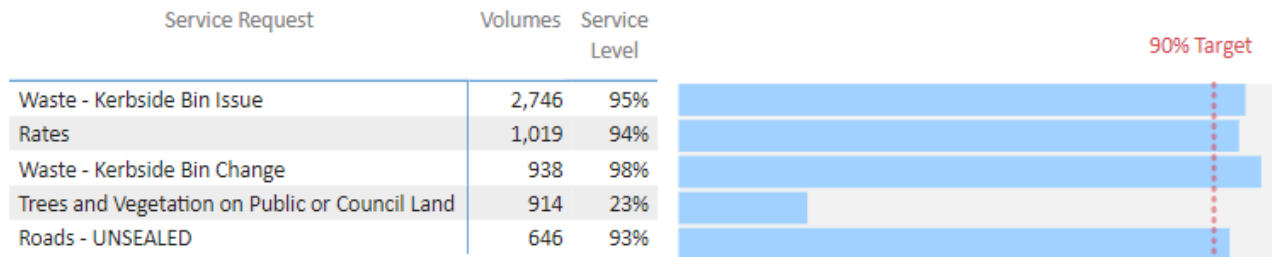


Service quality

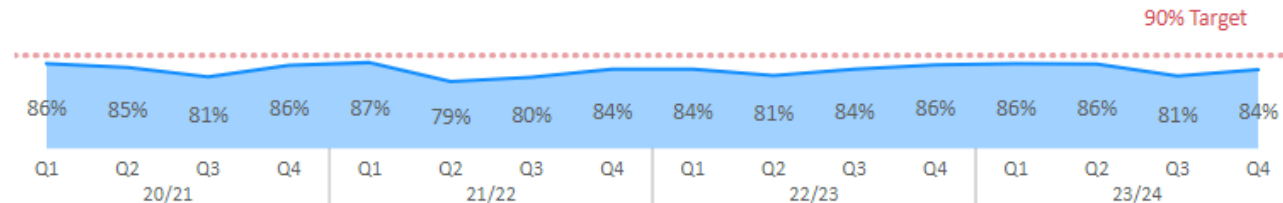


REQUEST PERFORMANCE

Top 5 service request categories by volume and their service levels



Overall service level trend over time



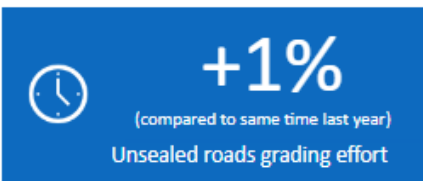
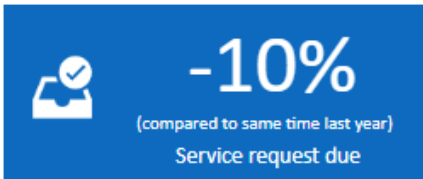
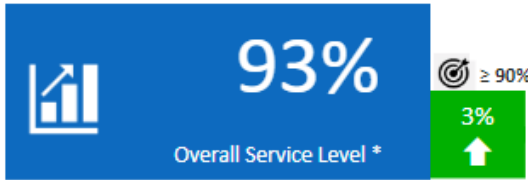
* Percentage of service requests completed within the time standards defined in the CRMS (against 'original' target date)



Unsealed Roads Performance

Q4 APR – JUN 2024

PERFORMANCE METRICS

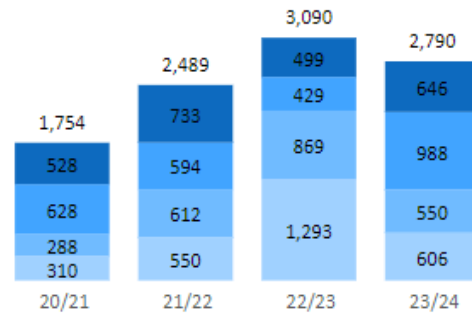


WHAT IS ROAD GRADING EFFORT?

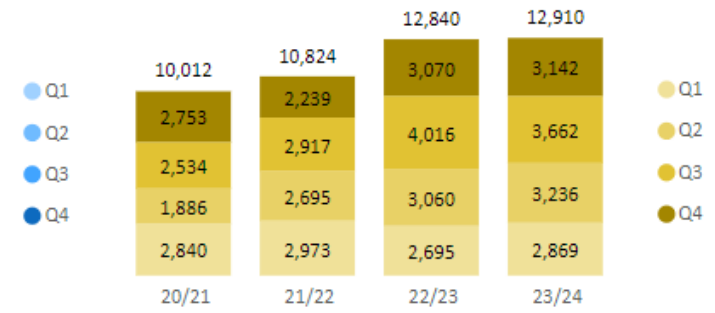
Road grading effort is the total hours spent on the roads doing maintenance work with our graders and heavy rollers. This includes both in house resources and additional resources from our contract partners.

UNSEALED ROAD STATISTICS

Service request due



Road grading effort (hours)

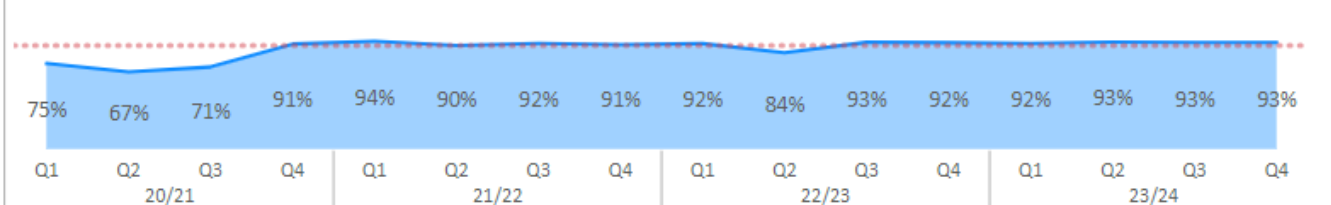


UNSEALED ROAD PERFORMANCE

Service request types by volume, standard and service level

Service request	Volumes	Standard (Days)	Service Level	90% Target
Corrugation or Pothole Complaint	354	8	94%	
Other Complaint (Request to grade)	277	8	92%	
Slippery Surface Complaint	15	8	80%	

Overall service level trend over time



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

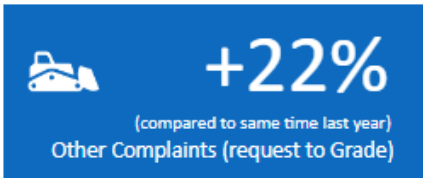
• Note that, each unsealed road request is closed upon completion of inspection and scheduling of work (if work is required).

Unsealed Roads Performance



Q4 APR – JUN 2024

PERFORMANCE METRICS



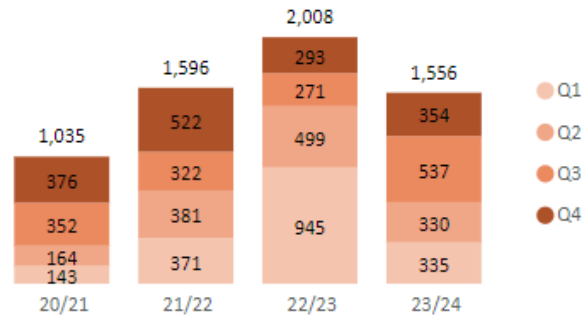
We have about 862 kilometres of unsealed roads, which are maintained via our Grading and Maintenance, Re-sheeting and Drainage Works programs.

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.

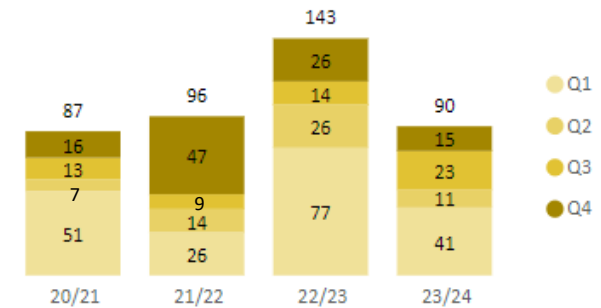
We schedule works into a road maintenance schedule based on inspections and requests made by residents.

UNSEALED ROAD SERVICE REQUEST STATISTICS

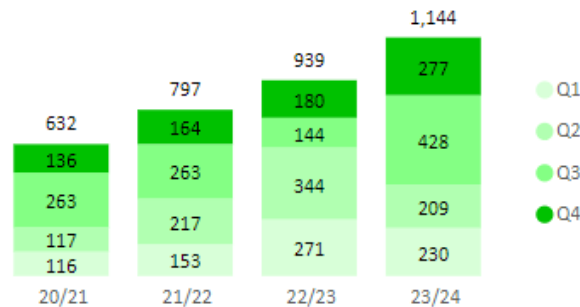
Corrugation or pothole complaints



Slippery surface complaints



Other complaints (request to grade)



Service request trend over time

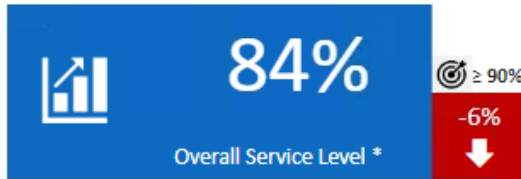




Drainage Performance

Q4 APR – JUN 2024

PERFORMANCE METRICS

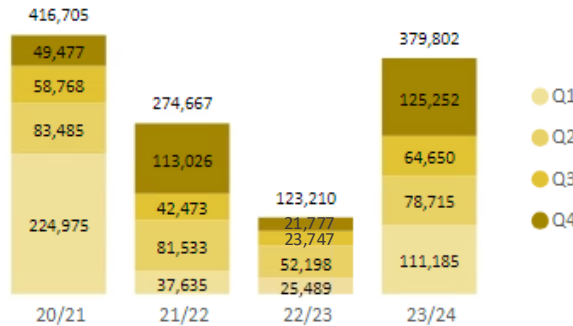


WHAT ARE DRAINS MAINTAINED?

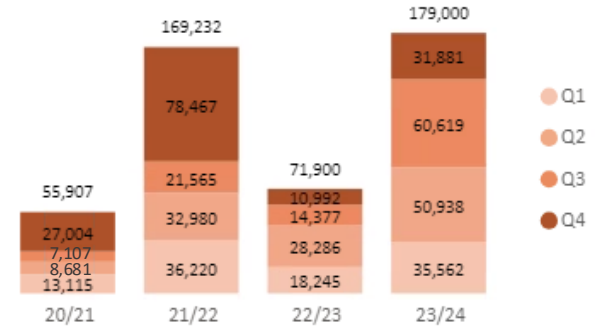
Surface drains are cleaned out using a maintenance system that is driven by proactive inspections and reactive works, and supplemented by responding to flooding issues following storms. Works are prioritised based on risk to property or person.

DRAIN STATISTICS

Surface drains cleared (linear metres)



Underground drains cleared (linear metres)

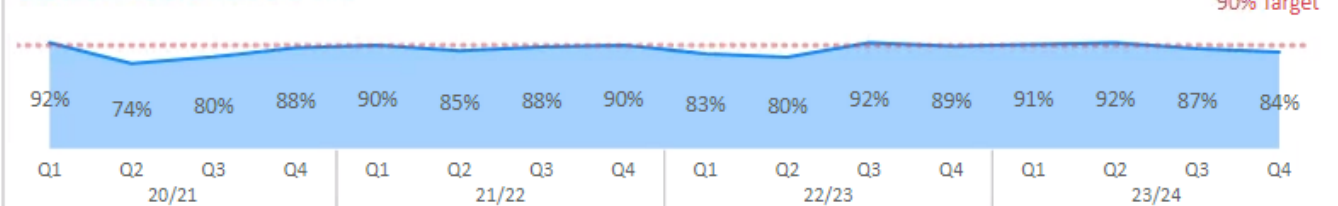


DRAINS PERFORMANCE

Service request types by volume, standard and service level

Service request	Volumes	Standard (Days)	Service Level	90% Target
Surface Drain (Drainage)	253	15	86%	
Underground Drain (Drainage)	66	15	76%	
Pits (Drainage)	64	15	86%	

Overall service level trend over time



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

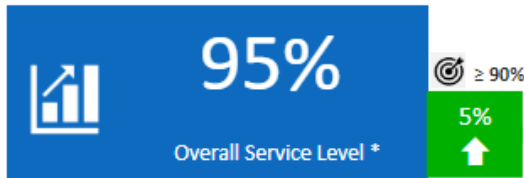
- Note that, each drainage request is closed upon completion of inspection and scheduling of work (if work is required).



