

**ACTIVITY REPORTS****10 QUARTERLY PERFORMANCE REPORT**

FILE REFERENCE INT178562

RESPONSIBLE GENERAL MANAGER Derek Madden

AUTHOR Jo Battin

**RECOMMENDATION**

That the Quarterly Performance Report for the July to December 2016 period be received and noted.

**Attachments**

- 1 Quarterly Performance Report 52 Pages

**EXECUTIVE SUMMARY**

To present the Quarterly Performance Report for the July to December 2016 period.

**BACKGROUND****New Councillors**

With the Victorian local government elections in October, we welcomed our sixth elected Cardinia Shire Council, comprising nine councillors – five returning and four new to the role. Cr Brett Owen was elected Mayor for 2017 and Cr Jodie Owen was appointed Deputy Mayor.

We are looking forward to working with our new councillors to support positive change and appropriate services and facilities across the shire. The group is a good mix of ages and genders, with some experienced in the role and some fresh faces, providing a dynamic and exciting energy to help steer our organisation and ensure we remain focussed on and connected to the community we serve.

**Victorian Government advocacy and funding****Increased services**

Council was delighted with the Victorian Government's commitment to increasing ambulance services in the shire with \$1.1 million to purchase a site in Pakenham for a new purpose-built modern facility. The ambulance station is part of the \$8.5 million Growth Areas Infrastructure Contributions (GAIC) fund.

We also welcomed the Victorian Government's commitment to increase police numbers by almost 3,000 officers across the state over the next four years. Council has continued to advocate to the Victorian Government in recent years to request additional police resourcing for the shire and wrote to the Police Minister and the Police Association earlier this year.

This announcement is an acknowledgment of our community's concern about increasing crime in the shire, and we look forward to seeing an increased police presence throughout Cardinia Shire in the coming months and years.

**Recreation facilities**

Council was extremely pleased to welcome Member for Eastern Victoria Daniel Mulino to the shire in November, to announce \$4.07 million from the Victorian Government's Growing Suburbs Fund to support the development of three key recreation projects:

- \$2.825 million for the Deep Creek Development in Pakenham – a regional reserve to provide open space, recreation facilities, environmental assets and education facilities.
- \$545,000 for upgrades and development of the Emerald to Gembrook Multi-use Trail.
- \$700,000 for the Growth Corridor District Playground project providing upgrades and expansions to play spaces across four suburbs.

This funding is in addition to the \$5,520,000 received in 2015, toward the delivery of the IYU Soccer Reserve upgrade and the Heatherbrae Recreation Reserve Pavilion.

Construction of Heatherbrae Pavilion in Officer was completed in November, providing local sporting clubs with a community meeting spaces, offices, change rooms, umpires' rooms and amenities. The reserve includes two football and cricket ovals with flood lights, two netball courts, two cricket nets, a half-court basketball court, tennis hit-up wall and a sensory playground. Landscaping and carpark works were also part of the \$2.767 million project.

A significant part of the \$7.7 million IYU Regional Soccer facility in Henry Road, Pakenham, has been completed and soccer competitions are being played at the reserve. The three soccer pitches include an all-weather synthetic soccer pitch and two turf pitches with lighting and the reserve also includes a half-court basketball court and children's playground. The pavilion is also well underway.

**White Ribbon accreditation**

I am proud to announce that the organisation has achieved status as a White Ribbon accredited workplace – recognition for all our work in preventing and responding to violence against women in the workplace and in the community.

Over the past 18 months, we have worked hard to create a safer and more respectful workplace, through education and training, enhanced resource allocation, improved workplace policies, and effective leadership.

This internationally recognised accreditation acknowledges the initiatives we have put in place to educate staff about the many forms of family violence, how to seek assistance if they are either using violence or are the target of it, and how best to support someone in need.

We are now all aware that our shire experiences high rates of family violence. I am proud of the efforts of staff to join the organisation in taking a stand, through their support of White Ribbon Day and other initiatives Council has joined with such as Together We Can.

**Tertiary campus to continue for our shire**

Council was pleased to receive the news that Federation University Australia will take responsibility for Monash University's Berwick Campus. The university will offer courses at the campus in 2017 and take full operation from Monash University in 2018.

This is great news for the shire and we are pleased that education opportunities will continue to be offered to prospective students so close to home. The closure would have had a direct impact on students, forcing more of our young people to travel great distances to study. Having this campus continue, not only means local education opportunities, but also ensures employment opportunities for teachers and administration staff are kept closer to the shire.

Council continues to advocate to both federal and state governments to increase education provision in the shire. We hope to work closely with Federation University Australia over the coming year to ensure course options and degree subjects support our local students' aspirations.

### **New facilities – Arena Child and Family Centre**

Construction of the Arena Child and Family Centre in Officer was completed and the centre prepared for commencement at the beginning of Term 1, 2017, with two four-year-old groups and one three-year-old group, and a wrap-around service available to provide longer hours of care for working parents.

The centre will offer comprehensive services to the community (from maternal and child services to kindergarten) in a purpose-built centre; including a consulting room, kindergarten, and a community room available for hire by the general public. We hope this centre will become a great hub for families of young children to develop supportive social networks.

The \$2.7 million project was supported with a contribution of \$650,000 from the Victorian Department of Education.

### **New flexible plastic collection**

Council launched a new collection service for residents to be able to recycle plastic bags and soft, flexible plastic packaging via the kerbside recycling service in December.

We are proud to be part of this initiative, along with three other Victorian councils, the Australian Packaging Covenant and SKM Recycling, as part of the Victorian Government's 'Metropolitan Local Government Waste and Resource Recovery Fund'.

To launch the service, all Cardinia Shire households were provided with promotional plastic bags to start bundling items for collection along with their regular recycling, assisting Council in reducing the huge amount of plastic that ends up in landfill.

Flexible plastics recovered in this way will be recycled into a range of products including bags and packaging material, trays and general purposes containers, playground equipment, and textiles for clothing, toys and furniture.

### **Policy implications**

Nil

### **Relevance to Council Plan**

A major component of the attached report details progress in delivering the actions adopted to deliver the Council Plan.

### **Consultation/communication**

Nil

### **Financial and resource implications**

There are no financial implications involved in receiving this quarterly performance report.

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**Conclusion**

It is appropriate to receive the quarterly performance report and note the contents.



Cardinia Shire Council

# Quarterly Performance Report

Quarter 2 October - December 2016-17

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## CEO's report

### New Councillors

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### Victorian Government advocacy and funding

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**Garry McQuillan**  
Chief Executive Officer  
Cardinia Shire Council

## **Government interaction**

### **Government Advocacy**

Advocacy for the quarter was very limited due to the caretaker period and associated Council Election

### **Grant applications**

For the six months ended December 2016 33 grant applications have been lodged for a variety of projects across the Shire totalling over \$30M.

Significant announcements in regard to the Growing Suburbs Fund grants were released during the quarter and Council was successful in receiving \$2,800,000 for the Deep Creek Reserve project, \$500,000 for the Emerald Gembrook Trail and \$700,000 for district playgrounds in the growth corridor.

### **Legislative Program**

Due to the time of year and the conduct of the Council Election little legislation affecting the Council was considered by the State Government during the reporting period.

It is anticipated that a draft of the new Local Government Act will be released by the State Government during the 2017 calendar year and Council will be providing constructive comment and feedback on the Bill. The rewrite of the 1989 Act is long overdue and should remove many of the anomalies in the legislation that has occurred over time due to many ad-hoc amendments being made to the legislation over the past 26 years.

## Major capital projects

The following are the major projects currently underway to deliver improved transport and facilities in the Shire. These are projects that have a value over \$500,000.

<b>Name</b>	<b>Regional Soccer Facility (Henry Road) – Stage 2</b>
<b>Description</b>	Regional Soccer Facility- Construct synthetic playing surface as identified in master plan
<b>Comment</b>	Construction of the synthetic soccer field and playing field lighting is completed. Interface Growth Fund (IGF) grant received for the project.
<b>Start</b>	June 2014
<b>End</b>	June 2018
<b>Cost</b>	\$7.7m

<b>Name</b>	<b>Heatherbrae Reserve (Formally Gum Scrub Creek) Officer</b>
<b>Description</b>	Develop Heatherbrae Recreation Reserve
<b>Comment</b>	Pavilion has been handed over to Council and awaiting certificate of occupancy once gas connection has occurred. Likely to have occupancy by the end of January.
<b>Start</b>	December 2011
<b>End</b>	November 2016
<b>Cost</b>	\$7.05m

<b>Name</b>	<b>Arena Double Kindergarten</b>
<b>Description</b>	Arena Child and Family Centre
<b>Comment</b>	Arena Child Care centre achieved Practical Completion in November 2016. Certificate of Occupancy has been also issued and the site handed over to the client.
<b>Start</b>	October 2015
<b>End</b>	October 2016
<b>Cost</b>	\$2.7m

<b>Name</b>	<b>Lang Lang Sporting Facilities – Stage 1</b>
<b>Description</b>	Site works, services, playing field construction, lighting, etc
<b>Comment</b>	Park funding from Bendigo Community Bank.
<b>Start</b>	Feb 2017
<b>End</b>	Jun 2018
<b>Cost</b>	\$5.5m

<b>Name</b>	<b>Chandler Pavilion Recreation Reserve</b>
<b>Description</b>	Refurbishment of change room facilities.
<b>Comment</b>	Works approximately 85% complete with sewerage connection and lift installation likely to occur early to mid-February. Works due to be completed late February/early March.
<b>Start</b>	Sept 2016
<b>End</b>	March 2017
<b>Cost</b>	\$1m

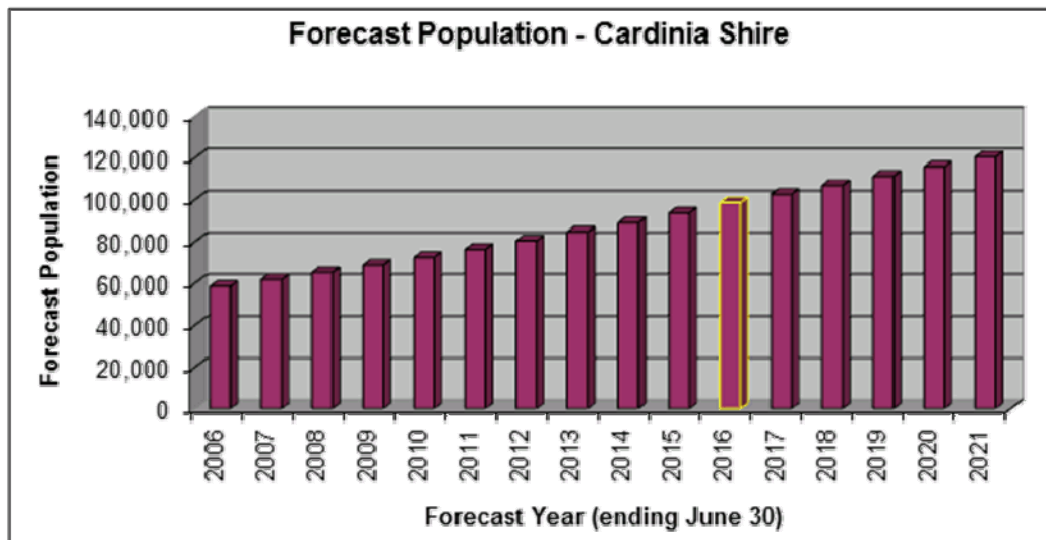
<b>Name</b>	<b>Emerald Netball Pavillon/Courts</b>
<b>Description</b>	Construction of 4 netball courts.
<b>Comment</b>	Awaiting planning approval.
<b>Start</b>	Feb 2017
<b>End</b>	June 2018
<b>Cost</b>	\$1m

## Cardinia Shire growth indicators

Cardinia Shire is a growing community. This growth places demands on both our service and infrastructure provision. This section contains key indicators of growth that are combined with population projections to plan our activities.

