
ACTIVITY REPORTS**4 QUARTERLY PERFORMANCE REPORT 2016-17 QUARTER 3**

FILE REFERENCE INT1729588

RESPONSIBLE GENERAL MANAGER Derek Madden

AUTHOR Jo Battin

RECOMMENDATION

That the Quarterly Performance report for quarter 3 2016-17 be received and noted.

Attachments

1 Quarterly Performance report 56 Pages

EXECUTIVE SUMMARY

To present the Quarterly Performance report for the January to March 2016-17 period.

BACKGROUND**Development for the shire**

Construction has commenced on the Pakenham East rail stabling yard, 118 hectares alongside the railway at the end of the Pakenham line. This depot will include maintenance facilities, a stabling yard and a train simulator, and will potentially cater for future train maintenance. Council was pleased with the State Government's announcement that the project would provide 400 jobs during construction and create more than 100 long-term positions.

The State Government has also reinforced identifying a site for an airport for the south-east within the next five years through its Plan Melbourne document. The development of this facility will drive growth and new jobs in transport, logistics, tourism and agriculture in the region.

The construction and operation of a third airport for Melbourne over the next 10 to 15 years has the potential to deliver significant economic and social benefits for residents of Cardinia Shire and the broader region, including:

- creating an expected 1,000+ jobs created during the construction phase
- delivering up to 6,000 ongoing jobs post-construction
- helping to unlock the potential of the region's fresh food and agricultural industries to new and emerging markets
- boosting the region's tourism industry by delivering millions of passengers annually to the doorstep of Phillip Island, the Mornington Peninsula and Gippsland
- bringing air travel closer to 1.8 million people
- opening new opportunities and delivering significant efficiency gains for local export businesses.

Council believes developing a south-east Melbourne airport will be essential to supporting population and employment growth in the region and to protecting Melbourne's liveability and competitiveness.

Celebrating our citizens

Council celebrated Australia Day, welcomed new citizens, and acknowledged Cardinia Shire's citizens of the year at the Australia Day ceremony in January.

The Australia Day 2017 award winners were:

Citizen of the year: Wayne Collins

Senior citizen of the year: Michael Allery

Young citizen of the year: Emily Bloxidge

Community event of the year: Cardinia Relay for Life

Council acknowledges the winners and all nominees for their many contributions and ongoing commitment to the communities they love and serve.

New website

Council's new website was launched this quarter. Using the latest in responsive design and accessibility functions, the site has a major focus on customer experience allowing for speedy completion of tasks such as pet registration, applying for permits and paying rates.

Our statistics show that about 65 per cent of website visitors access it via a mobile device, so the website has a dynamic design that is both functional and visually appealing on a range of digital devices.

The site also includes a wide range of online forms, giving residents more ways than ever before to transact online with Council.

Major projects delivered

Council completed a number of major projects this quarter, delivering quality facilities for our community.

- Arena Child and Family Centre opened to the new school year with almost full enrolments. The \$2.7 million centre was made possible with support from the Victorian Department of Education and Training. It will provide an integrated service including pre-kindergarten, kindergarten, maternal and child health services, playgroups and spaces for a range of community focussed groups and additional services such as early intervention and counselling.
- Bunyip netball and tennis multi-use pavilion was delivered and features home and away change rooms, accessible toilet, social spaces, umpire's change room, office, kitchen, and storage space. Council's capital works budget provided \$720,000 and Sport and Recreation Victoria's Community Sports Infrastructure Fund - Female Friendly Facilities category provided \$100,000.
- Heatherbrae pavilion was completed, delivering the final stage of the development of the Heatherbrae Recreation Reserve. The \$2.76 million project to construct the pavilion was jointly funded by Council with the Department of Environment, Land, Water and Planning's 2015-16 Interface Growth Fund. This project delivered new change rooms, social and storage spaces in both netball and main pavilions, kitchen, offices, meeting and storage spaces.
- Chandler Reserve pavilion in Emerald was completed. This \$1.657 million project to extend the pavilion and upgrade existing change room facilities was jointly funded by Council with the

Australian Government's Community Development Grants program, the Emerald Sporting club and Emerald Recreation Reserve Committee.

Investors in People Gold accreditation

In February, Council became the first Australian organisation to achieve Gold accreditation against the global Investors in People Standard, meeting a long list of criteria about how we support, lead and develop our staff. This accreditation is in place until 2019 and demonstrates our commitment to high performance through good people management.

Investors in People is the international standard for people management, defining what it takes to lead, support and manage people effectively to achieve sustainable results. The standard reflects the latest workplace trends, essential skills and effective structures required to outperform in any industry.

This accreditation is international recognition of Council as an employer of choice and as a high performing workplace with commitment to excellence.