Waste Management Performance

Q4 APR – JUN 2024

PERFORMANCE METRICS

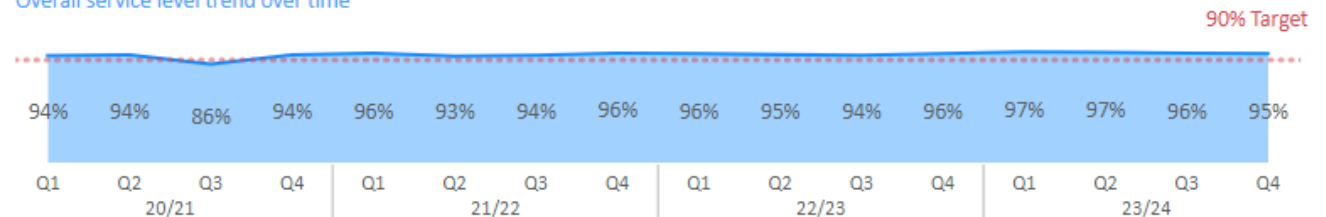


WASTE MANAGEMENT PERFORMANCE

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

Service request	Volumes	Standard (Days)	Service Level	90% Target
Additional Recycling 240L	51	5	96%	
Additional Rubbish 120L	70	5	100%	
Damaged Garden 240L	110	15	99%	
Damaged Recycling 240L	260	15	100%	
Damaged Rubbish 120L	1,603	15	96%	
Damaged Rubbish 80L	93	15	99%	
Missing Recycling 240L	61	15	100%	
Missing Rubbish 120L	135	15	100%	
New Garden 120L	165	30	100%	
New Garden 240L	237	5	97%	
New Rubbish 120L & New Recycling 240L	224	5	97%	
Not Emptied Garden Bin	78	3	79%	
Not Emptied Recycling Bin	50	3	80%	
Not Emptied Rubbish Bin	192	3	93%	
Service Information Enquiry	108	22	89%	

Overall service level trend over time



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



Waste Disposal and Recovery Performance

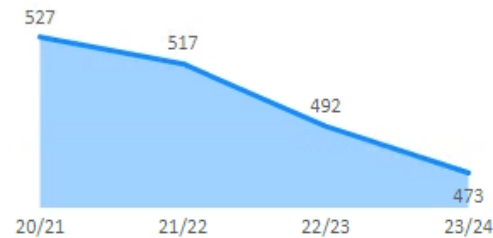
Q4 APR – JUN 2024

PERFORMANCE METRICS

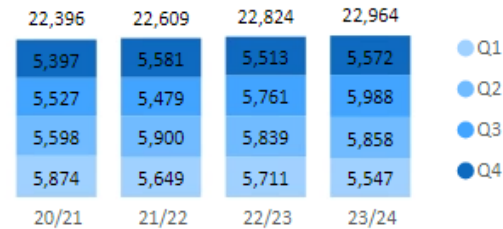


DISPOSAL STATISTICS

Average household garbage waste (kgs)

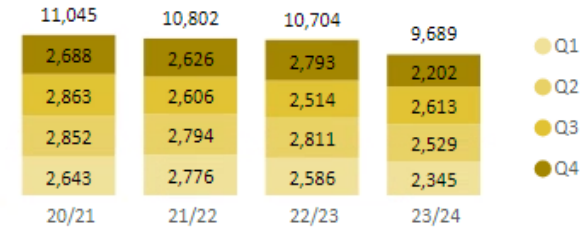


Garbage waste to landfill (tonnes)

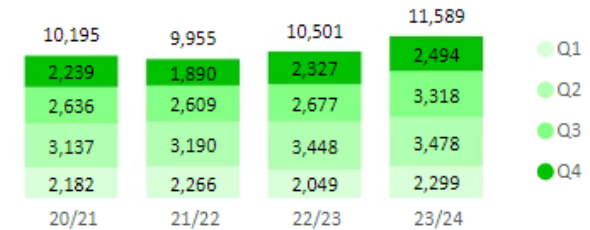


RECOVERY STATISTICS

Recycle waste to recovery (tonnes)



Food and green waste to mulching (tonnes)



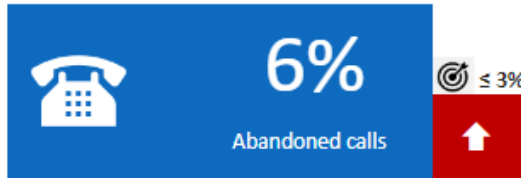
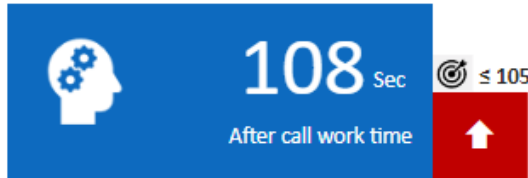
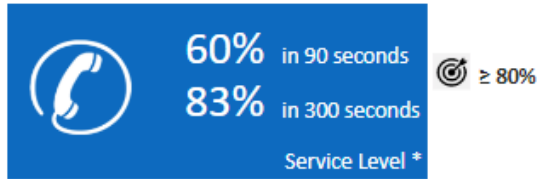
As the Shire’s population continues to grow, the amount of waste generated is also growing. Cardinia Shire Council will continue to take advantage of recent advancements such as newer technologies and improved markets for products, resulting in improved financial outcomes for resource recovery. The impact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



Customer Support Call Performance

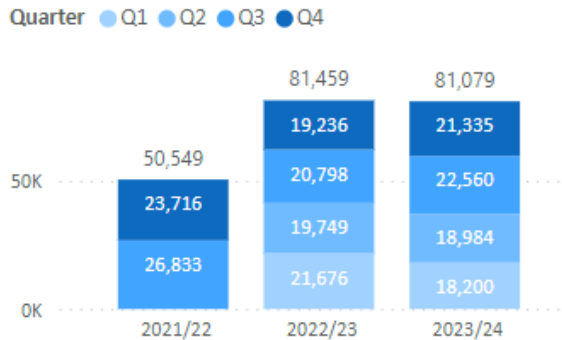
Q4 APR – JUN 2024

PERFORMANCE METRICS

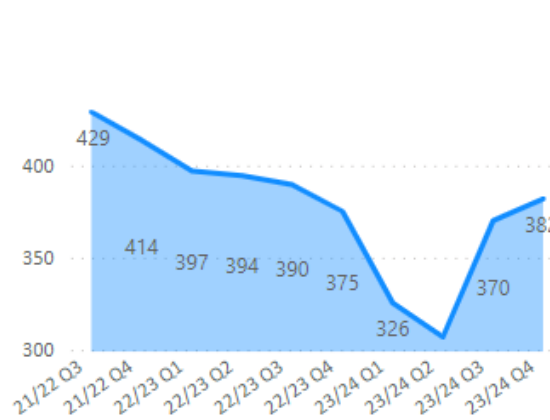


CALL STATISTICS

Call volumes (Answered and Abandoned)

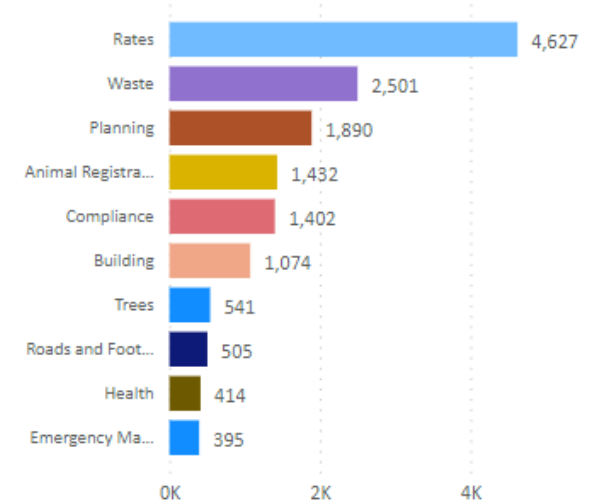


Average Handling Time (Seconds)



ENQUIRY TYPE

Enquiry type volumes



WHAT DOES SERVICE LEVEL MEAN?

Service Level, or Grade of Service (GOS), is a measure which displays the percentage of calls 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.

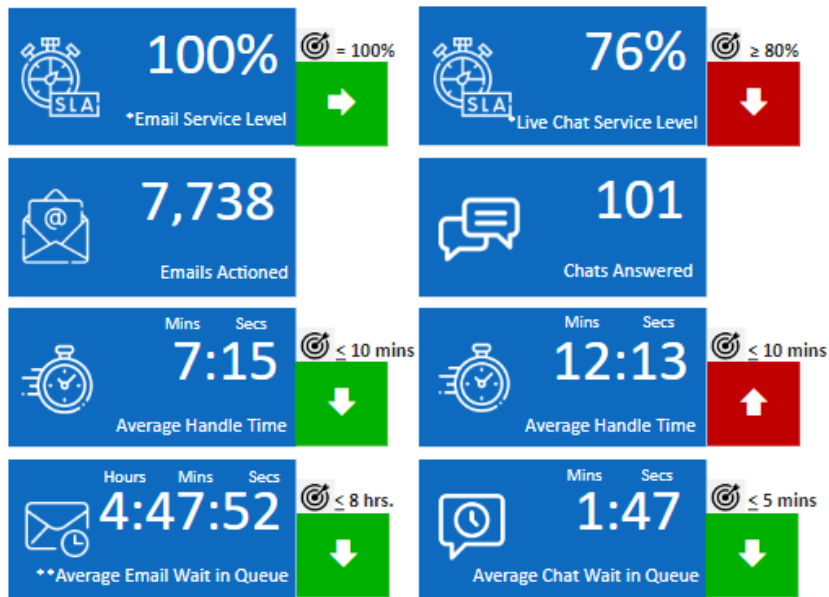
* Percentage of calls answered within 90 and 300 Seconds



Customer Support Digital Performance

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PERFORMANCE METRICS



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.

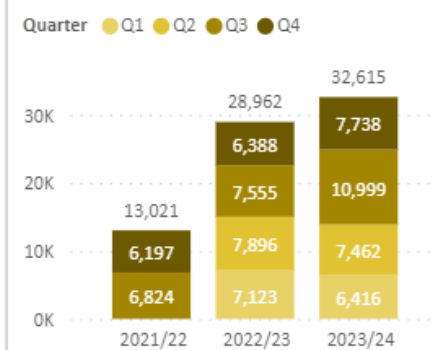
The Service Level displayed on this report measures the percentage of emails that were answered within one (1) business day and for chats within ninety (90) seconds.

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

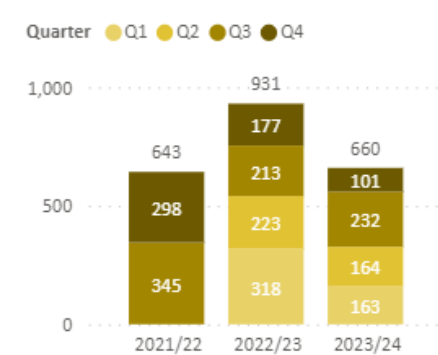
**Average time to respond to emails with target set within eight (8) business hours.

EMAIL & CHAT STATISTICS

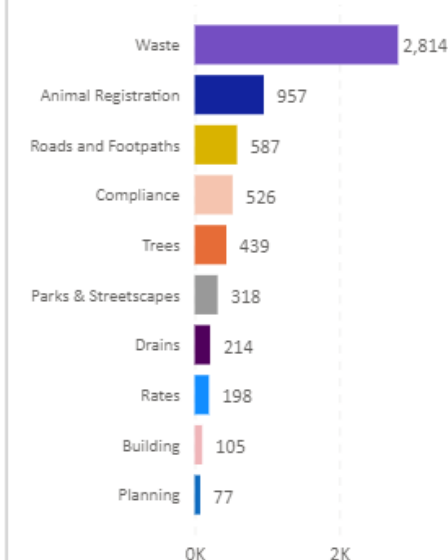
Volume of emails actioned



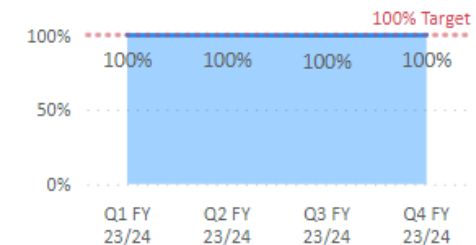
Volume of chats answered



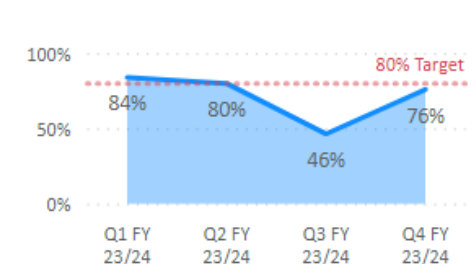
Volume of digital work by enquiry type



Email service level



Chat service level





Customer Support After Hours Call Performance

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PERFORMANCE METRICS

93%

Service Level *

≥ 90%

0.00%

Abandoned calls

13

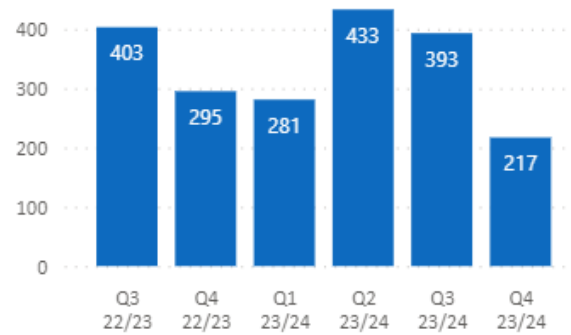
Sec
Average Wait Time

265

Sec
Average Handling Time

CALL STATISTICS

Call volumes (Answered and Abandoned)

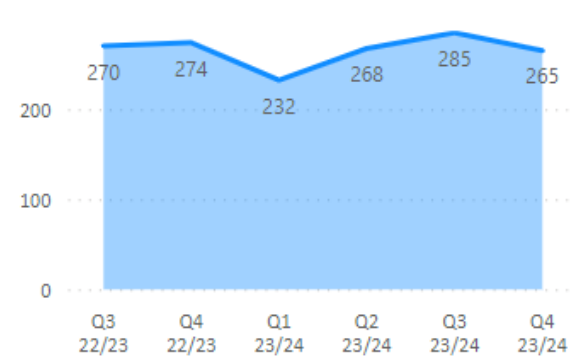


WHAT DOES SERVICE LEVEL MEAN?