Figure 1 illustrates that, in 2006, the total population of Cardinia Shire was estimated at 58,540 people. It is expected to experience an increase of over 62,200 people to 120,748 by 2021, at an average annual growth rate of 4.95 per cent per annum over 15 years.

*Figure 1. Forecast population – Cardinia Shire*



\* Data .id Consulting

**Property**

**Subdivisions – residential lots**

Residential lots data is a lead indicator and highlights residential development activity that drives much of the growth in demand for council’s services and facilities. Residential Applications have reduced slightly this quarter however Statement of Compliance figures have increased considerably.

Figure 2 illustrates that there were 534 lots in application for the certification of plans of subdivision this quarter. Results are 3% lower than the previous quarter. Applications are 36% lower than the same time last year.

**Figure 2. Residential lots – applications**

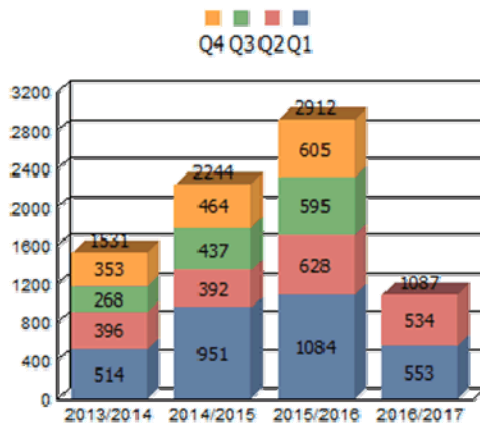
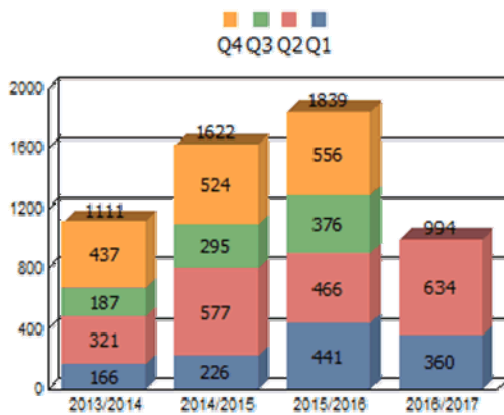


Figure 3 illustrates that there were 634 lots for which a statement of compliance was issued this quarter allowing for the sale and development of individual lots. This is a record four year high. Results are 76% higher than the previous quarter and 10% higher than the same time last year.

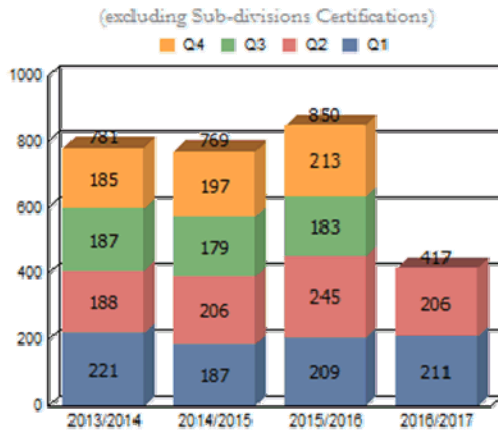
**Figure 3. Residential lots – statement of compliance**



**Planning applications**

Figure 4 highlights the level of development activity in relation to applications for planning permits. There were 206 planning applications this quarter, 2% lower than the previous quarter. The year to date figure is 8% lower than the same time last year.

*Figure 4. Planning permit applications received*



**Building permits**

Building permits are required for both new buildings and alterations to existing buildings. Figure 5 to 7 highlight the level of development activity in relation to building permits and building completions for both residential and non-residential buildings. Residential Building completions are up this quarter but overall building activity is levelling.

Figure 5 illustrates that there were 535 building permits issued this quarter. That is a decrease of 20% from last quarter and a 3% lower than the same time last year.

*Figure 5. Total building permits issued*

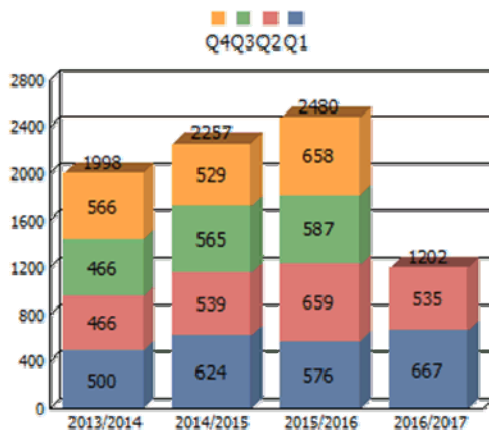


Figure 6 illustrates that there were 392 residential building completions this quarter. That is an increase of 6% from the previous quarter and 3% higher than the same time last year.

**Figure 6. Residential building completions**

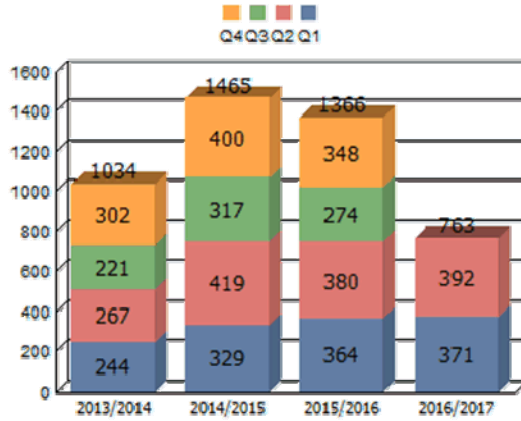
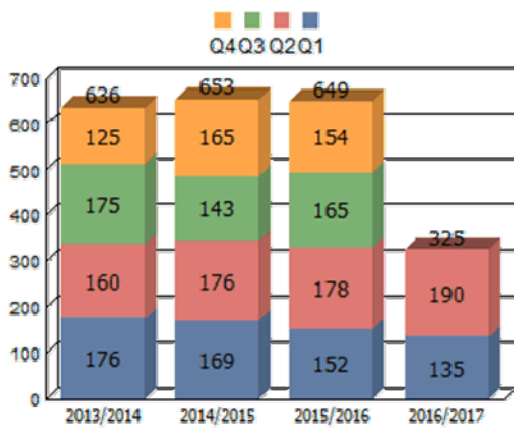


Figure 7 illustrates that there were 190 non-residential building completions this quarter. That is an increase of 41% from the previous quarter but 2% lower than the same time last year.

**Figure 7. Non-residential building completions**



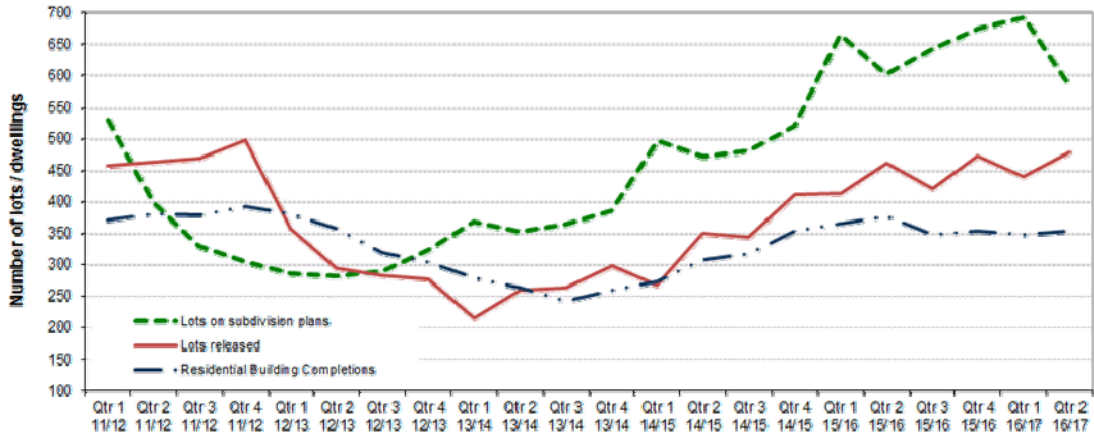


**Residential land development indicators**

These indicators combine the residential growth pipeline on the one trend graph. A five-quarter rolling average is used to smooth out the peaks and troughs within the quarterly data and to recognise emerging trends.

The data in Figure 8 is based on the quarter on quarter information beginning from the July quarter 2011-12.

**Figure 8. Residential land development indicators**



The average number of **lots submitted for subdivision** reached a record low in the 2nd quarter of 2012-13 with 282 lots. Numbers peaked in the first quarter of 2014-15 at 496 and then again in the first quarter of 2015-16 at 664. Last quarter figures were at a record five year high with an average of 687 lots submitted for subdivision. The current average number of lots has dropped to 583. Numbers are expected to increase as the Officer Precinct development progresses.

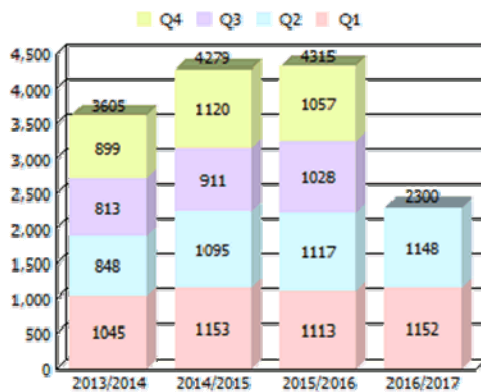
The average number of **new lots released** onto the market has been steadily increasing since the 1st quarter of 2013-14. Numbers have increased this month with an average of 478 lots released. The average number of **dwelling completions** is 353 and is levelling. These are lag indicators and are expected to rise within 6 to 12 months as land development progresses.

**Land information certificates**

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.

Figure 9 illustrates that there were 1148 certificates issued this quarter, on par with the previous quarter. Year to date results are 3% higher than the same time last year, an indication of a stabilised property market.