With almost 400 staff working collaboratively to achieve our shared organisational goals for the benefit of the community, investing in our people is paramount to success. We make a conscious effort to develop a skilled and professional workforce that continually strives to go from good, to great, to excellent.

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.

CONCLUSION

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



Cardinia Shire Council

Quarterly Performance Report

Quarter 3 January - March 2016-17

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CEO's report

Development for the shire

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I am proud of Council's achievements in delivering professional, personal, and cultural development opportunities. It is a privilege to be leading an organisation of individuals who embrace and live the corporate values.

Garry McQuillan
Chief Executive Officer
Cardinia Shire Council

Government interaction

Government Advocacy

Council has been very busy this quarter attending the Official opening of the John Henry Primary School, turning of the sod for the Officer Town Centre and turning of the sod for the Gum Scrub Creek Primary School.

Meetings have also been held with various State Government Ministers and local members of parliament regarding local issues.

In addition, Council staff met with representatives of the Department of Health and Human Services, Victoria Police Officers and staff from the State Government's Office of Suburban Development, representatives of the Department of Environment Land Water and Planning, Department of Economic Development, Jobs, Transport and Resources, Victorian Planning Authority and Office for Suburban Development and Department of Education and Training.

Grant applications

So far this financial year a total of 46 grant applications have been lodged totalling over \$37M the disappointing part of this however is that only 19 of these have so far been approved for a total of \$8.2M

Recent Grant Applications lodged have included:

- \$40,000 application through the Australian Drug Foundation for establishment of a community Local Drug Action Team
- \$150,000 through Sustainability Victoria for the Casey Cardinia Business Efficiency Program
- \$334,000 through Libraries Victoria for replacement of the mobile library trailer
- \$73,000 to the Department of Treasury and Finance for damages resulting from the January storm event
- Under the State Government Shared Fund application for:
 - \$1.6M for Koo Wee Rup Secondary College
 - \$1.3M for Pakenham Secondary College
 - \$530,000 for Gum Scrub Creek Primary School, and
 - \$2M to create a Parentzone at Pakenham Hills Primary School
- \$2M for the Lang Lang Community Recreation Reserve and \$900,000 for the Bunyip Soccer Club pavilion under the Building Better Regions Fund will be lodged this month

Recent Grant applications approved have been:

- \$2.8M for the Deep Creek Reserve project
- \$500,000 for the Cockatoo to Gembrook Trail
- \$350,000 for the upgrade of Pakenham Main Street Kindergarten
- \$1.2M for the Gum Scrub Creek Children's Centre
- \$700,000 for District playgrounds
- \$100,000 for upgrades to the Catani Netball Courts
- \$100,000 for upgrades to the cricket oval at the Koo Wee Rup Primary School

Legislative Program

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.

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

Name	Heatherbrae Reserve (Formally Gum Scrub Creek) Officer
Description	Develop Heatherbrae Recreation Reserve
Comment	Pavilion is completed, officially opened and now in full use.
Start	December 2011
End	November 2016
Cost	\$7.05m

Name	Arena Double Kindergarten
Description	Arena Child and Family Centre
Comment	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.
Start	October 2015
End	October 2016
Cost	\$2.7m

Name	Lang Lang Sporting Facilities - Stage 1
Description	Site works, services, playing field construction, lighting, etc
Comment	Part funding from Bendigo Community Bank. Tender awarded and works to commence in April 2017.
Start	February 2017
End	June 2018
Cost	\$5.5m

Name	Chandler Pavilion Recreation Reserve
Description	Refurbishment of change room facilities.
Comment	Pavilion is completed, officially opened and now in full use..
Start	September 2016
End	March 2017
Cost	\$1m

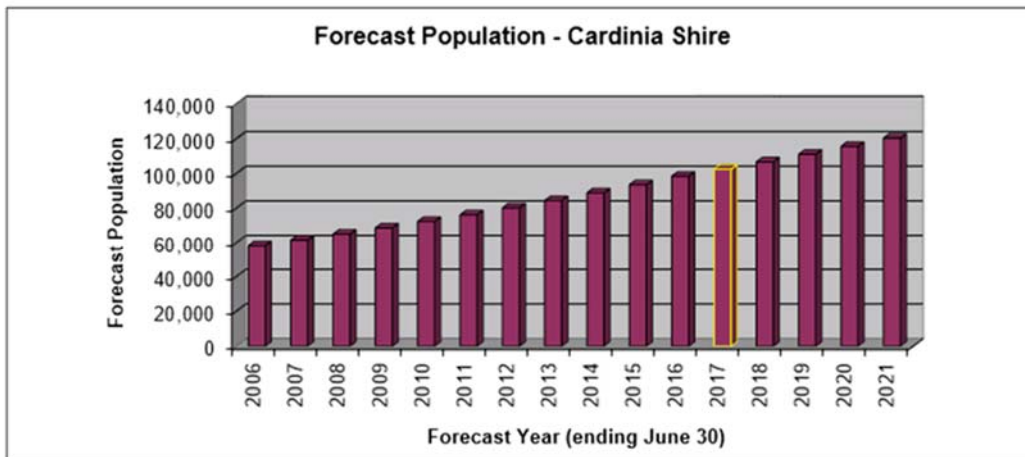
Name	Emerald Netball Pavilion/Courts
Description	Construction of 4 netball courts.
Comment	Awaiting planning approval.
Start	February 2017
End	June 2018
Cost	\$1m