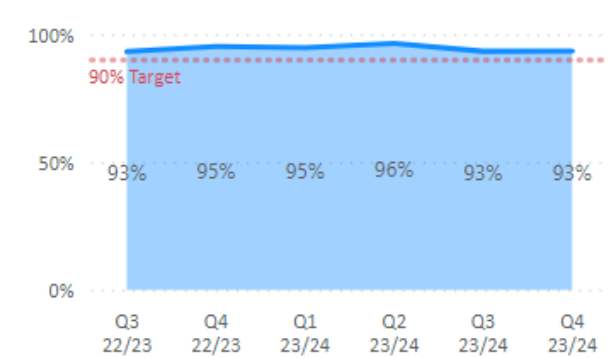
Service Level, or Grade of Service (GOS), is a measure that displays the percentage of calls answered within a defined time period.

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

Average Handling Time (Seconds)



Service Level* Trend



*Percentage of calls answered within 14 seconds

Customer Support After Call Survey

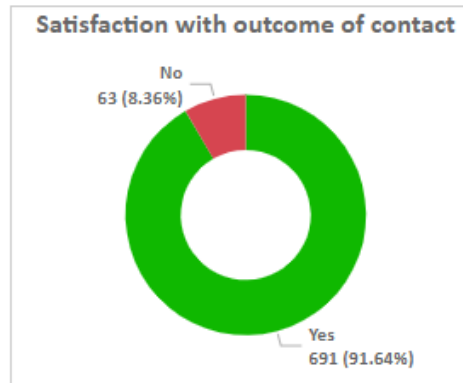
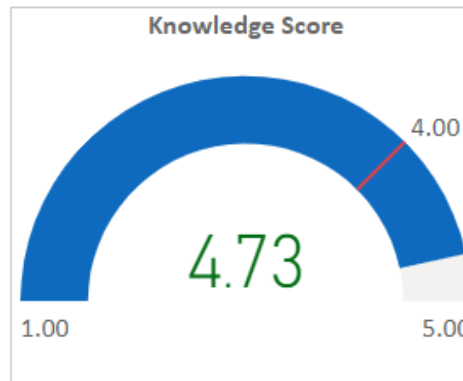
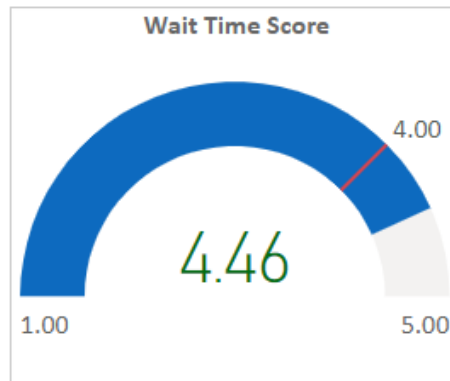


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SURVEY METRICS



SURVEY RESULTS



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:

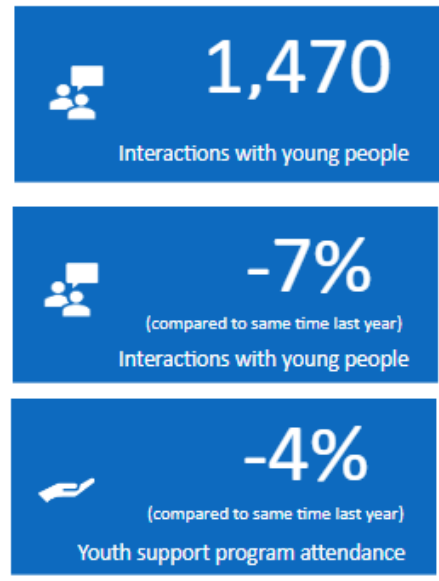
- Using a scale of 1 to 5 where 5 is Very Satisfied, how satisfied were you with the time you waited on hold before speaking with an officer?
- Using a scale of 1 to 5 where 5 is Very Satisfied, how satisfied were you with our officer's level of knowledge about your inquiry?
- Using a scale of 1 to 5 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.



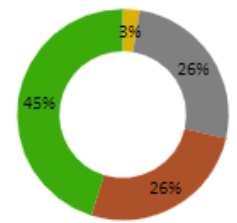
Youth Engagement Performance

Q4 APR – JUN 2024

PERFORMANCE METRICS



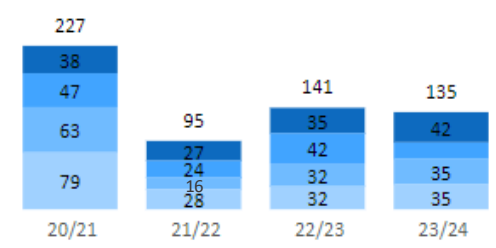
HOW DO OUR YOUTH INTERACT WITH US?



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

YOUTH PROGRAM SUPPORT STATISTICS

Number of young people offered support

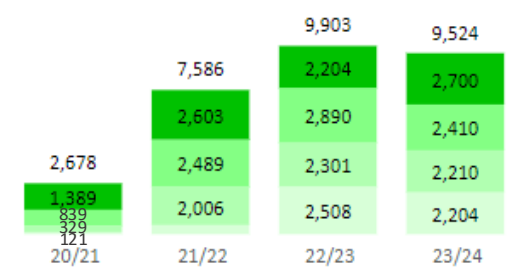


The Youth Support Program is a free and confidential service which offers young people with information, advice and practical support (short- and medium-term). The program is flexible, accessible to all young people and is respectful of race, gender, sexuality or religion.

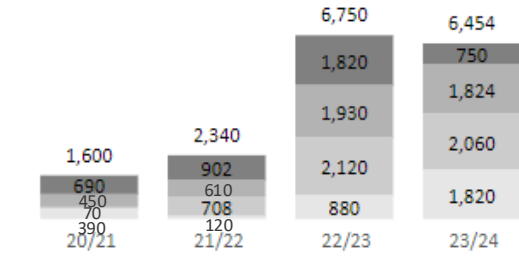
The graph illustrates the number of young people provided with more than one episode of support from a dedicated Youth Support Officer.

INTERACTION STATISTICS

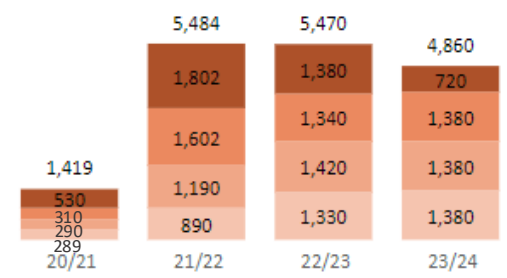
My Place volumes



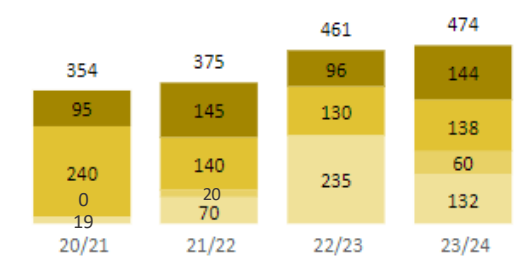
In-School program/workshops volumes



After school program volumes



School holiday program



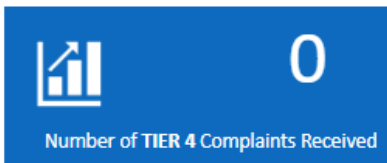
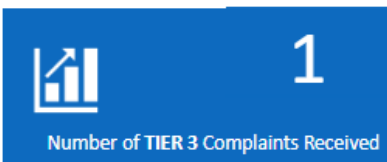
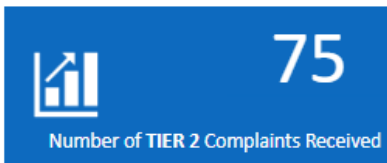
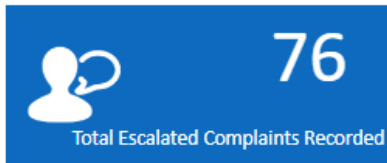
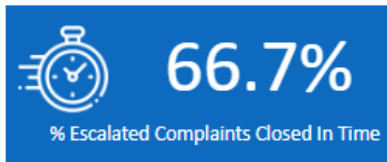
† Compared to last quarter's result

Escalated complaints (Tier 2 and above) recorded in CRMS



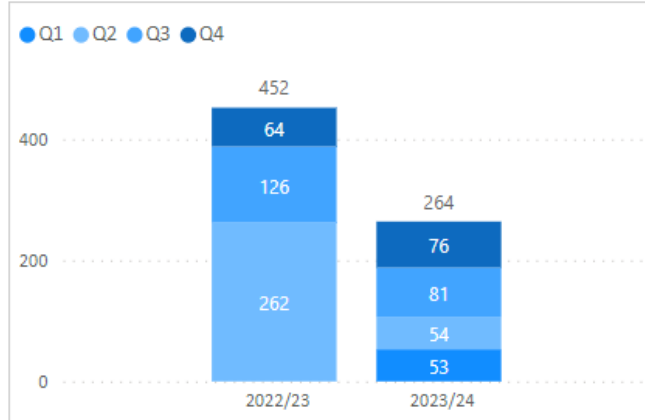
Q4 APR – JUN 2024

PERFORMANCE METRICS

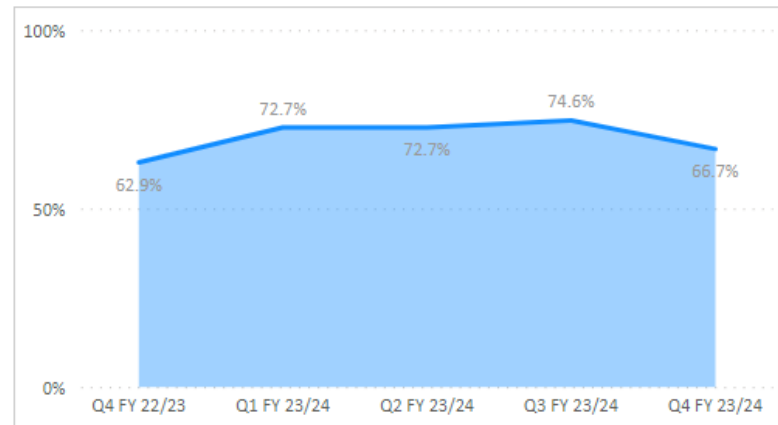


ESCALATED COMPLAINTS STATISTICS

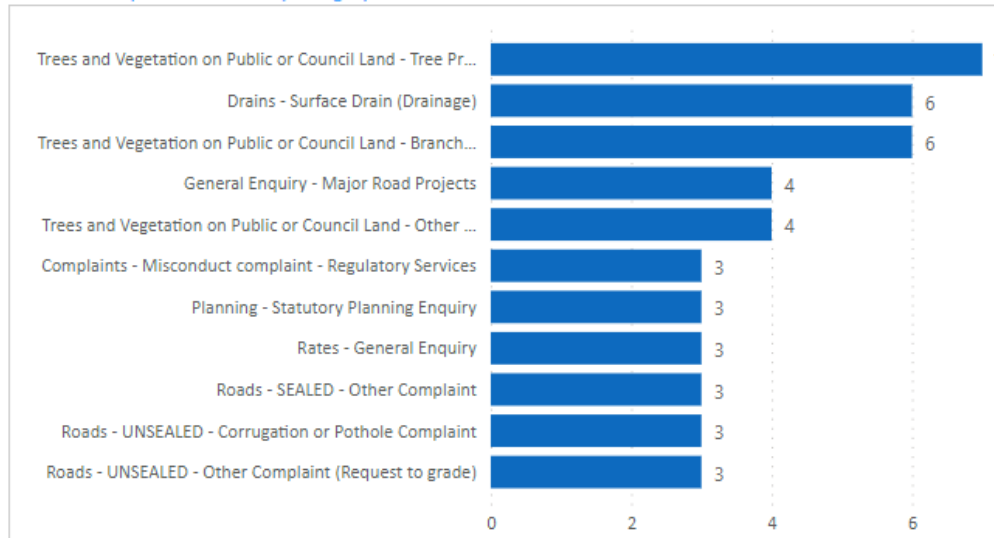
Escalated complaints received quarterly



Percent of escalated complaints closed in time by quarter



Escalated complaints received by Category



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;