*Figure 9. Land information certificates*



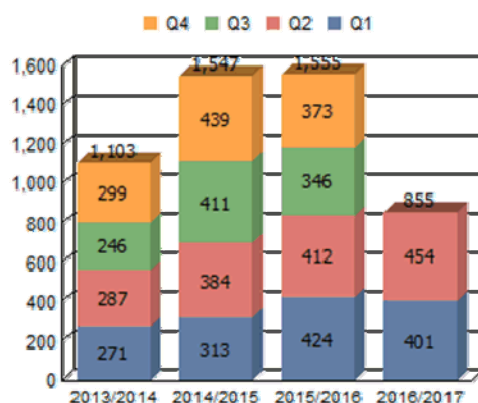
**Household garbage service**

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.

Figure 10 illustrates that there were 454 new bins requested this quarter, 13% higher than last quarter and a four year record high. The year to date total is on 2% higher than last year, indicating a rise of new households.

The daily average of new households established within the Shire increases to **five** families per calendar day for the quarter. The year to date growth indicator increases to **five** new families per calendar day.

*Figure 10. New household garbage service volumes*



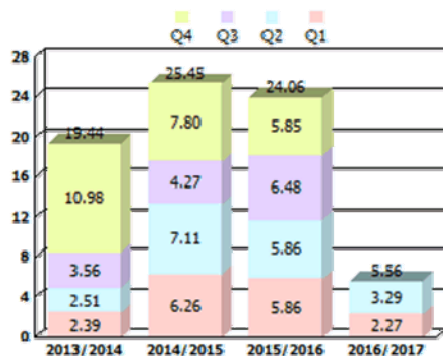
## Roads and footpaths

### Sealed roads

The sealed road network is currently 652 km in length. 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. The road maintenance program is conducted in accordance with Council's Road Management Plan and is supplemented by cyclic maintenance programs including annual road resealing and rehabilitation.

Figure 11 illustrates that there was an additional 3.29km of sealed roads constructed this quarter, 45% higher than the previous quarter. The year to date total is 53% lower than at the same time last year. This is a result of higher levels of rainfall during winter and early spring which has restricted the rate of construction.

*Figure 11. Additional kms of sealed roads constructed*

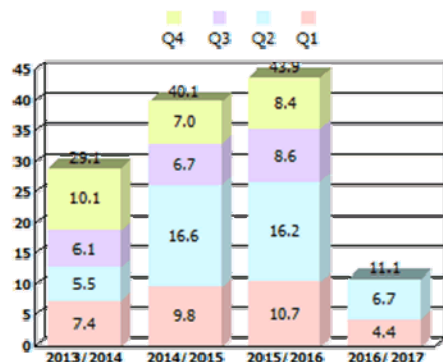


### Footpaths

Footpaths are an important means of improving community cohesion by providing for pedestrian traffic around our communities. The footpath network is currently 604 km in length, with an average growth rate of 35 km per year. This growth is due to a combination of footpaths constructed from subdivision development and Council's capital works program. The total construction for 2016-17 is expected to be at a similar level to the past two years.

Figure 12 illustrates that there was 6.7km of footpaths constructed this quarter, 52% higher than the previous last quarter. The year to date total is 59% lower than at the same time last year due to a higher level of rainfall which has restricted construction.

*Figure 12. Additional km of footpaths constructed*



## Customer responsiveness

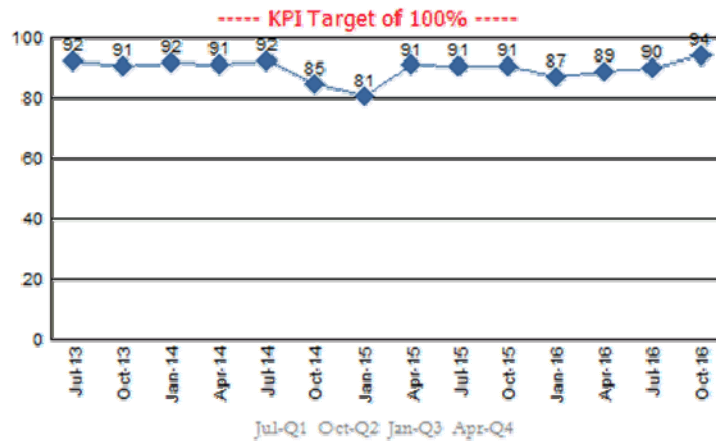
This section shows performance in relation to two fundamental areas of responsiveness: - actioning inwards correspondence, (mail, fax, email) and actioning service requests.

### Inwards correspondence – (Mail, fax, email)

**KPI target: 100 per cent of inwards correspondence requiring action, to be acknowledged within 10 days.**

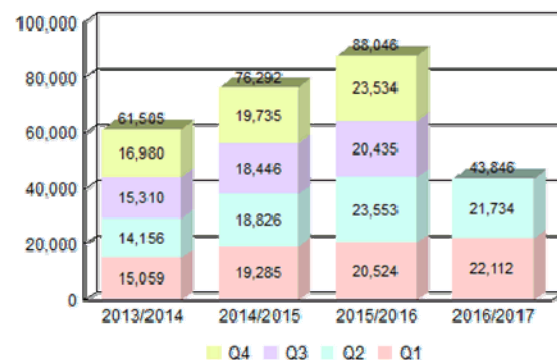
An Action Referral is an item of inwards correspondence received via mail, fax or email, requiring a response. Figure 13 illustrates that an average of 94% of Action Referrals this quarter were acknowledged within 10 days, 4% higher than the previous quarter. Performance reports are distributed to all managers on a fortnightly basis and this is contributing to a higher level of consistency in relation to actioning correspondence.

*Figure 13. Inwards correspondence –action referrals in time: KPI percentage by quarter*



The volume of inwards correspondence is expected to increase, relative to our population growth and as Council's services are expanded and enhanced to meet the growing needs of our community. Figure 14 illustrates that there were 21,734 action referrals this quarter, 2% lower than the previous quarter. The year to date total is 1% lower than the same time last year and trending upwards.

*Figure 14. Inwards correspondence – action referrals volumes*



**Service requests**

**KPI target: 90 per cent service requests finalised in time.**

Figure 15 indicates that the KPI target of 90% has been met in all periods. An average of 88% of service requests were finalised in time for the quarter, 1% lower than the previous quarter.

*Figure 15. Service request in time: KPI per cent by quarter*

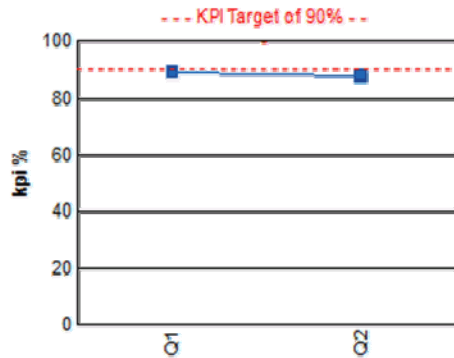
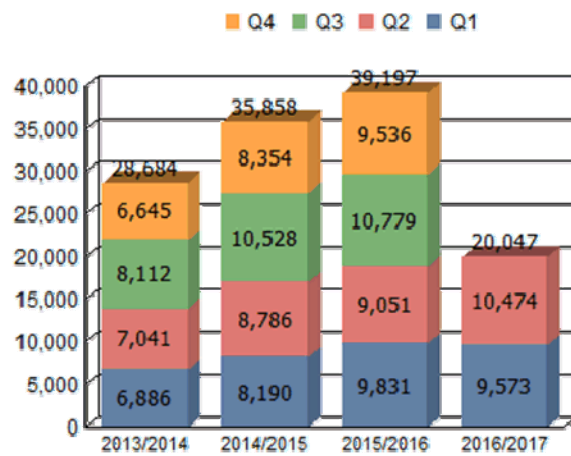


Figure 16 illustrates that there were 10,474 service requests this quarter, 9% higher than the previous quarter. The year to date total is 6% higher than the same time last year, indicating an upwards trend in requests.

*Figure 16. Service request volume*



## Sustainable service

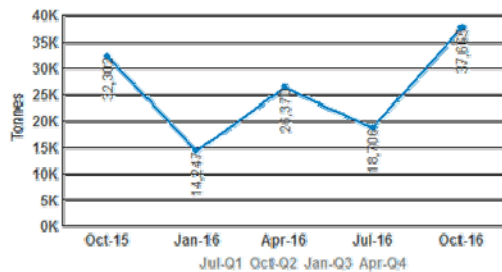
The sustainable service indicator set provides a variety of volume type indicators relating to a core service delivery to the community. These are not an exhaustive set, but have been chosen to reflect some of the breadth of council's obligations.

### Unsealed roads and surface drains

In addition to the sealed road network, council maintains a large unsealed road network which is 873 km in length with an annual maintenance budget of in excess of \$3.3 million. Maintenance works consist of both grading and resheeting done on a cyclic basis along with response to defects caused by adverse weather conditions such as storms or long dry spells. All works are conducted in accordance with council's road management plan which ensures that the network

Figure 17 illustrates that there were 37,665 tonnes of unsealed road resheeting this quarter, 101% higher than last quarter and 16% higher than the same time last year.

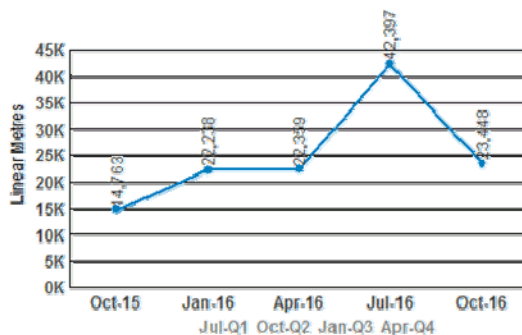
Figure 17. Unsealed road resheeting (tonnes)



Council also maintains over 2000 km of open surface drains. These drains are cleaned out using a maintenance system which is driven by proactive inspections and reactive works according to Merit, and supplemented by responding to flooding issues following storms. Works are undertaken on a priority basis based on risk to property or person.

Figure 18 illustrates that there was 23,448 linear metres of surface drains cleared this quarter, 45% lower than last quarter. The increase in the linear metres of surface drains cleared in September is due to the use of a tractor mounted rotary drainer. This machine is able to complete vast distances in a short time frame compared to other types of machines used by Council. However it has limitations in its ability to clean certain types of drains and is also restricted to the wetter months of the year.

Figure 18. Surface drains cleared (linear metres)



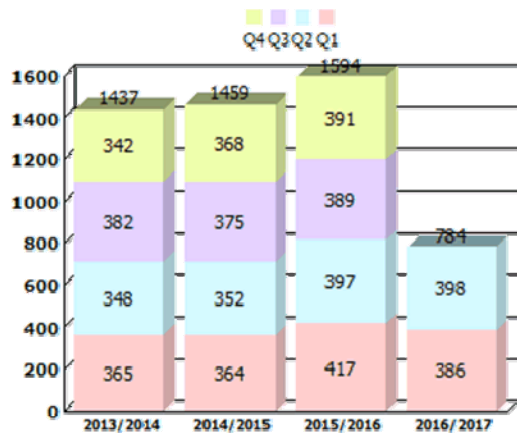
**Community**

**Maternal and Child Health (MCH)**

The Maternal Child Health Service is a State Government and Council funded service for families who have children aged birth to school age. The service provides support to parents, offering information and advice on issues related to child health and development, parenting, maternal health and wellbeing as well as providing groups for first time mothers.