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 considerably this quarter however, in contrast, Statement of Compliance figures are at a record 4 year high.

Figure 2 illustrates that there were 182 lots in application for the certification of plans of subdivision this quarter. Results are 70% lower than the previous quarter. Applications are 41% lower than the same time last year.

Figure 2. Residential lots – applications

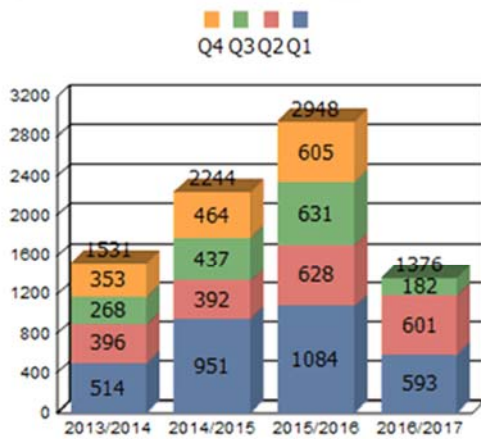
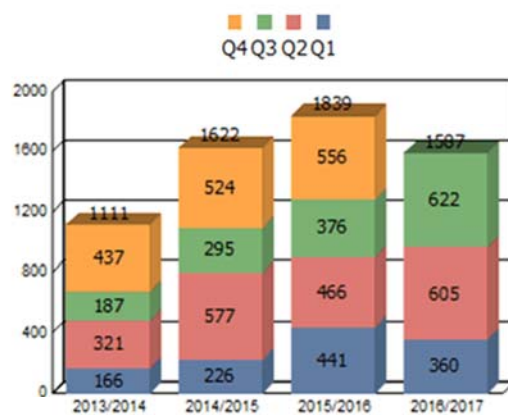


Figure 3 illustrates that there were 622 lots for which a statement of compliance was issued this quarter allowing for the sale and development of individual lots. This is a record four year high. Results are 3% higher than the previous quarter and 17% higher than the same time last year.

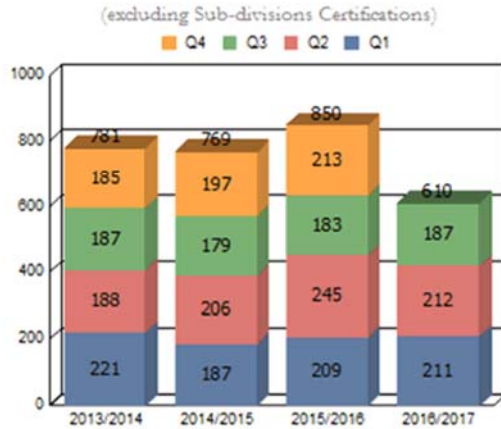
Figure 3. Residential lots – statement of compliance



Planning applications

Figure 4 highlights the level of development activity in relation to applications for planning permits. There were 187 planning applications this quarter, 12% lower than the previous quarter. The year to date figure is 4% 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.

Figure 5 illustrates that there were 675 building permits issued this quarter. That is an increase of 17% from last quarter and 5% higher than the same time last year.

Figure 5. Total building permits issued

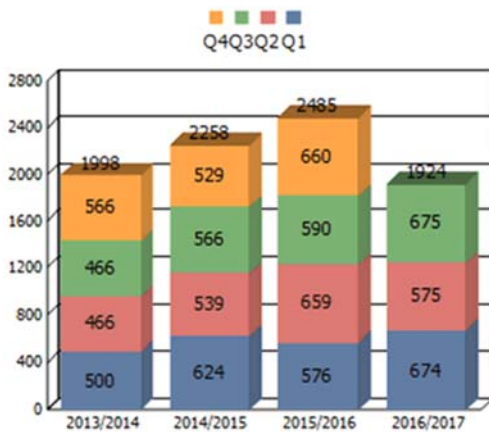


Figure 6 illustrates that there were 309 residential building completions this quarter. That is a decrease of 23% from the previous quarter but 6% higher than the same time last year.