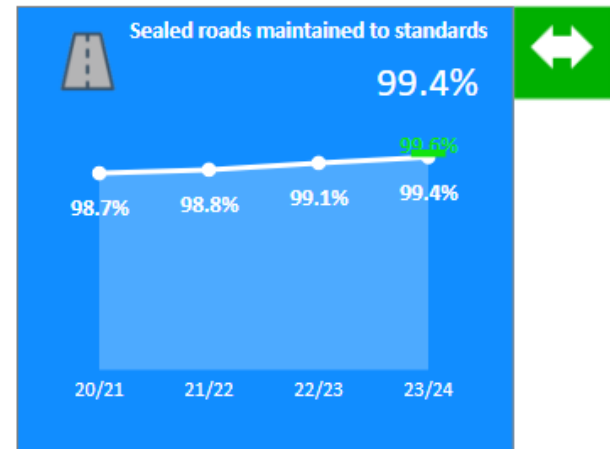
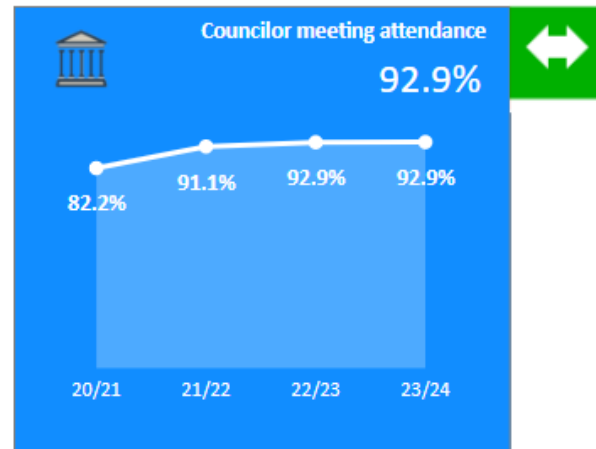
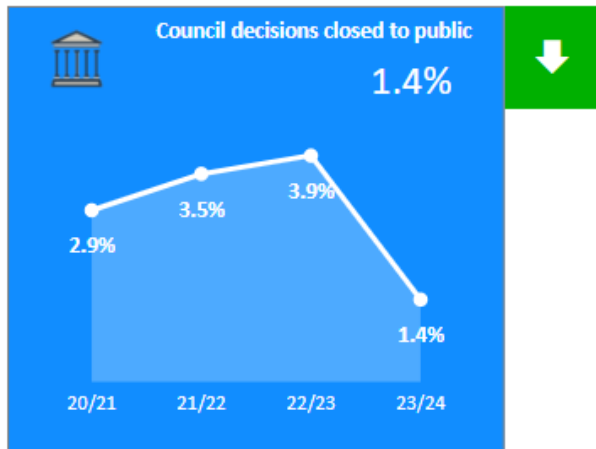
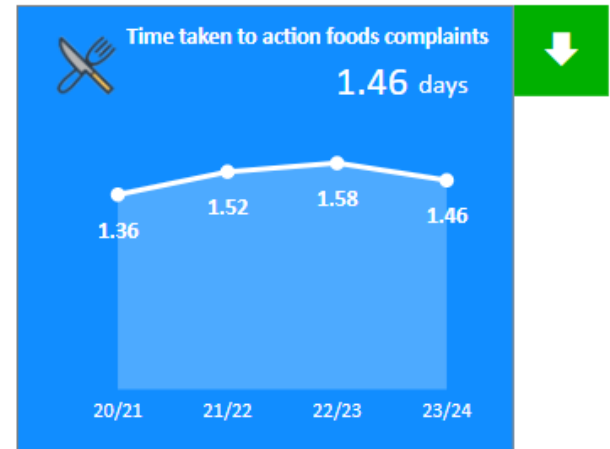
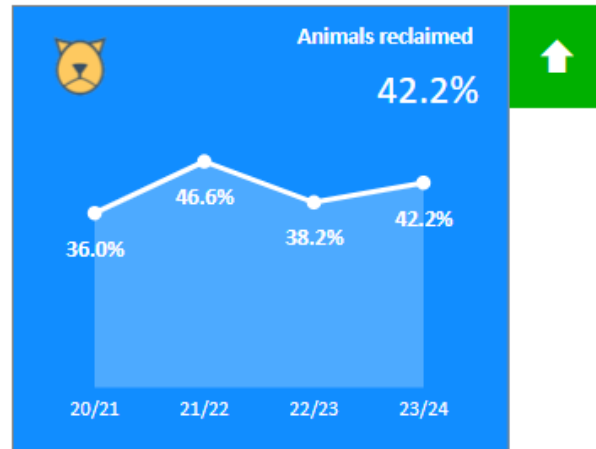
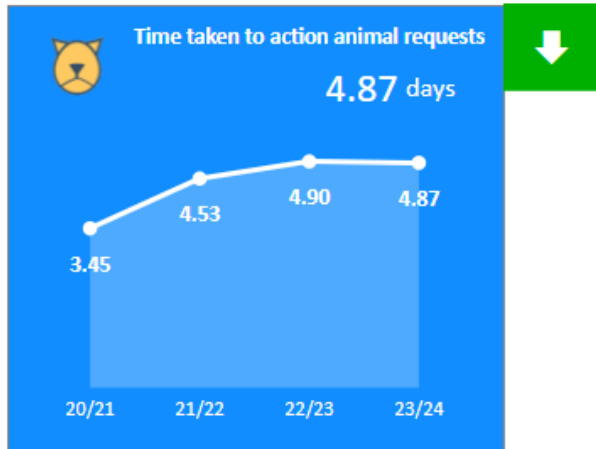
- Quality of an action taken, decision made, or service provided by a member of Council staff or contractor engaged by the Council; or
- Delay by a member of Council staff or contractor engaged by the Council in taking an action, making a decision, or providing a service; or
- Policy or decision made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



LGPRF Service Measures

Q4 APR – JUN 2024

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.



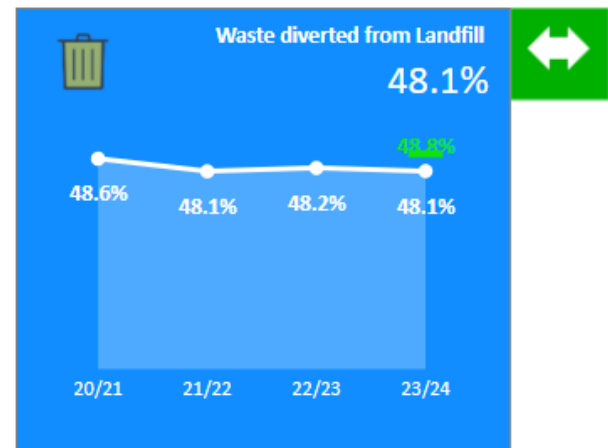
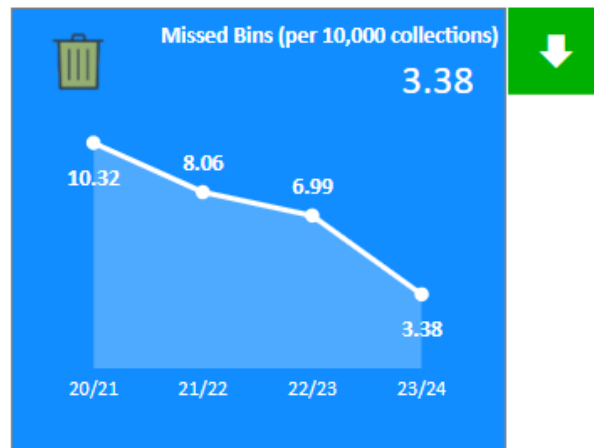
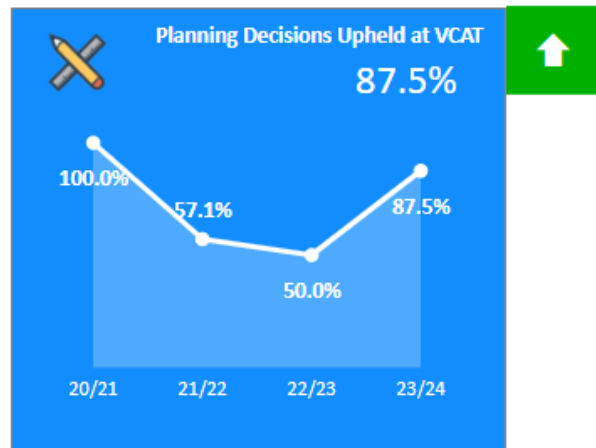
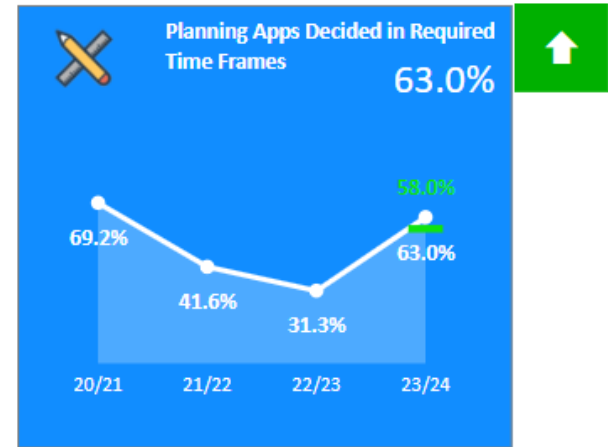
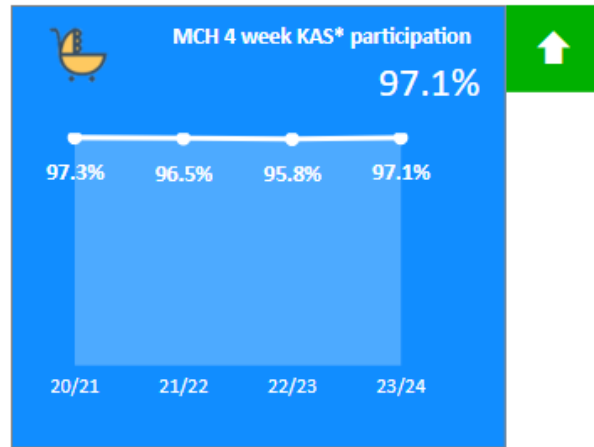
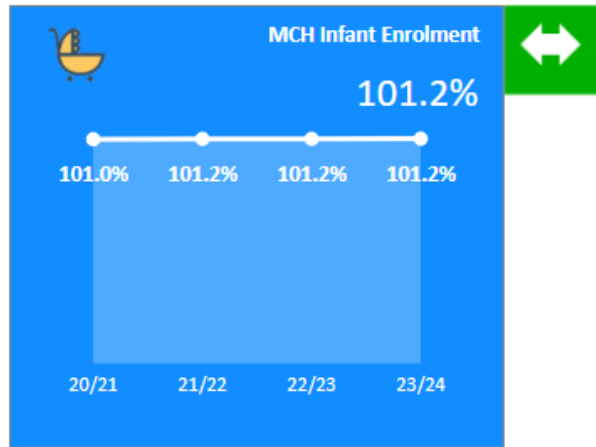
Legend: Actual results Meets Target Within Range Missed Target

LGPRF Service Measures



Q4 APR – JUN 2024

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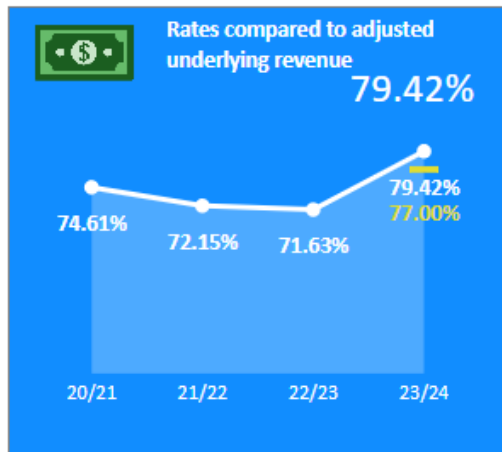
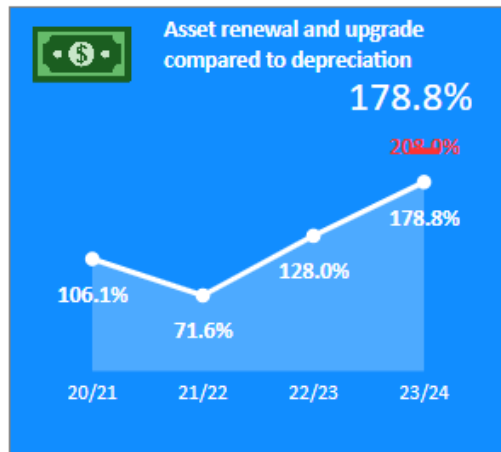
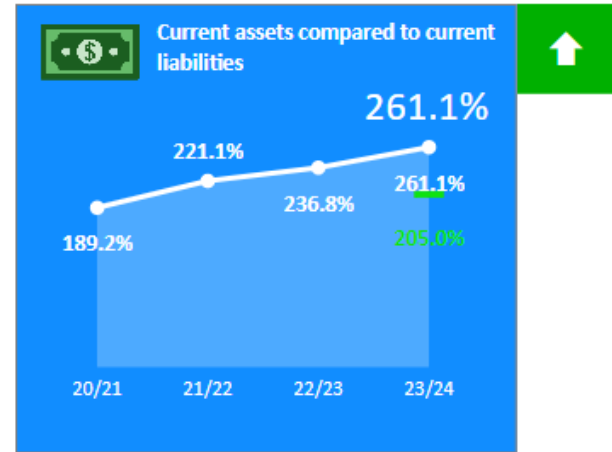
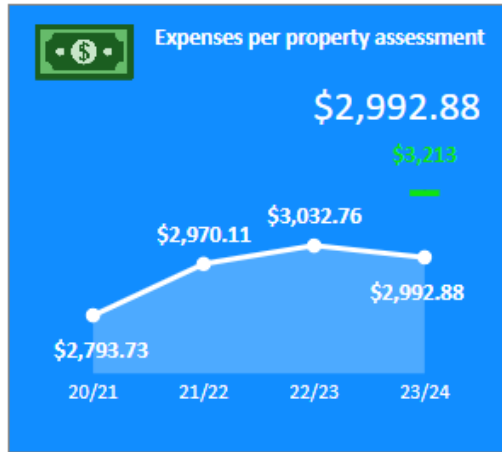
Legend: Actual results Meets Target Within Range Missed Target



LGPRF Service Measures

Q4 APR – JUN 2024

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.