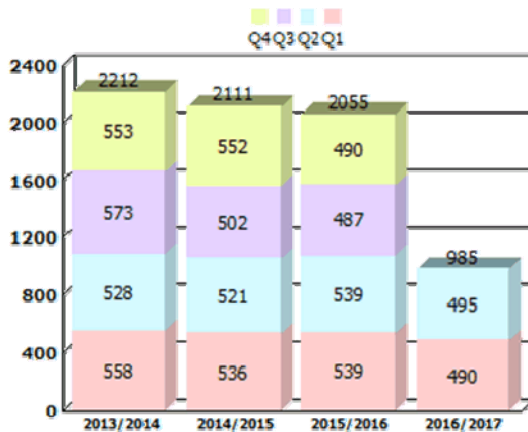
Birth notices are the number of notifications received from hospitals of newborn babies in the municipality. Figure 20 illustrates that there were 398 birth notices this quarter, 3% higher than the previous quarter and 4% lower than last year.

*Figure 19. Maternal and Child Health birth notices*



Total enrolments are the number of babies and children zero to school age that visit and enrol at a MCH centre, including both new births and children of families moving to Cardinia Shire. Figure 21 illustrates that there were 495 enrolments this quarter, 1% higher than last quarter and YTD figures are 9% lower than last year, indicating a downwards trend in enrolments.

*Figure 20. Maternal and Child Health new enrolments*



\* New software introduced November 2015.

### Number of youth interactions

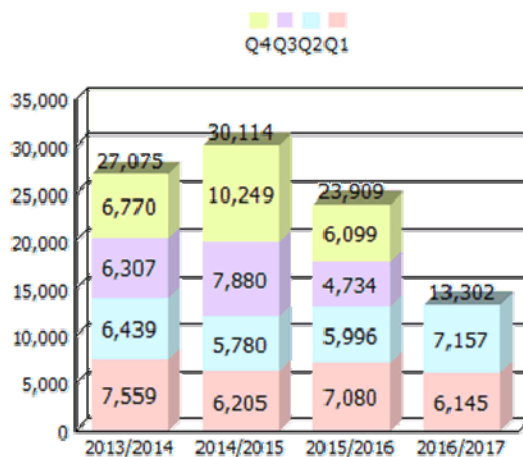
Cardinia Shire Council Youth Services provides a range of activities, programs and services for young people aged 12 to 25 years that reside in or have a strong connection to the municipality. Services are provided from My Place Youth Facility, in schools and community venues across the Shire.

People have been access services and programs from My Place since January 2013. My Place is Council's youth facility where young people, parents and professionals can access information and advice on a range of topics including health and wellbeing, education and training, drugs and alcohol.

My Place represents not only Council Youth Services programs but other service provider programs and services as well. The Mobile Youth Bus (MYBus) was introduced as a service in June 2009 which gave a healthy boost to the number of contacts. The Mobile Youth Bus was decommissioned from October 2015 with a new model of Youth Outreach implemented. The number of contacts with young people has decreased as a result of the change which has included the delivery of targeted programs and activities which meet school, youth and community needs. Lunch time visits attracted large numbers of young people through the service.

Figure 22 illustrates the number of contacts with young people over a 4 year period. The chart reflects the total cumulative number of young people (not individuals) that participated in activities, programs and services. This quarter there were 7,157 contacts with young people. Results are 17% higher than the previous quarter and 2% higher than the same time last year.

**Figure 21. Engagement with young people**



\* New targeted program introduced Q2 2015/16

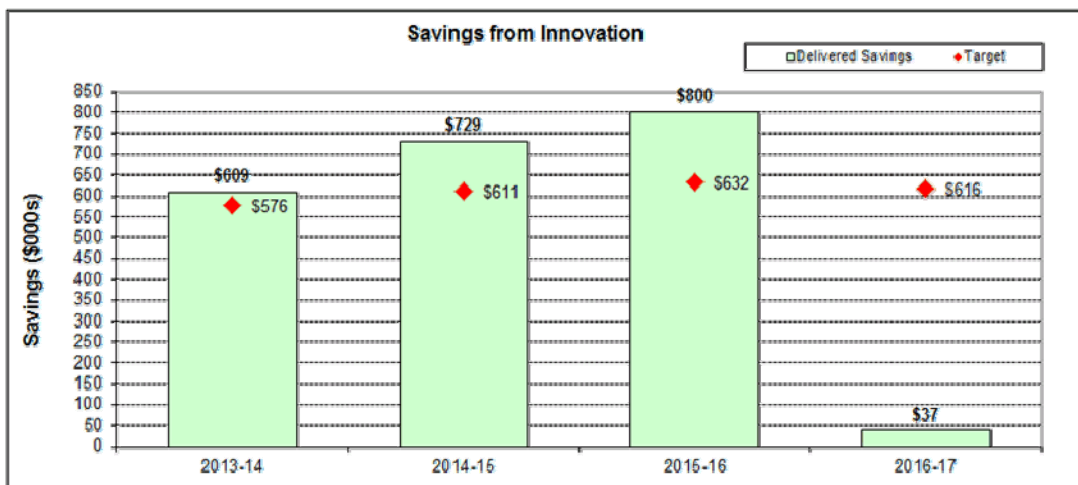



## Business innovation

A key element in ensuring the sustainability of our service delivery is continuing to strive for the best utilisation of resources in delivering those services. One way we measure this is by quantifying the innovation or improvement in how we do things. We measure this in terms of the number of initiatives, and the savings (direct or opportunity) those initiatives realise.

We currently have a target of delivering 2 per cent of our salary budget in savings each year. Our target in 2016–17 for improvements is to deliver a minimum of \$616,000 in savings. There are currently 73 improvement projects that have been identified which have delivered savings of \$37,400, which is 6% of the target.

Figure 22. Business improvements



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### Our People

We support a variety of needs and lifestyles through programs and activities that promote and develop the wellbeing of Cardinia's people.

**We want to Achieve:** Access to a variety of services for all

**To achieve this we will:** Continually review services to ensure those offered meet community needs

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
In line with World Health Organisation Guidelines, work in partnership with older people to develop and implement key actions from the Age Friendly Strategy 2015-2019. The focus for 16-17 will be a place-based project in Lang Lang	Sessions facilitated with seniors from the Lang Lang Historical Society and Grade 5/6 from Lang Lang Primary School to explore early life in Lang Lang. The students worked closely with the seniors and then developed their own self-expression piece of art work depicting their interpretation of Lang Lang in days gone by.  Dec 16: Through the hands on delivery of the Cardinia Shire Age Friendliness Survey, consulted with a broad range of older residents from across the shire, including Aged Care facilities, Mens Sheds, Senior Citizens clubs, U3As, Community Houses, Libraries, Meowacare. Established the Cardinia Shire Age Friendly Alliance Group	Community Strengthening	Jun-17
Comely Banks Integrated Children's Facility (Officer) – design facility and tender construction	Design is completed and tender period has expired, currently working through tenders submitted with a view to selection of successful bid. Client side Project Manager has been selected for the construction phase,	Buildings and Facilities	Completed
Arena Children's Centre (Officer) - Arena Children's Centre (Officer) - complete construction and fit-out of the facility and open January 2017	The construction of the Children's Services Centre is complete with Certificate of Occupancy achieved. Project is currently in defects liability	Buildings and Facilities	Completed
Evaluate Henry Family Children's Centre (Pakenham) in conjunction with Monash Health and in particular the success of the paediatrician and GP model developed in 2015-16 as a model to be adopted within the Pakenham Health Hub	Evaluation framework drafted and planning for consultation will take place early January 2017	Community Services	Jun-17

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### Our People

We support a variety of needs and lifestyles through programs and activities that promote and develop the wellbeing of Cardinia's people.

**We want to Achieve:** Access to a variety of services for all


**To achieve this we will:** Continually review services to ensure those offered meet community needs

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Review Child and Family Plan and Youth Strategy in line with the review of Municipal Public Health and Wellbeing Plan and ensure that a range of community service providers, community members, children and young people are able to shape the priority setting and that up-to-date research helps inform the local planning	Initial scoping has taken place with timelines set for engagement plan and analysis of findings. Planning is in conjunction with the development of the priorities identified for the Liveability Plan. Consultation design currently underway	Community Services	Jun-17

**We want to Achieve:** Access to support services and programs for young people

**To achieve this we will:** Advocate for increased locally based health services to support young people

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Undertake playground upgrades at Garfield Recreation Reserve. Rotary Park (Garfield)	Consultation is occurred in November 2016 with an installation to occur late in the 2016/17 financial year.	Operations	Jun-17
Work with the Youth Strategic Reference Group to identify priorities to be reflected in Child, Youth and Family Plan and ensure there is a focus on vulnerable young people and families	Youth Strategy Reference Group undertook a review of the 2012-2016 Youth Strategy in June 2016. Review highlighted areas which need to be rolled over into the Child Youth and Family Plan. Further consultation with the reference group will commence in 2017 with the development of the draft child, youth and family plan.  December 2016	Community Services	Jun-17

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### Our People

We support a variety of needs and lifestyles through programs and activities that promote and develop the wellbeing of Cardinia's people.

**We want to Achieve:** Access to support services and programs for young people

**To achieve this we will:** Investigate opportunities for services to be co-located with Council facilities

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Advocate for the physical, mental and emotional health needs of young people to be considered across government, peak bodies and local agencies and align with the development of Pakenham Health Hub	Meeting held with EACH (Headspace Lead Agency) and Manager of Headspace to discuss needs of young people in Cardinia to be able to access mental health services locally. Advocacy and discussions to be tabled at consortium meetings for future planning of a satellite site in Pakenham. Youth Mental Health Expression of Interest distributed. Applications close 21 October and will be assessed by four members of the Youth Strategy Reference Group at a grant panel on 26 October. Youth Services represented on Early in Life Mental Health Stakeholder Committee. Youth Services successful in obtaining Vic Health Funding to increase support to GLBTI Young people.  December 2016	Community Services	Jun-17


**We want to Achieve:** Learning opportunities for all ages and abilities

**To achieve this we will:** Support and advocate to State Government for the development of new and upgraded primary and secondary schools

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Identify need for new schools annually and advocate to the Victorian Government and local MPs for the allocation of funding in the state budget	Continue advocacy for the acquisition of school land and their development in a timely manner to support communities. Proceeding to VCAT defending the refusal to subdivide a proposed school site for development.	Office of the GM - Planning and Development	Jun-17

**To achieve this we will:** Advocate to State and Federal Governments for post-compulsory and vocational training that meets the needs of local employers and residents

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Identify opportunities for increasing post-compulsory and vocational training provision within Cardinia Shire	General Manager met with Federation University regarding new education offering at Berwick campus. Cardinia Shire Council is assisting Fed University with promotion opportunities. Briefing to Council occurred in December 2016.	Office of the GM - Community Wellbeing	Completed

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### Our People

We support a variety of needs and lifestyles through programs and activities that promote and develop the wellbeing of Cardinia's people.