Legend: Actual results Meets Target Within Range Missed Target

NOTE: The ratios have been calculated based on our current financial position, but as the audit is not yet completed, they may change as a result of any audit adjustments

CRMS Service Standards



Q3 JAN - MAR 2024

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.	15

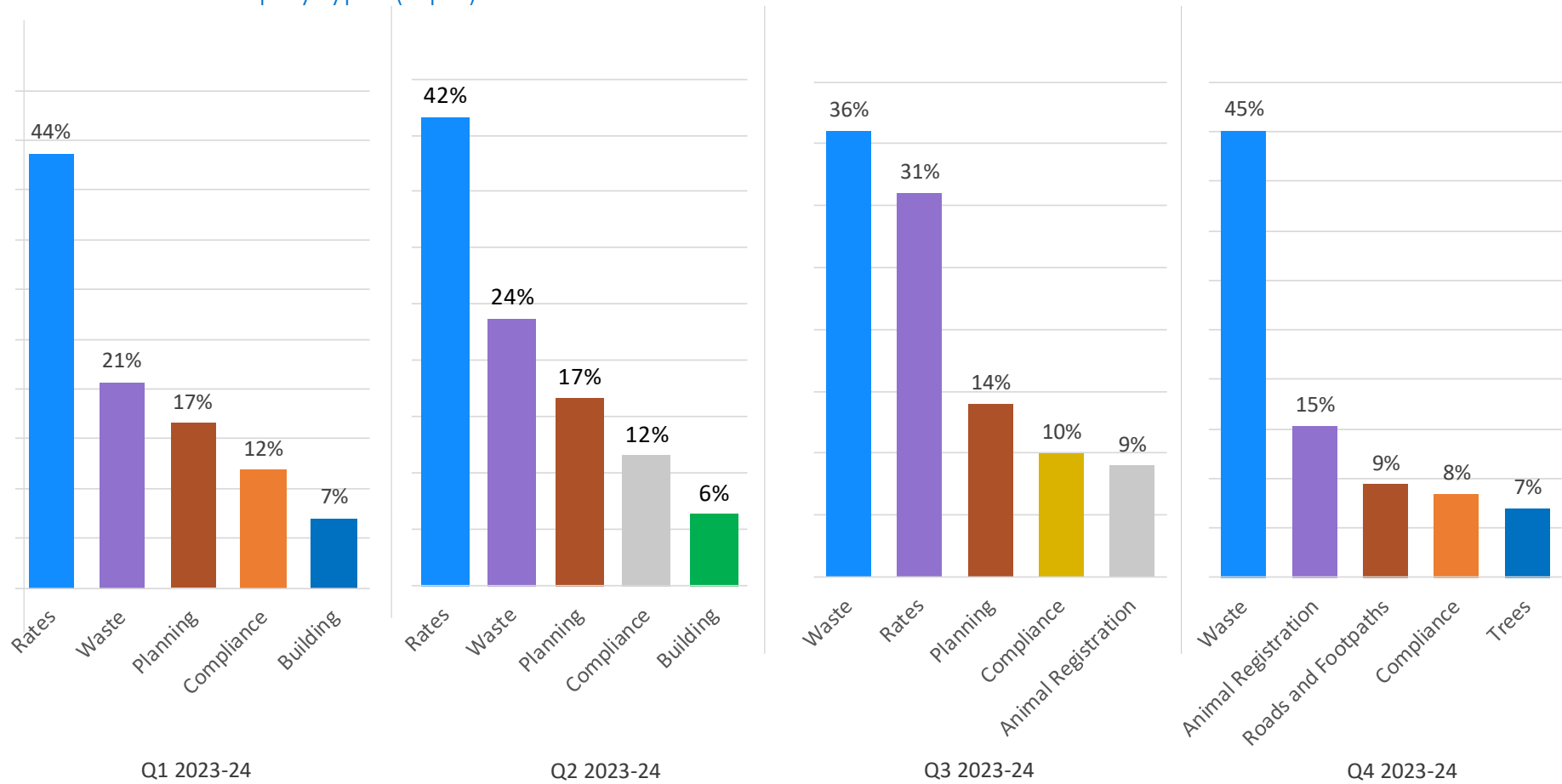


Customer Support Call Performance

Q4 APR – JUN 2024

ENQUIRY TYPE TREND OVER TIME

Distribution of enquiry types (top 5)



* Enquiry types displayed on above graphs represent 80% or more of classified incoming calls.





Cardinia Initiative Performance Report

Cardinia Shire Council

cammsstrategy

Print Date: 07-Aug-2024

Applied Filters
Date Select: 04-Jul-2023 - 30-Jun-2024
Hierarchy: Planning
Hierarchy Level: Focus Area
Hierarchy Node: All
Initiative Filter: Council Plan Initiatives

INITIATIVE SUMMARY

BY PERFORMANCE

2 OFF TRACK

27 ON TRACK



0 NO TARGET SET




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
<p>1.1.1.73 CPI - Implement the endorsed Liveability Plan Action Agenda 2021-25</p> <p>Progress Comments: Implementation of the Liveability Plan Action Agenda is on track. The Partnership Steering Group and 4 action teams continue to meet bi-monthly, consisting of representatives from the 70-plus organisations in the Liveability Partnership. Council has continued to participate in regional partnership networks for other outcome areas, including the South East Public Health Unit (SEPHU) tobacco and vaping Regional Expert Advisory Group (REAG) and Active Living REAG, and the South East Food and Nutrition Network. Council is working with partners to review Action Agenda actions for the 2024-25 financial year. Council’s Household Liveability Survey 2023 Report was endorsed, with fact sheets being developed to summarise key findings. This initiative is ongoing into 2025-26.</p>	Community and Family Services	01-07-2023	30-06-2024	Completed	100	 GREEN
<p>1.1.1.74 CPI - Continue to drive the Services for Success initiative to attract health and social services, including mental health services</p> <p>Progress Comments: Council continues to advocate for increased services and funding to support the growing community and increasing socio economic complexity. Our community relies on a whole of government approach to support cost of living pressures and to ensure services can meet the needs of our growing community. Council has contributed towards multiple submissions this year relating to food security, social housing and a State Government submission for improved funding models for the Department of Social Services Financial Wellbeing Capability (FWC) programs, to enhance access to financial and material aid support services in Cardinia Shire. Councillors and Council officers met with State Shadow Cabinet Ministers to highlight mental health service priorities for Cardinia Shire. Representatives from the Federal Department of Social Services travelled from Canberra to meet with the Mayor and Council officers to discuss urgent funding required for food and material aid services to ease the cost-of-living pressures facing residents. Council met with representative from the National Co-ordination Alliance that provides advice to the Federal Government regarding food and financial relief. Data and case studies were provided to highlight the current cost of living crisis in the shire. Council also met with Federal and State government representatives to discuss increased funding. Council’s Cardinia Support website was launched this financial year and continues to be enhanced as a local service directory listing more than 160 services, with over 12,000 views between April 2023 and April 2024. This provides residents in need access to real time information. Council continues to convene local networks with service providers to collaboratively work towards improved access for community including the Liveability Partnership, Community Workers in Cardinia Shire (CWICS) Network, Family Violence Prevention Roundtable (Together we Can) and the Mental Health and Wellbeing Action Team. Our partnerships continue to grow stronger with agencies and not-for-profit groups who continue to support residents with growing needs. In 2023-24 three new providers were attracted to Cardinia Shire. Services offered are psychosocial mental health and support, a mental health referral support service and refugee services. In addition, one existing provider has increased its service provision by a novel leasing arrangement at the Civic Centre, a great location along the trainline for commuters and workforce.</p>	Community and Family Services	01-07-2023	30-06-2024	Completed	100	 GREEN

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	Completed	100	 GREEN
<p>Progress Comments: Cardinia Cultural Centre concluded the delivery of the Summer-Autumn 2024 season and launched not just the Winter-Spring 2024 season program but also the highly anticipated Winterfest 2024 program. A season highlight from the closing program was the Beauty and the Beast, presented by the Victorian Ballet. Scheduled in the April school holiday Sip and See, the first show sold out and a second show was offered, much to the delight of the centre’s audiences of all ages. In the exhibition program, the A Wearable Canvas exhibition presented by the interstate Australian Wearable Art Festival was received with overwhelming support by audiences and the local creative community. Meanwhile at the Hills Hub, the Reconciliation Week exhibition, Dancing Between the Echoes by Emmy Webbers, was a program highlight. The team awarded 6 Cardinia Arts Grants for the 2024 round and launched the year’s Music Residency program with three artists.</p>						


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	Completed	100	 GREEN
<p>Progress Comments: The Community Safety Framework was completed and endorsed at the March 2024 Council Meeting. It provides a comprehensive evidence-based framework for the way in which Council approaches community safety to maximise impact. The framework complements the Safety Action Agenda (action plan) that has been developed by the Safer Communities Partnership to improve safety and perceptions of safety in the shire.</p>						


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	Completed	100	 GREEN
<p>Progress Comments: Accessibility improvement works are delivered through a number of different funding opportunities including Council's Access and Inclusion funding program, Community Capital Works grants program, Council's 2023-24 Capital Works Program, as well as other external funding opportunities. Projects completed or underway include the following:</p> <ul style="list-style-type: none"> • Alma Treloar Reserve new accessible public toilet - completed. • PB Ronald Reserve new accessible public toilet - completed. • Officer Scout Hall accessible car parking - completed. • IYU Recreation Reserve Athletics accessible athletics track - completed. • Koo Wee Rup outdoor pool new accessible ramp and change room – completed. • Emerald Tennis Court lighting upgrade – completed. • Pakenham Regional Tennis Centre Pavilion – completed. • Bunyip Recreation Reserve soccer upgrade and lighting – completed. • Cockatoo Tennis Court resurface and lighting upgrade – completed. • Garfield Recreation Reserve Netball Club Pavilion – completed. • Garfield Recreation Reserve Bowls Pavilion accessible toilet – completed. • Village Green playground – completed. • Waterford Rise playground – completed. • Garfield Skate Park upgrade – completed. • Pepi's Land BMX upgrade – completed. • Officer District Park – in progress. • Garfield North Community Centre – in progress. • Alma Treloar Amphitheatre – in progress. • Koo Wee Rup Bowls Pavilion will improve access and inclusion – in progress. • Worrell Recreation Reserve skate park and youth plaza – in progress. • Cora Lynn Recreation Reserve Pavilion – in progress. • Upper Beaconsfield Recreation Reserve Pavilion – in progress. • Lang Lang Community Recreation Reserve cricket nets – in progress. • Gembrook Recreation Reserve cricket nets – in progress. • Bunyip Recreation Reserve universal facility upgrade design – in progress. • Recreation reserve lighting upgrades (Mountain Road Recreation Reserve, Upper Beaconsfield Recreation Reserve, Nar Nar Goon Recreation Reserve, Toomuc Recreation Reserve, Lang Lang Tennis Club, Perc Allison Recreation Reserve) – in progress. <p>Four Community Capital Works Grant projects have been delivered since 1 July 2023. Funding is used to support community groups to upgrade and enhance facilities, improving accessibility and participation.</p>						


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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.1.17 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	Completed	100	 GREEN
<p>Progress Comments: The council maintains a proactive stance in advocating for crucial transport infrastructure, particularly The Council maintains a proactive stance in advocating for crucial transport infrastructure, including the expedited delivery of Thompsons Road to activate the Officer South Industrial Precinct. In response to a Council-initiated Notice of Motion, officers have launched an effective advocacy campaign, garnering attention and support from multiple media outlets. Council remains dedicated to promoting the “Better, Safer Roads” and “Better Public Transport” advocacy packs it has adopted. These initiatives encompass a call for a comprehensive review of the bus network service, along with advocating for significant road safety enhancements. Projects included in this advocacy include the M1 Princess Highway project, Lang Lang truck bypass project, Racecourse Road duplication, and additional upgrades to intersections along the Princes Highway. Council’s submission to the Federal Budget featured several road upgrade projects. Council continues to advocate for increased investment in transport and road projects, and identify external funding opportunities.</p>						