**We want to Achieve:** Learning opportunities for all ages and abilities

**To achieve this we will:** Support learning activities for all ages

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Support neighbourhood houses and U3As to deliver a range of training opportunities at a local level through annual funding and advice on community needs and identified gaps	Cardinia Neighbourhood House cluster and U3A's continue to receive annual funding allocations. We work in partnership to identify priorities for community training. New funding and service agreements and leases have been distributed to community houses. Awaiting feedback and formal signing from four of the eight. 50% of annual funding paid. Remaining funding to be paid after Service Agreements and Licences signed and returned.	Community Strengthening	Jun-17


**We want to Achieve:** Improved health and wellbeing for all

**To achieve this we will:** Source funding and deliver a range of health promotion initiatives

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Deliver a range of healthy living initiatives in the shire with a focus on priorities set in Municipal Health and Wellbeing Plan	A key healthy living initiative has been the Blessed Food Van collective. The initiative targets vulnerable people in the Shire experiencing hardship. The van provides meals twice a week at Burke Park on Tuesday and Thursday. The project has further expanded its operations to include an Orange Sky mobile laundry service and Cleaner Casper mobile shower. Participation has increased to over 60 people since commencement and includes a number of additional community service and volunteer groups providing supportive services. Council is currently developing a food system initiative with Sustain -Australian Food Network to address health literacy, food security and healthy eating in the shire.	Community Strengthening	Jun-17

**To achieve this we will:** Review existing and develop a new municipal public health and wellbeing plan

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Develop the annual action plan by November 2016 and commence development of the 2017-21 Municipal Public Health and Wellbeing Plan. Ensure that the new priorities align with the Victorian Health and Wellbeing plan but also reflect local needs and priorities	2015-16 action plan is currently being implemented. A steering committee established to guide the development of the 2017-21 Municipal Public Health and Wellbeing Plan. A new framework developed for the Municipal Public Health and Wellbeing Plan which has been adapted from the Liveability Domain's established by the University of Melbourne and Dept. of Health and Human services. Currently community consultation underway until February 2017.	Community Strengthening	Jun-17

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### Our People

We support a variety of needs and lifestyles through programs and activities that promote and develop the wellbeing of Cardinia's people.

**We want to Achieve:** Improved health and wellbeing for all

**To achieve this we will:** Routinely review community health and wellbeing issues

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Undertake social health research with communities in the growth and rural areas of the Shire	Social health research completed in July and findings will be made available to the community in November.	Community Strengthening	Jun-17

**To achieve this we will:** Support children, young people, families, older adults and people with disabilities by providing a range of accessible services and facilities

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Identify the outcomes for vulnerable and 'at risk' children being achieved through the work of the Area Partnership and ensure that children and young people in vulnerable situations are kept safe and that council's sport/recreation/youth activities are welcoming and supportive of their needs giving them a sense of connection to their community	Work has progressed with the health and wellbeing of out of home care children. Discussions regarding children's subsidised access to sports and recreation activities are progressing. MCH has been involved in the Health sub group. The Area Partnership has now agreed a second priority area 'Disengaged Young People'.	Community Services	Jun-17

**We want to Achieve:** Variety of recreation and leisure opportunities

**To achieve this we will:** Provide active and passive recreation facilities to meet the needs of our residents

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Officer Secondary College Indoor Stadium - Complete construction	Construction completed and facility in use. Waiting on the Minister for a date for the Official opening.	Active Communities	Completed
Deep Creek Reserve (Pakenham) master plan - design development Undertake earthworks and drainage using contributed fill	Master plan is complete. Grant funding from the NSRF has been successful. Procurement for the earthworks has commenced. Earthworks to be completed prior to winter.	Infrastructure Services	Jun-17

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### Our People

We support a variety of needs and lifestyles through programs and activities that promote and develop the wellbeing of Cardinia's people.

**We want to Achieve:** Variety of recreation and leisure opportunities

**To achieve this we will:** Provide active and passive recreation facilities to meet the needs of our residents

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Design sporting facility for Lang Lang, and construct access road, preliminary earth works and services to the site. Commence construction of playing fields	Detailed design completed and works tendered. contracts to be awarded and works to commence in February 2017	Active Communities	Jun-17
Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	The Environment Unit are currently working with Cannibal Creek Catchment Committee to support them in grant proposals to Melbourne Water and the Catchment Management Authority to value of \$80,000. In late November officers hosted the annual volunteers groups end of year celebration. Information at the event included advice on health and safety and opportunities for the community to provide valuable assistance on scientific research ("Citizen Science") programs on the internet.	Environment	Jun-17
Design and construct extension to the Cardinia Reserve Pavilion to make it comply with Councils Facility Standard	Works complete and building officially opened. Council accepted the tender and engaged the builder at the February 2016 Council meeting. Building works completed and in final stages of hand over.	Active Communities	Completed
Complete construction of the civil works and pavilion for the Pepi's Land (Emerald) netball facility	A number of objections have been received to the rezoning of the land to PPRZ. This will delay seeking tenders, awarding contracts, and commencing works. Project funded over two years. Tenders to be called and awarded in early 2017.	Active Communities	Mar-18
Pepi's Land (Emerald) Master Plan – develop boardwalks, pathways and bird hides around dam	Program of works is scheduled to be completed Autumn 2017.	Infrastructure Services	Jun-17
Deep Creek Reserve (Pakenham) - Finalise detailed design of Eco Centre/Golf Club House along with all abilities play space for funding applications	Design works on Deep Creek Elements are completed.	Infrastructure Services	Completed
New tender in place for the management of the Officer Secondary College Indoor Stadium from 1 July 2016	Aligned Leisure appointed and managing the facility.	Active Communities	Completed

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### Our People


We support a variety of needs and lifestyles through programs and activities that promote and develop the wellbeing of Cardinia's people.

**We want to Achieve:** Variety of recreation and leisure opportunities

**To achieve this we will:** Provide active and passive recreation facilities to meet the needs of our residents

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Comely Banks Reserve (Officer) – develop reserve master plan and work with the developer to complete detailed design	Master plan agreed with the Department of Education, Developer and Council. Clarke Hopkins Clarke undertaking final modifications to the plan based on the revised alignment of a road. Negotiations underway with the developer with the re detailed design.	Active Communities	Jun-17
Henry Road (Pakenham) Stage 2 Regional Soccer Facility – commence construction of pavilion and synthetic playing surfaces as identified in master plan	Synthetic surface construction completed. Pavilion under construction with anticipated completion in March 2017.	Active Communities	Jun-17
Heatherbrae Recreation Reserve (Officer) – complete project by finalising the construction of the pavilion	Completed awaiting official opening date.	Active Communities	Completed
Implement actions identified in Equestrian Strategy adopted in 2013–14, including Wrights Forrest (Cockatoo) perimeter track and road crossing in Huxtable Road Reserve (Pakenham) precinct	Works scheduled to be undertaken in February, March, April 2017.	Active Communities	Jun-17
Refurbish the Chandler Reserve pavilion (Avonsleigh) in accordance with Council's facility standards	Building works completed anticipated handover in January 2017. Awaiting delivery of the lift. Redevelopment of the upstairs area of the building nearing completion. Contract awarded and builder on site on 29 August 2016. Anticipated completion March 2017.	Active Communities	Jun-17



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### Our People

We support a variety of needs and lifestyles through programs and activities that promote and develop the wellbeing of Cardinia's people.

**We want to Achieve:** Variety of recreation and leisure opportunities


**To achieve this we will:** Increase opportunities for participation in a range of sport, recreation and leisure activities

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Subject to the acquisition of the land Council commence appropriate planning scheme amendments to permit the permanent accommodation of the Pakenham Auto Club and the Koo Wee Rup Motorcycle Club	Planning scheme amendment documentation prepared. Going to panel in 2017	Strategic and Economic Development	Jun-17
Identify and purchase land to accommodate a permanent home for the Pakenham Auto Club and the Koo Wee Rup Motorcycle Club	Still investigating options.	Office of the GM - Corporate Services	Jun-17
Finalise land purchase of James Bathe Reserve	Land purchase completed.	Active Communities	Completed
James Bathe Reserve (Pakenham) – undertake detailed design for civil works at the reserve	SportEng engaged and detailed design underway for all civil components for the project. Architect to be engaged in early 2017 for the design of the pavilion.	Active Communities	Jun-17
On adoption by Council, advocate for external funds to assist with the implementation of the priorities of the Cardinia Shire Pedestrian and Cycle Strategy	Draft to be presented to Council in January 2017. \$1 million from Federal government and \$545,000 from State government for the multi-use trail. First draft of the Strategy received in August 2016. Consultation to occur following Council elections.	Active Communities	Jun-17

**We want to Achieve:** Increased awareness of safety

**To achieve this we will:** Work with the police, State Government and community to improve safety in homes, businesses, public places and roads

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Refer planning applications to Vic Police for comment on Crime Prevention Through Environmental Design (CPTED) and traffic safety issues	Crime Prevention Through Environmental Design (CPTED) considered in all planning applications	Strategic and Economic Development	Jun-17

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### Our People

We support a variety of needs and lifestyles through programs and activities that promote and develop the wellbeing of Cardinia's people.


**We want to Achieve:** Increased awareness of safety

**To achieve this we will:** Work with the police, State Government and community to improve safety in homes, businesses, public places and roads

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Establish the Safer Communities Committee and begin the development of the action plan in direct response to the consultation report	<p>The Safer Communities Strategic Committee has formed and is meeting quarterly. The Crime Action Group has also formed and is meeting monthly. A Mental Health action group is forming and an initial meeting will be held in December.</p> <p>Dec 16: As above. A draft strategy has been developed and considered by the committee. The Crime Action Group continues to meet and develop a dynamic action plan. A forum for mental health practitioners was held in November to identify key issues for Cardinia. An Alcohol and Other Drugs Action Group will meet in January.</p>	Community Strengthening	Jun-17
Support implementation of family violence projects in the shire at a local, regional and state level including the Challenge Family Violence project, Together We Can initiative and White Ribbon Accreditation	RMF Family Violence Project rolled out to local councils and government departments in Southern Metro Melbourne. This has included a series of gender equity training sessions and auditing of organisations to develop action plans. Together we Can year of Action launched and initiatives currently being implemented. Council is now recognised as a White Ribbon Organisation after successfully completing the accreditation process. White Ribbon day event successfully held on the 26th November with over 600 residents participating in the activities held at the Pakenham and March through Main Street, Pakenham. Other activities included, 16 days of activism through social media, coffee cups at Cafe's with key messages on stopping family violence and posters displayed at local venues and community facilities.	Community Strengthening	Jun-17

**To achieve this we will:** Improve awareness of township safety

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Facilitate community fire safety education programs and support Community Fireguard groups in fire-prone areas	Dec 16: The Planning for Emergencies video series was a finalist in the Fire Awareness Awards. Ready2Go (supported by Cardinia Shire) was a winner in the Access and Inclusion category. The Fire Danger Period has now been declared and we have been promoting CFA information relating to fire awareness.	Community Strengthening	Jun-17

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### Our People

We support a variety of needs and lifestyles through programs and activities that promote and develop the wellbeing of Cardinia's people.


**We want to Achieve:** Minimised Impact of emergencies

**To achieve this we will:** Implement plans that support people in times of emergency

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
<p>Lead the regular review and exercising of the various elements of Cardinia Shire Council's Municipal Emergency Management arrangements to ensure its relevance to its risk profile.</p> <p>Development of –  Municipal Flood and Storm Emergency Plan  Municipal Pandemic Plan  Municipal Animal Welfare Plan  Municipal Emergency Communications Plan</p> <p>Review of –  Municipal Fire Management Plan (subject to guidance from Victorian Government)  Assist Victoria Police with Emergency Traffic Modelling</p>	<p>Dec 16: The Flood and Storm Plan was endorsed at the MEMPC. Other plan development will commence in February.</p>	<p>Community Strengthening</p>	<p>Jun-17</p>

**To achieve this we will:** Implement effective plans and procedures that minimise the impact of emergencies in the Shire

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
<p>Development of the Settlement Protection Policy in consultation with Councillors and key community stakeholders</p>	<p>This will be developed during 2017.</p> <p>Dec 16. Meeting was held with CFA, environment and open space to begin commencement of the plan. A pilot burn will be conducted in Autumn 2017.</p>	<p>Community Strengthening</p>	<p>Jun-17</p>

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### Our People

We support a variety of needs and lifestyles through programs and activities that promote and develop the wellbeing of Cardinia's people.

**We want to Achieve:** Minimised Impact of emergencies

**To achieve this we will:** Protect against risk through effective bushfire and flood preparation

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Work with VICSES to convert the risk profile for all hazards to the CERA (Community Emergency Risk Assessment) framework.  Develop fuel management strategy of the Season Preparation Plan	This has now been completed.	Community Strengthening	Completed

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### Our Community

We will foster a strong sense of connection between Cardinia's diverse communities

**We want to Achieve:** Our diverse community requirements met

**To achieve this we will:** Monitor and research demographic trends to assist in planning for residents' needs


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Undertake and update demographic data and trends annually. Revise website on demographic data and trends. Continue to update CardIStats so all data is current and relevant	Demographic data and trends updated each month which included website update. CardIStats data updated on current and relevant information provided during July - September.	Community Strengthening	Jun-17

**To achieve this we will:** Promote access to a mix of housing types to cater for the varying needs of people

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Identify partnership opportunities and commence development of a demonstration social housing project in the shire	Partnership opportunities have been identified with a number of Housing Associations and providers. Discussions are currently underway with regards to the development of affordable housing in the Shire. Expression of Interest (EOI) process was opened to Housing associations and providers regarding potential development of an allocated parcel of land. A preferred proponent was not able to be determined at this stage.	Community Strengthening	Jun-17

**To achieve this we will:** Facilitate and support opportunities for participation in a diverse range of arts, cultural and tourism activities

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Deliver public art at prominent sites across Shire - Central Ward	Recommended Art Work endorsed by Council in July 2016. Artist engaged, works being constructed with anticipated installation in March 2017.	Active Communities	Apr-18
Community Arts Facility - Design the facility	Masterplan endorsed by Council in February 2016. Detailed design being undertaken by Mantric Architects. Project due for completion in March 2017.	Active Communities	Jan-17
Cardinia Arts Facility - Seek external funding to support the construction program	Advocacy undertaken as part of the recent Federal Government elections. Funding of stage 1 listed as a priority project for Cardinia as part of the advocacy by the Interface Councils Group.	Active Communities	Jun-17

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### Our Community

We will foster a strong sense of connection between Cardinia's diverse communities

**We want to Achieve:** Engaged communities

**To achieve this we will:** Promote opportunities for community participation in Council policy and strategy development

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Coordinate a range of community engagement activities in the shire. Undertake a Cockatoo collective Impact Initiative to meet community needs	Cockatoo collective impact project community engagement phase completed. Community priorities and projects identified. Continuing to work with the steering committee to achieve outcomes and support initiatives. Final project meeting scheduled for October 2016. Project actions now completed and handover to community occurred as planned.	Community Strengthening	Completed


**To achieve this we will:** Foster community leadership

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders	Community leadership project planning completed. Community leadership training and capacity building program to be delivered from February 2017 onwards. In addition to this a series of workshops are planned including governance training as requested by a range of Section 86 committees.	Community Strengthening	Jun-17

**We want to Achieve:** Increased levels of community participation

**To achieve this we will:** Promote initiatives by the community and Council that connect and strengthen our communities

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement actions identified in the Access and Inclusion Action Plan adopted in 2014 including initiate a volunteer matching program to provide people with disabilities the opportunity to volunteer at local sporting clubs	Volunteers matching program on council website updated to include recreation. Survey of all sporting clubs at council facilities to occur in early 2017. Feedback from this will inform opportunities.	Active Communities	Jun-17
Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian and Bicycle Strategy including continuation of footpath along the Princes Highway, Officer	Council's annual footpath program is well underway with works recently completed in Moody Street, Koo Wee Rup and Westport Road, Lang Lang	Infrastructure Services	Jun-17

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### Our Community

We will foster a strong sense of connection between Cardinia's diverse communities

**We want to Achieve:** Increased levels of community participation

**To achieve this we will:** Promote initiatives by the community and Council that connect and strengthen our communities

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Continue working with the community to seek funding (federal, state council philanthropic etc.) to address the 10 main projects/issues identified through the Cockatoo Collective Impact assessment	Working with Cockatoo Collective Impact steering committee to explore all opportunities to support the delivery of their identified projects including external funding. Regularly meeting with the group to deliver agreed outcomes. Actions identified by community have been completed from Council's sphere of input. Delivering information session regarding roads and footpaths as requested in February 2017. Community representatives will be involved in planning for review of Alma Treloar Master Plan.	Community Strengthening	Completed

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### Our Community

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<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
<p>Implement the Reconciliation Action Plan 2015-18 through the focus areas of relationships, respect and opportunities by increasing knowledge of Aboriginal culture across the organisation and community. Actions include to define when, where and how Welcome and/or Acknowledgement takes place and to consider appropriate signage/cultural symbols for council infrastructure</p>	<p>22/12/16: Cardinia Shire Council is currently working toward a more holistic and consistent approach towards garnering respect, creating opportunities, and fostering genuine and accountable relationships towards reconciliation. Progress has been reported accordingly in October 2016 to Reconciliation Australia. Currently, Officers are continuing to build relationships with Traditional Custodians including Wurundjeri Tribe Council, BoonWurrung Foundation, and the Bunurong Land Council, the Local Aboriginal Network (LAN), key Aboriginal organisations such as the DDAAL and VACCA, community members, neighbouring LGAs and State Government employees including the Koorle Engagement Support Officers (KESOs), LAN Brokers, Aboriginal Victoria staff and Koolin Ballt staff who have been identified to be working toward similar goals. Work that has previously commenced on Welcome to Country and Acknowledgement to Country protocols is in review with appropriate content, policy and signage to be negotiated with Traditional Custodians. Council has committed to partner with Enliven as well as provide in-house ongoing Cultural Awareness Training for Senior Management, Counsellors and Staff. Discussions are in place to gain access to the ACHRIS database to ensure due diligence in any heritage work undertaken on Council land as well as undergo Tangible and Intangible heritage training with AV to monitor this sensitively and provide adequate process for any artefacts currently in Council possession.</p> <p>Cardinia Shire Council's 1st year action plan currently on track and progress reported accordingly to Reconciliation Australia. Currently building relationships with local elders and aboriginal groups identified. Work commenced on Welcome and Acknowledgement to Country with appropriate signage. NAIDOC Week 2016 provided a unique opportunity to join the celebrations at the annual Koolin-ik ba kirip-buluk at Cranbourne Botanical Park. A bus trip with several pick up and drop off points in Pakenham and Officer was organised to ensure families were able to access the event. Activities included a traditional Welcome to Country ceremony, bush tucker, didgeridoo playing and story-telling which provided families and staff with an insight into the rich cultural traditions of Australia's first people.</p>	<p>Community Strengthening</p>	<p>Jun-17</p>
<p>Implement actions in the Access and Inclusion Plan which include the development of an employment pathway program and one township access map</p>	<p>The Access and Inclusion Committee completed its AGM with several new members commencing. All positions on the committee are filled. A township access map has been developed for Lang Lang.</p>	<p>Community Strengthening</p>	<p>Jun-17</p>

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### Our Community

We will foster a strong sense of connection between Cardinia's diverse communities

**We want to Achieve:** Increased levels of community participation

**To achieve this we will:** Promote initiatives by the community and Council that connect and strengthen our communities


<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Review the masterplan for Alma Treloar Reserve to consider the comments received through the Cockatoo Collective Impact assessment	Initial discussions commenced regarding the master planning for Alma Treloar Reserve and the feedback derived from the Cockatoo Collective Impact project. Community engagement and project will not commence until 2017. Open Space managing the master plan. We will continue to work with them and the community to ensure feedback is considered where possible.	Community Strengthening	Jun-17
Implement the Diversity Action Plan including delivery of 'Taste of Harmony' event and work in partnership with community service organisations to deliver an annual Refugee Week event	<p>22/12/16: A key priority in the Cultural Diversity Action Plan is Information Access. Work is underway to create a unique and dedicated space in the Shire for intercultural development, dialogue, engagement, participation and celebration. The project will convert a large meeting room at Services Central into a multifunctional space with information in a range of languages, a small meeting area and three office cubicles. The furnishings have been acquired and a funding application is pending with the Victorian Multicultural Commission.</p> <p>A key priority in the Cultural Diversity Action Plan is Social Cohesion which fosters cohesive communities and celebrates cultural and religious diversity. To promote acceptance and harmony Cardinia's Interfaith Network with the support of the Victorian Multicultural Commission have produced a 2017 Celebration of Faith – Multi faith Calendar which highlights world religions and their significant events throughout the year. Emerald Secondary School students have also taken part in A Tour of Places of Worship to an Islamic Mosque, a Sikh temple, and a Buddhist temple at each venue the students were met by faith leaders who discussed the aspects of their faiths.</p>	Community Strengthening	Jun-17

**To achieve this we will:** Recognise, support and value volunteerism

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire	Reception will be held in May 2017	Governance	Jun-17

**To achieve this we will:** Strengthen Council's community engagement through the development, implementation and promotion of an effective community engagement policy

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Review and update Community Engagement Framework and toolkit	Community engagement policy and toolkits reviewed and updated. Policy framework and toolkit available via Council's website. Training being undertaken across the organisation with specialised support through the Community Engagement Facilitator role appointed.	Community Strengthening	Completed

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### Our Environment

We will continue to plan and manage the natural and built environment for future generations