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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.1.2.3 CPI - Develop and upgrade shared pathways and walking tracks across the shire	Community Infrastructure Delivery	01-07-2023	30-06-2024	Completed	100	 GREEN
<p>Progress Comments: Works on the Eastern Dandenong Ranges Walking Trail within Cardinia have been completed. The 1.3km section from Edenmont Road west to Belgrave–Gembrook Rd past the historical Clematis railway station and siding area was finalised in the last year to complete the 19km of the Eastern Dandenong Ranges Walking Trail within Cardinia. This concludes the multi-year collective efforts of Council and staff to provide a continuous trail from Clematis to Gembrook including the redecking of the 75m pedestrian bridge in Wrights Rd, Avonsleigh.</p>						



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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.1.3.2 CPI - Work with the Victorian Government and relevant stakeholders to encourage sustainable supply of social and affordable housing across the shire	Community and Family Services	01-07-2023	30-06-2024	Completed	100	 GREEN
<p>Progress Comments: Council continues to meet regularly with Homes Victoria to support local delivery of future housing projects. Council has completed a refurbishment, including access improvements, to 5 seniors housing units in Cockatoo. Council continues to manage the tenancy with 2 new tenants moving into the Cockatoo address. Five seniors housing units in Pakenham continue to be leased. All 10 seniors housing units are managed and maintained by Council. In February 2023, an Expression of Interest process was undertaken for a registered housing provider to manage Council’s 2 seniors housing sites. The EOI process did not result in an application, however organisations that engaged with the EOI are providing feedback to Council on EOI barriers including process, timing and content. Officers will prepare an options paper for consideration. This work will continue into 2025-26. The Haven Foundation purchased 25 Cumberland Drive, Pakenham from Council with a Section 173 agreement to deliver social and affordable housing. Sixteen integrated social housing units were opened in August 2023, providing long-term housing with support for people with significant mental health and wellbeing concerns. As a member of the Regional Local Government Homelessness and Social Housing Group, Council participated in a joint submission to the National Housing and Homelessness Plan. A summary of the consultation phase is complete, and we await completion of the plan. In 2023-24, 24 social and affordable houses were built in Cardinia Shire, funded by Homes Victoria. Council has committed 5 lots and one dwelling through developer negotiation via section 173 agreements. Council will continue to advocate for Cardinia Shire’s housing needs as the State Government rolls out further housing reforms.</p>						

2.1.4 Advocate for increased and more connected public transport options.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>2.1.4.2 CPI - Advocate for increased public transport services, frequency and multi-modal connectivity within the shire and greater south east region</p> <p>Progress Comments: Council continues to advocate for more direct and affordable bus services. Ten recommendations put forward to the Victorian Government were: 1. Increase the frequency of bus services beginning with outer and growth area suburbs. 2. Optimise the bus network through fast and direct routes. 3. Extend operating hours to match passenger demand and improve timetable integration. 4. Strengthen the role of community transport across the network. 5. Speed up buses through on-road priority and smarter technology. 6. Plan and deliver bus rapid transit across Melbourne. 7. Improve the bus stop and interchange experience. 8. Substantially reduce bus fares relative to other models. 9. Update the Principal Public Transport Network to align it with existing and future mass transit bus routes to be delivered through Victoria's bus plan. 10. Provide funding certainty for growth area buses. Funding was successfully obtained for increased services through the Growth Areas Infrastructure Contributions (GAIC). Council will continue to advocate for projects in future years.</p>	Community Infrastructure Delivery	01-07-2023	30-06-2024	Completed	100	 GREEN


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
<p>2.1.5.3 CPI - Progress Pakenham town centre streetscape upgrades</p> <p>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, with approvals pending from the State. Council has approved Public Realm Strategy and Wayfinding Strategy for the Pakenham Activity Centre with concept designs completed. Community consultation has been completed.</p>	Major Projects	01-07-2023	30-06-2024	In Progress	80	 RED
<p>2.1.5.4 CPI - Plan and deliver infrastructure upgrades to our road network to meet the needs of the current and future population</p> <p>Progress Comments: Under the umbrella of the Better Local Roads Program, all major road infrastructure is planned for and delivered through 3 major roads programs: Sealing the Hills, Strategic Roads, and Princes Highway Intersection Upgrades. For the Sealing the Hills program, construction continues with \$41m in Federal funding to be fully spent by the end of the 2024-25 financial year. For the Strategic Roads program, Dore Road was completed in June 2024, and construction has commenced for Mt Lyall Road, leaving only 4 roads to be constructed as part of the program. Huxtable Road is programmed for construction in 2024-25. As part of the Princes Highway Intersection Upgrade program, works continue on both the Princes Highway/Bayview Road and Princes Highway/Tivendale Road intersections which are scheduled to be completed in the first quarter of 2024-25. Growth Areas Infrastructure Contribution (GAIC) funding has been received for Arena Parade and McGregor Road/Henty Way intersection.</p>	Community Infrastructure Delivery	01-07-2023	30-06-2024	Completed	100	 GREEN

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	Completed	100	 GREEN
<p>Progress Comments: • Partnered with the South East Councils Climate Change Alliance on various emission reduction and climate change adaptation projects.</p> <ul style="list-style-type: none"> • The new Toun-Nun Integrated Child and Family Centre in Officer was built following Council’s enhanced standard for sustainable buildings and was rated using the Built Environment Sustainability Scorecard. • Delivered the community Indigenous Plant Giveaway. • 100% renewable energy being procured for Council electricity use. • Created home energy and water efficiency kits, available through the library service, containing practical tools and resources to empower the community to improve energy efficiency, reduce their carbon footprint, and make sustainable choices within their homes. • Purchased carbon emissions offset to offset Council's fleet and building emissions. • Delivered household energy efficiency information at community events. • Delivered energy solutions at 3 Council facilities in the hills, which will provide community access to recharging electronic devices and use of kitchen facilities during prolonged power outages. • Delivered household energy sessions through ageing well groups, aiming to support residents with information to reduce energy costs at home while maintaining a comfortable environment. 						


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	Completed	100	 GREEN
<p>Progress Comments: The strategy action plan delivery is ongoing and on track for 2023-24. The red lid change over program is complete. The Container Deposit Scheme is functioning well with Cardinia Shire well represented with sites for residents and visitors to deposit. Council continues to work with the system operator to advocate for more sites in the rural areas. Multiple green waste management events were run to support reductions in burning off. Council is working with State and Local Government counterparts on alternatives to landfill solutions.</p>						

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	Completed	100	 GREEN
<p>Progress Comments: • Coordinated delivery of the Cardinia Creek Deer Partnership Project, including securing one new project partner.</p> <ul style="list-style-type: none"> • Provided funding 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 deliver biodiversity improvements in fire effected communities as part of the Long-Term Recovery Fund. • Coordinated the Trust for Nature Rebate Program supporting 61 properties. • Conducted biodiversity monitoring at 29 private properties and provided land management advice. • Coordinated the Environmental Friends End of Year Recognition Event. • Delivered a responsible cat ownership program in areas supporting the Southern Brown Bandicoot. • Supported the Eastern Region Pest Animal Network Leadership Forum. • Supported the Cardinia Deer Management Coalition with officer attendance at two public forums on deer management. • Progressed development of the Growling Grass Frog Conservation Management Plan for Cardinia Road Employment Precinct. • Coordinated delivery of the Cardinia Creek Deer Partnership Project, including securing funding for the 2024-25 financial year. • Conducted fauna surveys (microbats) along Cardinia Creek at Beaconsfield Flora and Fauna Reserve with members from the Friends of Cardinia Creek. • Removed willows at Pepis Land, Emerald. • Commenced a Pest Animal Local Action Plan to manage impacts associated with fox, deer and feral cats. • Commenced the Biodiversity Monitoring project surveying for Powerful Owl and Yellow-bellied Glider. • Commenced an audit of Council and Crown Land Committees of Management responsible for open space that contain indigenous vegetation to identify the need for environmental education program. • Delivered two Garden for Wildlife workshops. • Engaged with Bunurong Land Council Aboriginal Corporation through the Peri Urban Weed Management Partnership to lead a cultural restoration project. • Funded 8 community Biodiversity Incentive grants. • Facilitated and supported Friends of Cardinia Creek planting of 600 plants at Beaconsfield Flora and Fauna Reserves through Peri Urban Weed Management Partnership. • Provided funding to support 8 community Friends groups and 3 wildlife shelters. • Coordinated delivery of Council's corporate tree planting activities at Toomuc Valley, planting 2,100 native plants. 						


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	Completed	100	 GREEN
<p>Progress Comments: • Worked 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.</p> <ul style="list-style-type: none"> • Installed two 5,000-litre rainwater storage tanks at Beaconsfield Community Complex, connected to toilets and outdoor taps. • Supported development and adoption of the Western Port Catchment Integrated Water Management Action Plan. 						



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
4.1.1.1 CPI - Implement the Cardinia Community Food Strategy and Action Plan	Community and Family Services	01-07-2023	30-06-2024	Completed	100	 GREEN
<p>Progress Comments: Implementation of the Community Food Strategy Action Plan 2018-26 continues with 66 individual actions, of which 15 have been completed, 7 are ongoing, 34 are in progress and 10 have not yet started. In late 2023, Council worked in partnership with Deakin University to undertake the Local Food Environment Policy Index Assessment with a panel of experts assessing Cardinia Shire’s policy against best practice standards for food systems. In 2023, Council joined the VicHealth Local Government Partnership, under the Building Better Food Systems Module, to support the delivery of key actions in the Cardinia Community Food Strategy. Council was successful in receiving grant funding in late 2023, and has delivered co-design sessions with young people, schools and the agricultural sector to design solutions which engage young people in agricultural careers. Council has created a video series with local farms highlighting the opportunities and rewards of farming careers. This will be uploaded to Council’s media platforms and shared publicly. From 2 August to 22 September, Council will showcase the Grow Exhibition at the Cardinia Cultural Centre, featuring photos of farmers, alongside imaginative artworks about the future of farming and food created by young people. In April, Council made a submission to the Legislative Assembly Environment and Planning Committee into the Victorian Government’s inquiry into securing Victoria’s food supply. Council continues to facilitate the South East Food Movement Network, which includes key representatives from Yarra Ranges Shire, Mornington Peninsula Shire, The Community Plate, Yarra Ranges Food Connect, and Food For All Latrobe Valley.</p>						

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	Completed	100	 GREEN
<p>Progress Comments: Advocacy for the South East Melbourne Airport has continued steadily over the past 12 months. Led by GSEM (Greater South East Melbourne Councils) in partnership with Council, this advocacy priority has been shared at various forums such as a briefing with the Victorian Liberal Party Shadow Cabinet, the GSEM Delegation to Parliament House, and the National General Assembly at Canberra in July. Council continues to grow the evidence-base and support for the SEMA and is currently preparing a submission to ‘A Plan for Victoria’ which will highlight the call to action for the future SEMA to remain in its current proposed location.</p>						
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	Completed	100	 GREEN
<p>Progress Comments: Development of the Township Economic Profiles has continued, with work underway to identify potential barriers to investment, highlight opportunities for fostering and attracting investment, and explore additional economic-focused considerations essential for promoting sustainable economic growth and prosperity within our communities. Council is also creating a new Business Group Support Grants Program to provide funding for local business groups in Cardinia Shire who are working to support vibrant local economies. The program will be available to access in 2024-25. With over 1,300 subscribers, the monthly 'Cardinia Business' newsletter continues to provide important information for local businesses, including training and networking opportunities, State and Federal government updates and grant opportunities.</p>						



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	Completed	100	 GREEN
<p>Progress Comments: Council endorsed a submission to the Victorian Planning Authority for the Officer South Employment Precinct Structure Plan, to demonstrate the Centre of Excellence in the Precinct Structure Plan. The VPA supported demonstrating the Centre of Excellence on a concept plan that formed a component of the exhibited material and is being considered by the Standing Advisory Committee. Council has entered a Memorandum of Understanding with a landowner to advocate for the Centre of Excellence and commence a working group to instigate its implementation. Council is continuing discussions with the Victorian Planning Authority and education providers regarding the Centre of Excellence to facilitate innovative streams of employment that will support the local economy.</p>						

4.1.4 Drive local innovation in technology to better support 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	75	 RED
<p>Progress Comments: Council actively explored avenues for crafting a Business Innovation Strategy, aiming to fortify and invigorate the local economy through cutting-edge principles such as fostering a culture of innovation, reimagining business models and processes, and leveraging partnerships. In pursuit of this goal, a suite of initiatives designed to stimulate economic innovation was conceived, including creating a supportive environment for core-driven innovation, innovating beyond products to include services and internal processes, and analysing the competitive and technological environment. Given the impending adoption of the Economic Development Strategy, these principles were strategically integrated into the broader Economic Development Strategy to ensure a cohesive, integrated and streamlined alignment with Councils overarching vision of economic advancement and sustainability.</p>						