**We want to Achieve:** Provision and maintenance of assets on a life cycle basis

**To achieve this we will:** Maintain all Council roads and supporting infrastructure in accordance with the Road Management Act 2004


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Inspections and maintenance of the road network in accordance with the Road Management Plan. Enhanced monitoring and reporting of road conditions using new Maintenance Management System	The Maintenance Management System for Roads has been built and is currently operational. A reporting framework has been established for Roads to monitor councils performance against the requirements of the Road Management Act. The pathways and drainage modules are currently being built with an anticipated completion in late December 2016. For further information on councils compliance with its Road Management Plan, please refer to SLT Quarterly Reports	Operations	Jun-17

**To achieve this we will:** Develop new and maintain existing parks, gardens and reserves in a sustainable manner

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Finalise the Open Space Developer Guideline Handbook to ensure sustainable development. - Commence the delivery of first stage of the McBride Street (Cockatoo) laneway development - Complete infrastructure renewal/upgrade at Thwaites Park (Lang Lang), includes park furniture, feature fence and the rotunda - Complete infrastructure renewal of the picnic area within RJ Chambers Reserve (Upper Pakenham) - Complete erosion control/vegetation renewal with Bob Burgess Reserve (Beaconsfield)	Preliminary site works are planned to occur in April/May 2017. Works will involve clearing and levelling of the site.	Operations	Jun-17

**To achieve this we will:** Provide accessible facilities to meet identified community needs

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Hills Hub (Emerald) - Finalise the facility design, undertake associated tender process and commence construction	Community engagement phase of the project conducted throughout August 2016. Preferred design scenario has been identified. Ongoing negotiations occurring with Department of Water, Environment, Land & Planning regarding endorsement of community selection. Next step is detailed design and tender for construction.	Community Strengthening	Jun-17

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### Our Environment

We will continue to plan and manage the natural and built environment for future generations

**We want to Achieve:** Provision and maintenance of assets on a life cycle basis

**To achieve this we will:** Provide accessible facilities to meet identified community needs

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Pakenham Health Hub – work with Monash Health to deliver the multi-agency integrated Pakenham Health Centre in Pakenham – opening mid 2017	Council has been working with Monash Health on the re-development of the Civic Offices in Pakenham. Construction on the Pakenham Health Hub commenced in July and is anticipated to be completed by February and operational in April 2017. Approximately 35 health services will be delivered in this new integrated co-locational facility.	Community Strengthening	Jun-17
Depot Master Plan (Pakenham) – commence Stage 3 – further establishment of ground floor and construction of second floor mezzanine in former laundry building to cater for operational staff and construction of under-cover canopy between existing amenities block and new administration centre (note: this stage will be completed over 2016–17 and 2017–18)	The design has been completed and a cost plan has been prepared. Works are scheduled for tendering in early 2017.	Buildings and Facilities	Jun-17
As part of the Council buildings plan, improve accessibility and meet enhanced Disability Discrimination Act requirements for 2016–17 – program to be determined by outcomes of building audits and recommendations from the Access and Inclusion Committee including Garfield, Nar Nar Goon and Cockatoo Community Centres	Works are being completed on the Cockatoo Community Centre. Additional upgrade works are proposed for the: - - Bayles pre-school - Avonsleigh pre-school - Upper Beaconsfield pre-school - Nar Nar Goon Community Centre	Buildings and Facilities	Jun-17

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### Our Environment

We will continue to plan and manage the natural and built environment for future generations

**We want to Achieve:** Provision and maintenance of assets on a life cycle basis


**To achieve this we will:** Manage Council's assets using a life cycle approach that ensures adequate maintenance over the life of the asset

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement new detailed design guidelines for streetscape improvement on Council projects this year and subsequent years	Streetscape design guidelines have been drafted with a expected finalization towards the end of this calendar year. Feedback received from consultation process has been very positive.	Operations	Sep-16
Conduct a program of resurfacing of playing surfaces at recreation reserves – Mountain Road Reserve (Cockatoo) – drainage, irrigation and shaping including athletics	Contractor engaged at the July Council meeting for works to the cricket / football oval and the athletics track. Works delayed due to recent rain and accessibility to the fields.	Active Communities	Jun-17

**We want to Achieve:** Transport linkages connecting towns

**To achieve this we will:** Upgrade local roads to improve safety while considering the traffic demand

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Commence construction of the Lang Lang Bypass from Westport Road to McDonalds Track, including Millner's Road	Tender documents and drawings for the bypass have been completed, however developments with adjacent quarry has resulted in some design modifications. Construction to commence once funding is secured from sand extraction operators or alternatively substantial government grants being available. Council's application for funds through the NSRF has not been successful.	Infrastructure Services	Jun-17
McGregor Road (Pakenham) - Construct McGregor Road rail crossing and intersection upgrade, subject to successful application for external funding	Discussions with Victorian Government representatives is ongoing to secure funding for this project. Project is on hold until funding is available.	Infrastructure Services	Jun-17
Implement the 2015-18 road safety strategy including undertaking consultation across the shire as part of the Victorian Government Speed Review Program	Road Safety Strategy has now been endorsed.  Speed zone reviews are currently underway in a number of locations including Bridge Road / Henry Road Officer.	Infrastructure Services	Jun-17

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### Our Environment

We will continue to plan and manage the natural and built environment for future generations

**We want to Achieve:** Transport linkages connecting towns

**To achieve this we will:** Continue the use of special charge schemes to finance road, drainage and footpath improvement programs


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Consult and undertake the statutory process for the construction of a special charge scheme for O'Sullivan's Road, Hill Street & Peet Street (Pakenham) following on from completion of design phase	Design details including cost estimates have been provided to the land owners. Initial surveys have also been received from the affected land owners. Council were briefed in August with the intention that a notice of declaration be made following the new Council being elected.  Notice of intention report to be presented to February 2017 Council meeting	Infrastructure Services	Feb-17
Wheeler's Road (Maryknoll) - construction of Wheeler's Road	The Scheme declaration report was endorsed by Council in July. Construction documentation has been advertised. Works expected to commence in March.	Infrastructure Services	Jun-17
Wadsley Avenue (Pakenham) - Finalisation of scheme costs and statutory process	The scheme process associated with Wadsley Avenue was completed in May with the finalisation report presented to Council.	Infrastructure Services	Completed

**To achieve this we will:** Develop transport networks that incorporate effective public transport

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Advocate for a new park and ride railway station facility in Officer	Discussions will continue with Vic Track	Strategic and Economic Development	Jun-17

**To achieve this we will:** Prioritise multi-use pathways, where practicable, to create networks that connect destinations

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Cookatoo-Gembrook Trail – prepare tender documentation for construction of the trail and complete land acquisition	Functional Design works have been undertaken. Detailed design is underway and will involve the preparation of tender documentation. Construction is scheduled for 2017/18 through the capital works program.	Infrastructure Services	Jun-17

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### Our Environment

We will continue to plan and manage the natural and built environment for future generations

**We want to Achieve:** Transport linkages connecting towns

**To achieve this we will:** Advocate for and facilitate improved public transport options to help link employment, educational, recreational and retail activities between the Shire's rural and growth areas

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Provide information when required to the Interface Councils' Group and South Eastern Metro Integrated Transport Group as part of aim to enhance the frequency and coverage of public transport within Cardinia and the south-east region	Information has recently been provided at the last quarterly meeting. Council officers will continue to provide relevant information throughout the year.	Infrastructure Services	Completed


**We want to Achieve:** Enhanced natural environment

**To achieve this we will:** Adapt to the impacts of climate change by working in partnership with South East Council's Climate Change Alliance and State and Federal governments

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Support the South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. expanding the Save It for the Game project)	Officers presented to the Parliamentary Enquiry on Community Energy in November on behalf of SECCCA to highlight some key opportunities for community energy projects. SECCCA have secured funding to establish the New Home Information Centre in the land sales office of Parklea in the Timbertop estate in Officer. This information centre will provide advice on sustainable design for those building new homes.	Environment	Jun-17

**To achieve this we will:** Reduce Council's energy consumption and help the community to do likewise

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement the Aspirational Energy Transition plan including completion of phase 1 of the decorative street lighting retrofit with energy efficient lighting	Implementation of the plan continues to progress including: * Installation works on the second stage of the decorative street lighting upgrade will commence in early 2017 * A well attended series of Sustainable Homes Workshops was delivered in partnership with the KWR regional health service * Planning for 2017-18 environmental upgrades of Council facilities continues with the scope of works being finalised * A significant focus has been placed on working with the Building and Facilities unit and project architects to ensure new Council facilities incorporate a high level of sustainable design.	Environment	Jun-17

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### Our Environment

We will continue to plan and manage the natural and built environment for future generations

**We want to Achieve:** Enhanced natural environment

**To achieve this we will:** Reduce the amount of waste going to landfill to meet the State Government's waste and resource recovery policy targets


<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Introduce flexible plastics recycling into the kerbside recycling collection. Continue and review initiatives including the provision of 80-litre garbage bins and subsidised compost bins. Continue Council's e-waste drop off recycling and kerbside green waste collection service	The implementation of flexible plastics has now been implemented.	Infrastructure Services	Completed
Continue working with Metropolitan Waste Resource Recovery Group and Sustainability Victoria and partnering councils to advocate advances in resource recovery	Council Officers are continuing to work with the Metro Waste Group regarding resource recovery options.	Infrastructure Services	Completed
Liaise with and support schools in the areas of waste minimisation, litter and recycling	Council officers have recently collaborated with a local school on a litter prevention project. Council officers are also preparing a waste minimisation tool kit in collaboration with our recyclables process provider for school education.	Infrastructure Services	Completed

**To achieve this we will:** Plan to manage water in an integrated manner, including the reduction of potable water consumption by Council and households

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Implement the Integrated Water Management Plan including completing water-efficiency audits at Cardinia Life (Pakenham) and Cardinia Cultural Centre (Pakenham)	Implementation of the plan continues to progress, including the preparation of project briefs for water audits at Council's largest water consuming sites. A session focussed on water conservation at the Sustainable Homes Workshops held in conjunction with KWR regional health service. Attendance at state government workshops for Integrated Water Management Plans and the Water for Victoria State plan. Attendance at Waterways Research Stakeholder Forum hosted by Melbourne Water.	Environment	Jun-17

**To achieve this we will:** Promote catchment management practices to improve the water quality of natural systems

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Meet with water authorities to discuss mandated property connections	Meetings to continue to occur with relevant authorities	Development and Compliance Services	Jun-17

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### Our Environment

We will continue to plan and manage the natural and built environment for future generations

**We want to Achieve:** Enhanced natural environment

**To achieve this we will:** Promote catchment management practices to improve the water quality of natural systems

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program and mandate property connection in 2016-17	Council Environmental team continue to meet and advocate with external water authorities	Development and Compliance Services	Jun-17


**To achieve this we will:** Protect and enhance biodiversity by increasing the area of natural ecosystems across the Shire

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Enhance biodiversity across the shire including liaising with DELWP (Department of Environment, Land, Water and Planning) to become the committee of management for Toomuc Creek	<p>Department of Environment, Land, Water and Planning (DELWP) have advised surveying of the site will be completed in early 2017. Council can not be formally appointed as the Committee of Management for this site until the surveying is complete.</p> <p>Officers worked with Melbourne Water and Toomuc Landcare to provide advice on priority weed control and erosion works that have been completed over a 2 kilometre reach of Toomuc Creek.</p> <p>Officers assisted Toomuc Landcare with a grant application to the Catchment Management Authority.</p>	Environment	Jun-17

**To achieve this we will:** Preserve and improve our bushland and natural environment by implementing weed management strategies and programs and continuing activities on high conservation bushland reserves and roadsides

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Improve high conservation roadsides by participating in the Emerald Starbush Partnership	<p>Council received a grant of \$47,000 from the Port Phillip and Western Port Catchment Management Authority. This is a collaborative project with the Emerald Star Bush Community Partnership group and will deliver on ground action such as weed control and revegetation, community awareness raising and surveying of the population.</p> <p>Over the past month budget has been allocated towards targeted weed control along Council roadsides and officers have undertaken 30 hours of surveying for new populations of ESB on private and public land.</p>	Environment	Jun-17



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### Our Environment

We will continue to plan and manage the natural and built environment for future generations

**We want to Achieve:** Natural and built environments that support the improved health and wellbeing of our communities

**To achieve this we will:** Plan and develop built environments that support improved health and wellbeing

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Advocate to implement the Healthy by Design framework into planning review processes	<b>Complete</b> A checklist for use by planning staff in assessment of planning applications has been prepared. A planning scheme amendment is currently being undertaken to reference the Healthy by Design guidelines into the Municipal Strategic Statement.	Strategic and Economic Development	Completed


**To achieve this we will:** Raise awareness of our environment's impact on health and wellbeing

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Deliver the Sustainability Expo in conjunction with local suppliers and exhibitors to be held in Pakenham	It was agreed by Senior Leadership Team that the 2017 Sustainability Expo be delayed from March to October 2017. This will allow offices to test the expo at a different time of year, aiming to reduce the overlap and challenges presented with a March/April date.	Environment	Completed

**We want to Achieve:** Balanced needs of development, the community and the environment

**To achieve this we will:** Review the Municipal Strategic Statement and the Cardinia Planning Scheme regularly to ensure it continues to meet Council objectives

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Undertake an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme	Planning scheme amendments are undertaken each year	Strategic and Economic Development	Jun-17

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### Our Environment

We will continue to plan and manage the natural and built environment for future generations

**We want to Achieve:** Balanced needs of development, the community and the environment

**To achieve this we will:** Plan for development of the urban growth area with a mix of residential, commercial, employment, recreational and community activities to meet the needs of our growing community in a sustainable manner

<b>Action</b>	<b>Progress Comments</b>	<b>Business Unit</b>	<b>Complete by</b>
Undertake review of the Cardinia Road Precinct developer contributions plan	Continuing process to access content of Developer Contribution Plan Amended to Nov 16 as per PW  The last part of the exercise is to determine which infrastructures projects, currently included in the Cardinia Road DCP, are now unlikely to be delivered and redistribute these funds into identified projects that we now know are underfunded. It is currently intended to have this work completed by November this year.  As per PW end date amended to April 2016. Background work undertaken.  End Date amended to Dec 2015 as per PW Preliminary review of project list and scope of completed projects undertaken by Assets & Development. Scope of document review, process and resourcing of completion of project to be confirmed. Draft process prepared end June for General Manager approval	Strategic and Economic Development	Nov-16
Complete Pakenham East precinct structure plan / developer contributions plan	Precinct structure plan to be finalized prior to Developer Contribution Plan	Strategic and Economic Development	Mar-17
Introduce schedules for the new residential zones in Beaconsfield Upper	Awaiting outcome of government review of residential zones	Strategic and Economic Development	Jun-17
Complete planning scheme amendments for the Pakenham East Precinct Structure Plan	Awaiting finalisation of Precinct Structure Plan before commencement of planning scheme amendment in 2017	Strategic and Economic Development	Mar-17
Implement approved structure plans for the growth area. Progress acquisition of land required for district open space in the Officer Precinct Structure Plan	Implementation of Precinct structure plan is untaken through planning permit process. Negotiations underway for the purchase of open space	Strategic and Economic Development	Jun-17

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### Our Environment

We will continue to plan and manage the natural and built environment for future generations


**We want to Achieve:** Balanced needs of development, the community and the environment

**To achieve this we will:** Provide for the sustainable development of rural townships while taking into account their existing character and community needs

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Finalise Tynong Township Strategy	Advice from the Planning minister on Tynong strategy will be reconsidered once Western Green Wedge Action Plan (WGWMP) is incorporated into the Cardinia Planning Scheme	Strategic and Economic Development	Jun-17
Finalise the Westport Green Wedge Management Plan and commence Precinct Structure Amendment	Planning scheme amendment has been exhibited and planning panel appointed to hear submissions in late 2016	Strategic and Economic Development	Jun-17
Review the Emerald township strategy	Review still underway.	Strategic and Economic Development	Jun-17
Review the Cockatoo township strategy	Review still being undertaken.	Strategic and Economic Development	Jun-17

**To achieve this we will:** Ensure the planning of rural (green wedge) areas protects and enhances important agricultural, environmental, natural resource, infrastructure and recreational values

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Prepare and adopt the Westport Green Wedge Action Plan	The Green Wedge Management plan has been adopted by Council in 2016. Panel hearing in early 2017	Strategic and Economic Development	Completed

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### Our Economy

We will create and support local employment and business opportunities for our community and the wider region

**We want to Achieve:** Increased business diversity in Cardinia Shire

**To achieve this we will:** Support the development of existing and new businesses


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Work with the Lending and Real Estate Industries to facilitate investment	Investment attraction officer will continue to build relationships with developers and real estate industries	Strategic and Economic Development	Jun-17

**To achieve this we will:** Plan for a staged development of the Officer-Pakenham employment precinct

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Finalise planning scheme amendment to incorporate Pakenham South Precinct Structure Plan into the Cardinia Planning Scheme	Continuing to work with Victorian planning area (VPA) to draft PSP	Strategic and Economic Development	Dec-16
Develop conceptual framework for Officer South Precinct	Awaiting data and background studies from VPA. Listed on their work program to commence in detail in 2017	Strategic and Economic Development	Oct-16

**To achieve this we will:** Facilitate the development of Officer and Pakenham town centres

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Finalise car parking strategy for Pakenham Town Centre. Work with ISPT to facilitate the development of the mixed use precinct adjoining Pakenham Railway Station	Background work is being undertaken for the car parking strategy. Continuing to work with ISPT to develop the mix used zone site.	Strategic and Economic Development	Jun-17
Facilitate development in accordance with the Officer Town Centre Urban Design Framework. Work with Places Victoria to facilitate development with the Officer Town Centre	Discussions continuing with Places Victoria and potential investors. Places Vic have sought the VPA through the Ministers to undertake a review of the town centre	Strategic and Economic Development	Jun-17

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### Our Economy

We will create and support local employment and business opportunities for our community and the wider region

**We want to Achieve:** Increased business diversity in Cardinia Shire

**To achieve this we will:** Advocate to State and Federal governments and industry to develop more local employment opportunities

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Identify and advocate on Infrastructure Issues to support the business community and facilitate investment	Continuing to work with NBN to deliver broadband services, working with Ball Hill Road businesses to improve the Bald Hill/Racecourse Road roundabout	Strategic and Economic Development	Jun-17
Work with Southern Regional Development Australia, Department of State Development, Business and Innovation, Melbourne South East and Casey Cardinia Investment Strategy to advocate for our region	Advocacy continues for Thompeons Road Delivery and Port of Hastings and Airport to recognise in infrastructure Victoria and plan Melbourne	Strategic and Economic Development	Jun-17

**We want to Achieve:** Maintained strong agricultural activities

**To achieve this we will:** Support our farmers and growing agricultural industry in adapting to the changing economy and climate

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy following the review. Further develop the staging of a Bunyip Food Belt proposal	Updated Joint Casey Cardinia Economic Development Strategy has been adopted by Council	Strategic and Economic Development	Jun-17

	<h2>Performance Report</h2>	<b>Quarter 2</b> <b>Oct - Dec</b>
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### Our Economy

We will create and support local employment and business opportunities for our community and the wider region

**We want to Achieve:** Diverse and resilient business community

**To achieve this we will:** Encourage the establishment of tourism and hospitality activities and facilities in appropriate areas of the Shire


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement actions from the Tourism Strategy adopted in 2014 as prioritised in conjunction with the Tourism Advisory Committee. Work with Tourism Advisory Committee to prioritise improvements from Mystery Shopper Program	Have updated the Cardinia Tourism Strategy to incorporate the City of Casey and the Council adopted position, for a regional approach	Strategic and Economic Development	Jun-17

**To achieve this we will:** Advocate for the delivery of small and large scale projects that enhance and drive economic activity

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Assist businesses to develop in the Casey-Cardinia region	Partnership with Casey will continue.	Strategic and Economic Development	Jun-17

**To achieve this we will:** Support businesses and organisations to enhance their skills

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Seek and promote training opportunities for local businesses. Provide business breakfast series and conduct 3 business forums in relation to industry developments	Programming partnership with City of Casey delivering this program	Strategic and Economic Development	Jun-17

	<h2>Performance Report</h2>	<b>Quarter 2</b> <b>Oct - Dec</b>
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### Our Governance

To provide open transparent government, equipped with financial and human resources to service the Cardinia community.

**We want to Achieve:** Open governance

**To achieve this we will:** Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Monitor compliance with statutory reporting requirements.	Requirements are regularly monitored	Governance	Jun-17
Maintain and update the register of information to be available to the public	Register is updated as required	Governance	Jun-17

**To achieve this we will:** Govern and make decisions in the best interests of the Cardinia Shire community

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Following adoption of the Councilor Code of Conduct and Protocols monitor adherence to commitments and take appropriate action if required	Adherence to the code is being monitored	Governance	Jun-17


**We want to Achieve:** Long-term financial sustainability

**To achieve this we will:** Make financial decisions that achieve long-term financial sustainability

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Develop annual budget and Five-year Financial Plan which will deliver on the actions presented in the Council plan and maintain long-term financial goals	A draft operating budget has been completed for review and briefings in 2017	Finance	Jun-17

**To achieve this we will:** Make financial decisions that are fair and ethical and balance costs and benefits between present and future generations

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor	Monitoring of this action is part of our procedures for tenders, contract and procurement	Finance	Jun-17

	<h2>Performance Report</h2>	<b>Quarter 2</b> <b>Oct - Dec</b>
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### Our Governance

To provide open transparent government, equipped with financial and human resources to service the Cardinia community.

**We want to Achieve:** Long-term financial sustainability

**To achieve this we will:** Manage the municipality's finances and assets in a responsible manner

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	A draft operating budget & Strategic Resource Plan has been completed for review and briefings in 2017	Finance	Jun-17