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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>4.1.5.3 CPI - Actively protect key heritage sites within the shire</p> <p>Progress Comments: • Coordinated the annual Heritage Grants program, supporting 4 community projects including building works, remedial works to a significant hedge and improving access to historical records.</p> <ul style="list-style-type: none"> • Supported the Nobelius Heritage Park and Emerald Museum Community Asset Committee, improving records management. • Celebrated the Australian Heritage Festival with the Nobelius Heritage Park and Emerald Museum Community Asset Committee. 	Environment and Heritage	01-07-2023	30-06-2024	Completed	100	 GREEN
<p>4.1.5.3 CPI - Develop and deliver initiatives within the Economic Development Strategy, including the visitor economy and tourism</p> <p>Progress Comments: Several key initiatives have been delivered over the last 12 months including completion of Council's first 'Business Landscape Survey', which was been used to inform the program of business development activities. Council has delivered 8 workshops and training events, with more than 145 businesses participating. The Casey Cardinia Jobs Portal has been re-launched with 287 registered employers and 8,120 registered job seekers as of June 2024. Twelve editions of the Cardinia Business Newsletter have been published, with more than 1,300 subscribers. Cardinia Supported the SELLEN Try-A-Trade event in May which saw more than 7,500 young people across the Casey Cardinia region attend. A business breakfast, followed by the first Cardinia Jobs and Skills Showcase, was held in June with more than 220 attendees. The EOI for the Business Mentoring Program has now closed and applicants are currently being assessed for roll-out in August 2024. The Tourism Advisory Committee re-convened in April and continues to await further information from the Victorian Government regarding timing of the Visitor Economy Partnerships. The 'What's On Cardinia' website continues to promote local events, activities and operators. In June 2024 there were 2,884 events posted, 764 of which were held that month. There are 630 active users of the site with approximately 2,300 views a month.</p>	Arts, Advocacy and Economy	01-07-2023	30-06-2024	Completed	100	 GREEN



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	Completed	100	 GREEN
<p>Progress Comments: Community engagement plans continue to be actively implemented across various projects and initiatives, aligning with the requirements of the Community Engagement Policy. To keep the Council informed and promote active participation, monthly reports highlighting current and forthcoming engagement opportunities are presented at Council meetings. Efforts to enhance community involvement have included distributing personalised letters, utilising QR-coded posters for surveys on the 'Creating Cardinia' online platform, and organising a series of in-person pop-ups. Additionally, meetings with local businesses and stakeholders have been instrumental in bolstering support for projects.</p>						

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	Completed	100	 GREEN
<p>Progress Comments: The long-term financial plan model was developed as part of 2024-25 budget process.</p>						
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	Completed	100	 GREEN
<p>Progress Comments: Review of the 10 year Financial Plan was incorporated into the 2024-25 budget timetable and was subject to review as part of this process. Assumptions were agreed upon as part of the budget development, and will form part of the future development of the next Financial Plan.</p>						


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	Completed	100	 GREEN
<p>Progress Comments: Quarterly Performance Reporting, including customer service outcomes, for all quarters in the financial year, were completed on schedule. Reporting for the fourth quarter is on track for completion and presentation according to the annual schedule.</p>						

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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>5.1.4.5 CPI - Implement the Cardinia Shire Advocacy Plan and work with strategic partners on shared advocacy initiatives</p> <p>Progress Comments: Council has delivered a full program of advocacy activities over the past 12 months. Council continues to work in partnership with GSEM (Greater South East Melbourne Councils) for priorities which not only impact Cardinia Shire residents, but the broader south east region. The Mayor attended the GSEM delegation to Parliament House, along with the launch of the GSEM Jobs and Skills Roadmap in June. Council has also made several submissions to State and Federal policy, including a 2024-2025 Australian Government Federal Budget submission. Council had the opportunity to present Cardinia Shire's priorities to the Victorian Government Shadow Cabinet at the Cardinia Cultural Centre in March. Along with delivery of key advocacy campaigns, Council is working to develop an Advocacy Framework to support decision-making and resource allocation for Council's advocacy efforts from 2025. The framework will include a range of tools, including resources to support the community to lead their own advocacy efforts.</p>	Arts, Advocacy and Economy	01-07-2023	30-06-2024	Completed	100	 GREEN
<p>5.1.4.9 CPI - Implement the strategy aimed at alternative revenue streams</p> <p>Progress Comments: Alternative revenue stream strategy implementation for 2023-24 has been completed. Further implementation work will continue in the 2024-25 financial year.</p>	Finance	01-07-2023	30-06-2024	Completed	100	 GREEN

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
<p>5.1.5.18 CPI - Publicly report on Council decisions made and their implementation to demonstrate transparent decision making</p> <p>Progress Comments: To ensure that Council's decisions are delivered in a transparent manner, quarterly reporting, known as the Quartey Resolution Report, is prepared and included in Ordinary Council Meeting agendas, providing a comprehensive overview of all fulfilled actions and requirements during that specific quarter.</p>	Governance, Safety and Property	01-07-2023	30-06-2024	Completed	100	 GREEN



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Cardinia Initiative Performance Report

Cardinia Shire Council

cammsstrategy

Print Date: 07-Aug-2024

Applied Filters
Date Select: 04-Jul-2023 - 30-Jun-2024
Hierarchy: Planning
Hierarchy Level: Focus Area
Hierarchy Node: All
Initiative Filter: Council Plan Initiatives

INITIATIVE SUMMARY

BY PERFORMANCE


2 OFF TRACK



2 Liveable Places

2.1 We support the creation of liveable spaces and places.

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	80	 RED
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, with approvals pending from the State. Council has approved Public Realm Strategy and Wayfinding Strategy for the Pakenham Activity Centre with concept designs completed. Community consultation has been completed.						

4 Prosperous Economies

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

4.1.4 Drive local innovation in technology to better support 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	75	 RED
<p>Progress Comments: Council actively explored avenues for crafting a Business Innovation Strategy, aiming to fortify and invigorate the local economy through cutting-edge principles such as fostering a culture of innovation, reimagining business models and processes, and leveraging partnerships. In pursuit of this goal, a suite of initiatives designed to stimulate economic innovation was conceived, including creating a supportive environment for core-driven innovation, innovating beyond products to include services and internal processes, and analysing the competitive and technological environment. Given the impending adoption of the Economic Development Strategy, these principles were strategically integrated into the broader Economic Development Strategy to ensure a cohesive, integrated and streamlined alignment with Councils overarching vision of economic advancement and sustainability.</p>						



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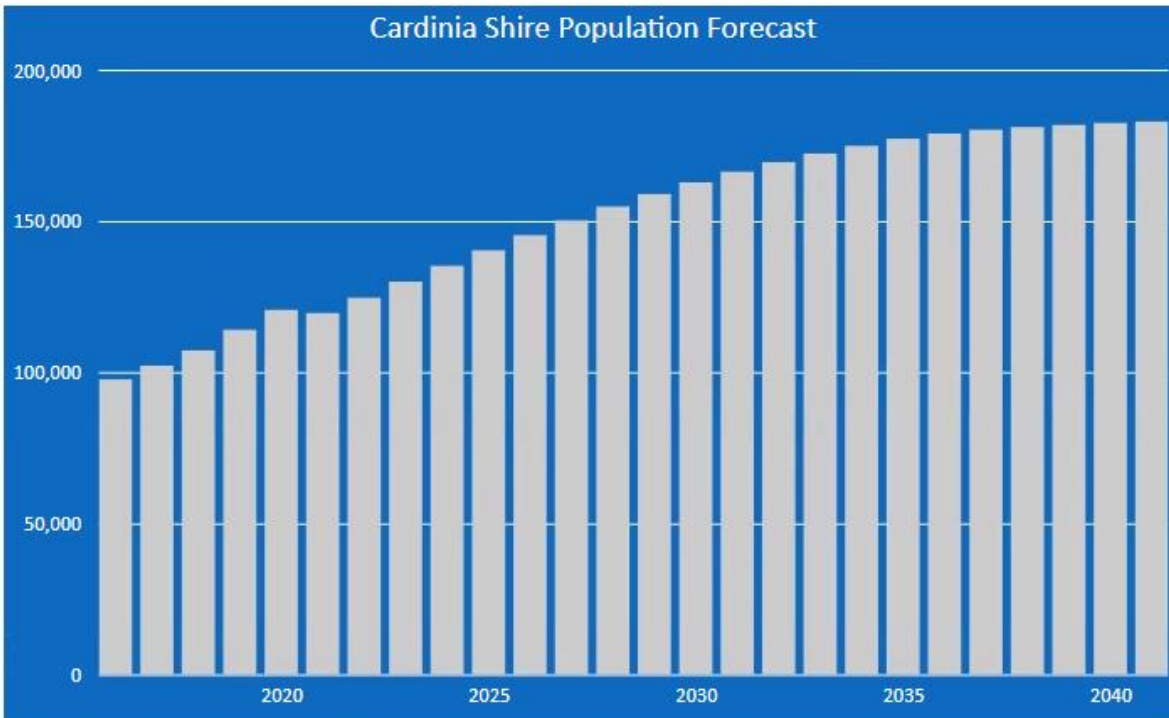


Growth Projections

Q4 APR – JUN 2024

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.



Source: <https://forecast.id.com.au/cardinia>

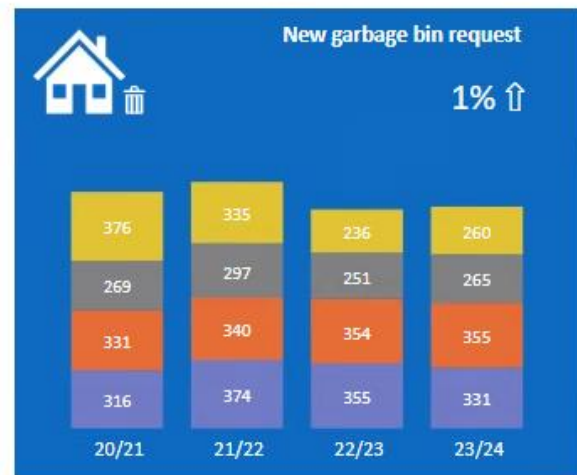
HOUSEHOLD GROWTH

YTD comparison to last year



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

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



Legend

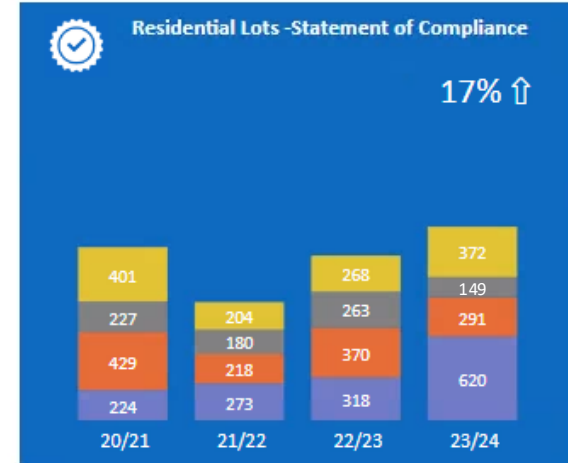
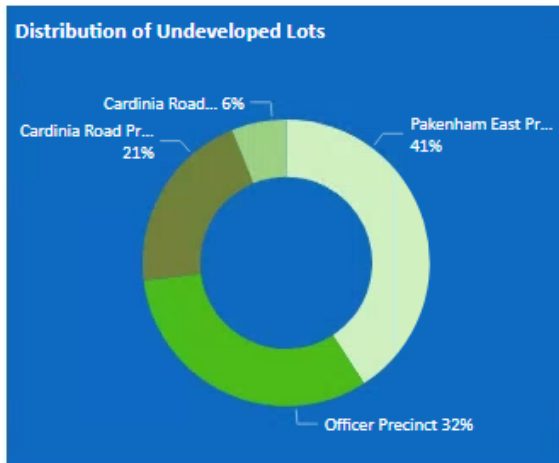
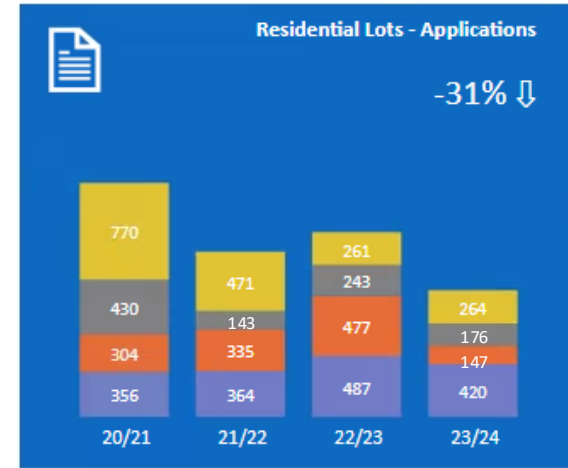
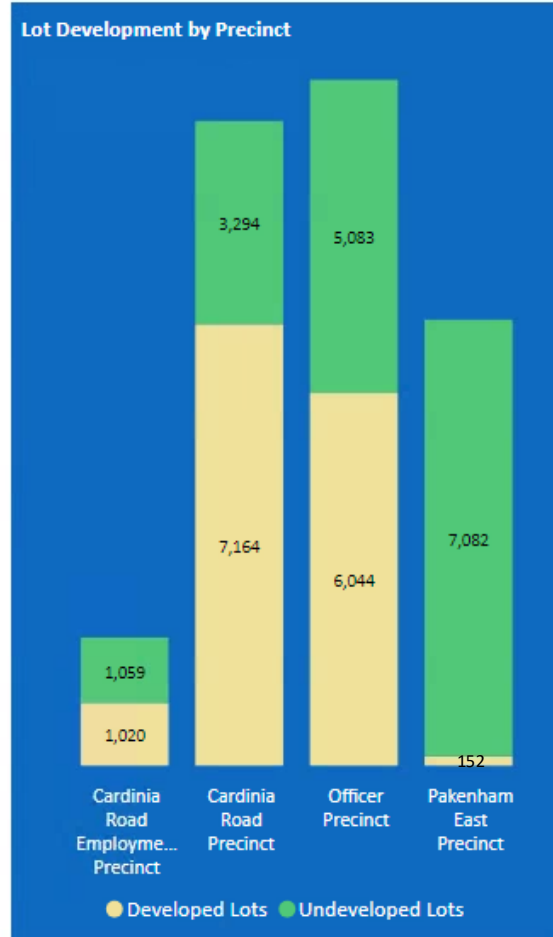
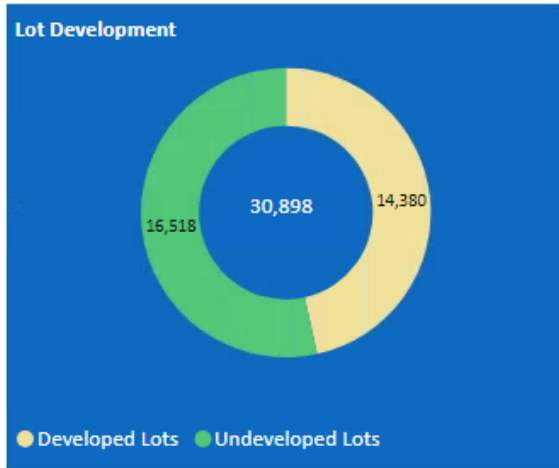
Future Development



Q4 APR – JUN 2024

RESIDENTIAL LAND ACTIVITY METRICS *YTD comparison to last year*

SUBDIVISION METRICS *YTD comparison to last year*



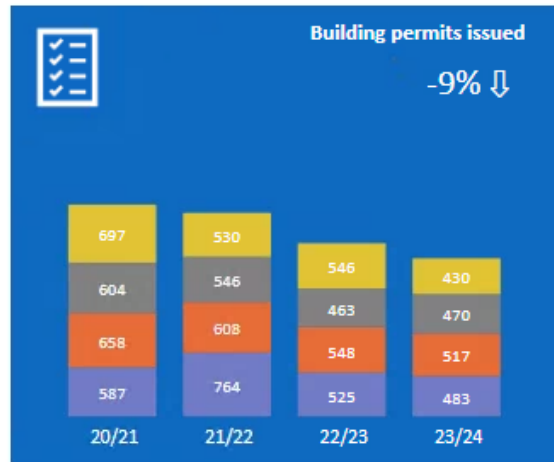
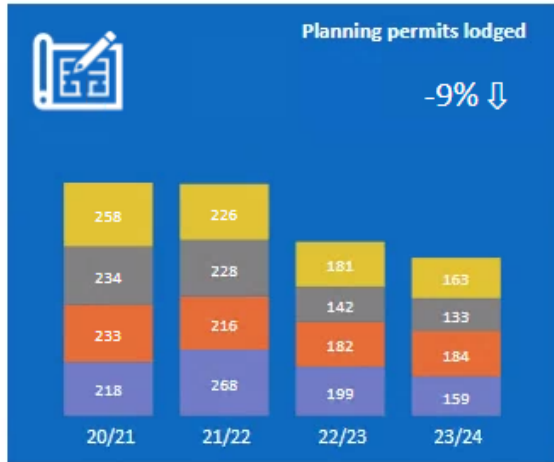
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Current Activity

Q4 APR – JUN 2024

PROPERTY METRICS *YTD comparison to last year*

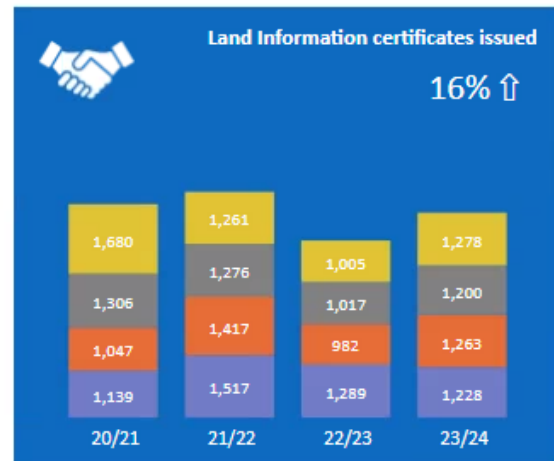
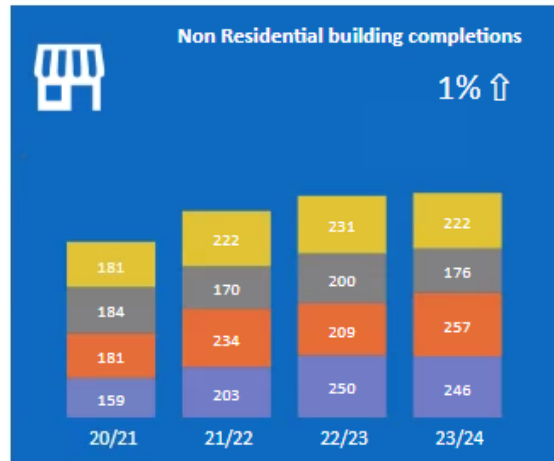
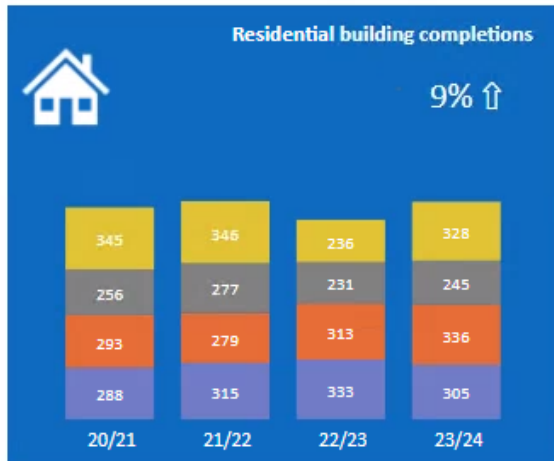


Activity within the property sector can help determine the growth rate within a municipality and therefore assist with future decision making.

Planning permits are required to make changes to a property. Changes are 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.



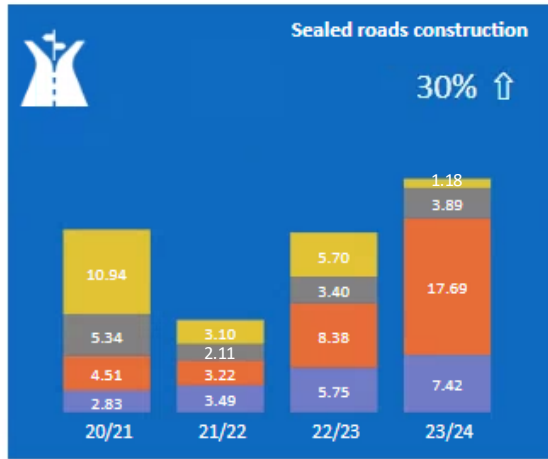
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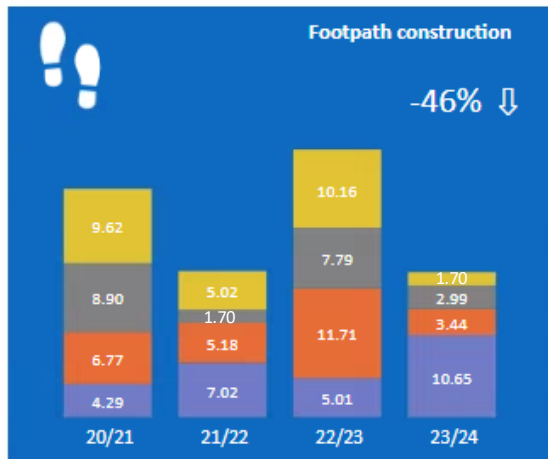
Current Activity

Q4 APR – JUN 2024

INFRASTRUCTURE METRICS *YTD comparison to last year*

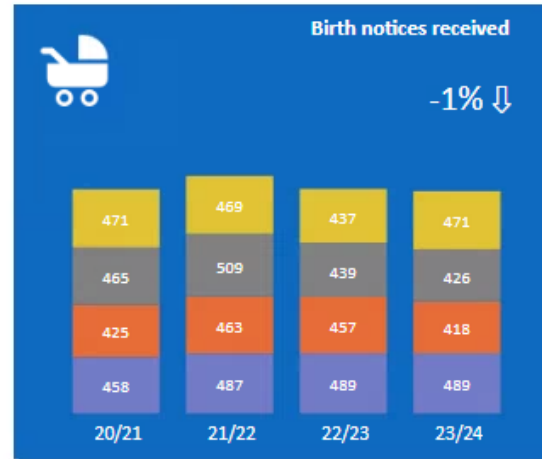


Sealed road growth is due to a combination of subdivision development and Council's sealing of unsealed roads through special charge schemes or other external funding such as Roads to Recovery.

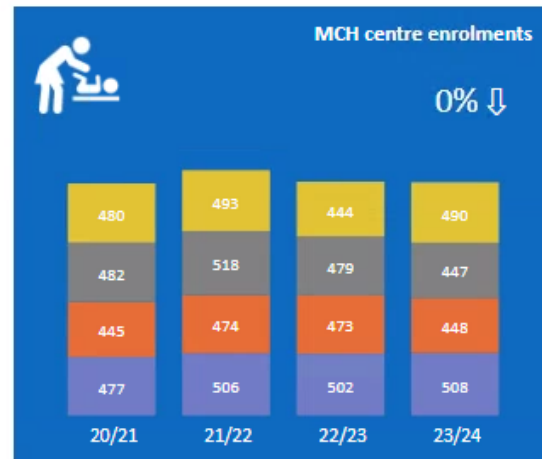


Footpath growth is due to a combination of footpaths constructed from subdivision development and Council's capital works program.

MATERNAL AND CHILD HEALTH METRICS *YTD comparison to last year*



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



Total enrolments is the number of babies and children, from birth to school age, that visit and enrol at an MCH centre, including both new born babies and children of families moving to Cardinia Shire.

Legend ■ Q1 ■ Q2 ■ Q3 ■ Q4



Council report – Q4 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.

Unconscious Bias

- **Recruitment training** was rolled out to leaders again in May 2024. These workshops provide an in-depth overview of recruitment process and practices including conscious and unconscious bias.
- **Employee Value Proposition (EVP)** promotion continues. Cardinia Shire Council's new careers website showcases 6 employees across the organisation. In addition, Cardinia Shire Council's LinkedIn page includes these employee stories on a monthly rotation. Natalie's story was first posted to promote women in non-traditional trades, promoting her positive experience starting as an apprentice to becoming a qualified mechanic at the Operations Centre.

Sexual Harassment at Cardinia

- **Contact Officer training** scheduled for Q1 - 30th July. P&C recruited (via internal EOI) additional Contact Officers in May to attend training with existing cohort.
- **Respectful Workplace Behaviours** and **Managing Underperformance** refresher training currently in development. Update to include sexual harassment as "serious misconduct" and roll out to include casual workforce in the upcoming quarter.
- People Matter survey occurs biannually (next round May 2025) and Our Voice engagement survey occurs annually due August 2024. No change in data from the previous reporting.

Gender pay gap

- **Remuneration benchmarking** was introduced in March 2023 and continues to be utilised in our recruitment process. Roles are benchmarked against the local government sector based on the position description requirements and job responsibilities and remuneration is determined based on this.
- We await the Commission's compliance check on our **2024 GEAP Progress Report** before confirming the progress of our gender pay gap.

Business Intelligence & Data Gaps

- All leaders can now access the People & Culture report via **PowerBI** that includes real time information regarding headcount by gender in the Employee Breakdown section and current FY turnover by gender in the Employee Turnover Analysis
- The opportunity to develop new ways of **collecting intersectional data** and formal flexible leave arrangements via our payroll systems continues to be explored.

Other

- Cardinia Shire Council's Progress report was submitted to the Commission for Gender Equality in the Public Sector (CGEPs) in February 2024. The report is currently being reviewed and Council will be notified of compliance status in the coming months.
- The Equality Institute facilitated a "How to conduct Gender Impact Assessment" workshop for GIA champions on 23 April 2024.
- GIA champions have been active in communicating GIA requirements to their teams and there have been seven GIAs completed in the quarter (see new section "Gender Impact Assessments completed" below).

- GIA resources continue to be updated on the C&C Cardinet page in an effort of continuous improvement for embedding GIA process across the organisation.
- The Fair for All (previously known as Social Justice & Equity) policy including GIA/EIA inclusion, is in final stages of review.

Gender Impact Assessments completed

- Customer Service Charter (Business Transformation & Customer)
- Unreasonable Customer Conduct Policy (Business Transformation & Customer)
- Community Local Law Plan (Regulatory Services)
- Gambling Harm Prevention and Minimisation (Health & Social Planning)
- Reconciliation Action Plan (RAP) (Community Strengthening)
- Background Check Policy (People & Culture)
- Equestrian Strategy Review (Sport & Active Recreation)