Figure 6. Residential building completions

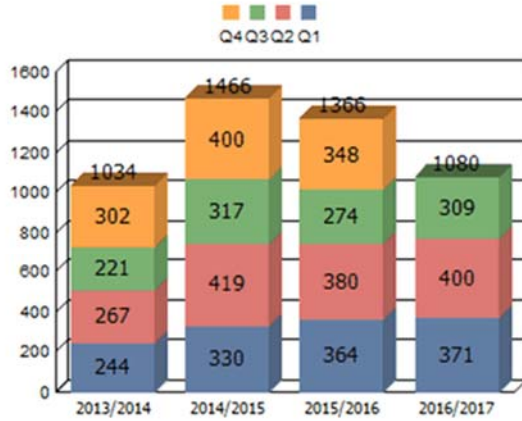
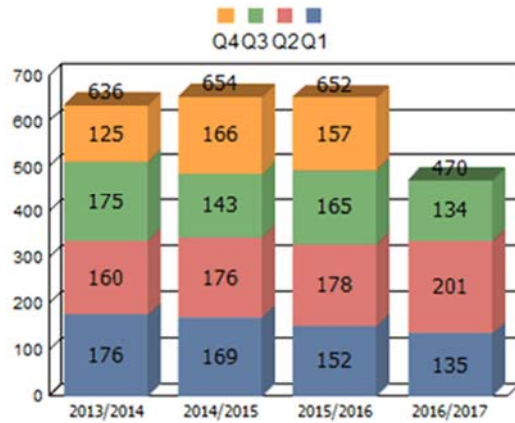


Figure 7 illustrates that there were 134 non-residential building completions this quarter. That is a decrease of 33% from the previous quarter and 5% lower than the same time last year.

Figure 7. Non-residential building completions

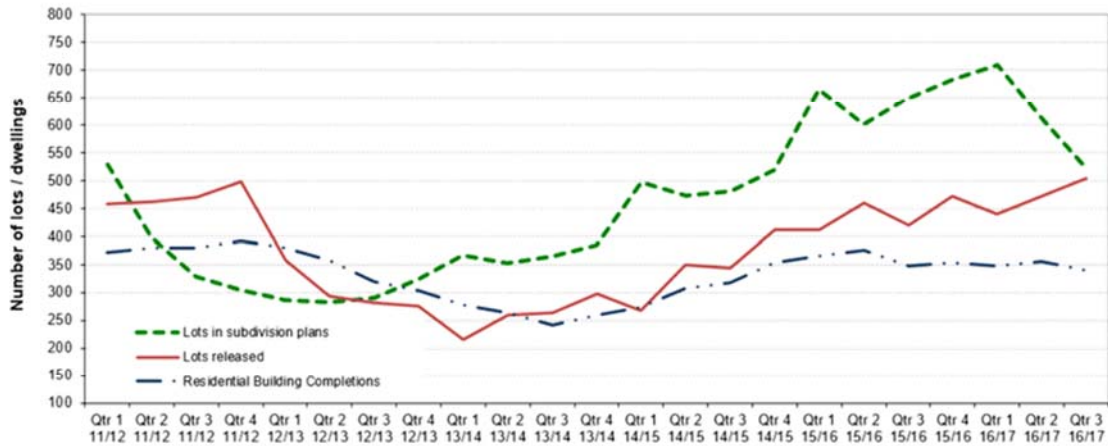


Residential land development indicators

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 have peaked in the first quarter of each year for the last 4 years. The first quarter of 2016-17 peaked at an average of 687 lots submitted for subdivision. The current average number of lots has dropped to 522 but are expected to increase again as the Officer Precinct development progresses.

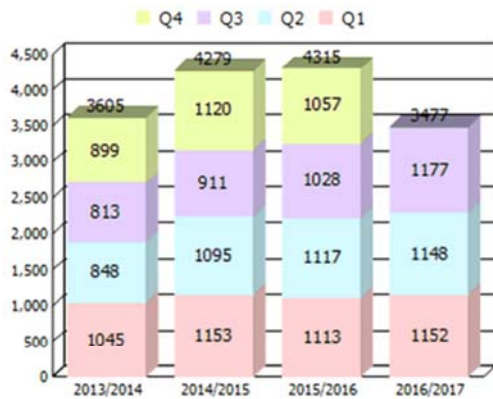
The average number of **new lots released** onto the market has been steadily increasing since the 1st quarter of 2013-14. Numbers have increased this month with an average of 504 lots released. The average number of **dwelling completions** is 309 and is levelling. These are lag indicators and are expected 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 1177 certificates issued this quarter, 3% higher than the previous quarter. Year to date results are 7% higher than the same time last year, an indication of a stabilised property market.

Figure 9. Land information certificates



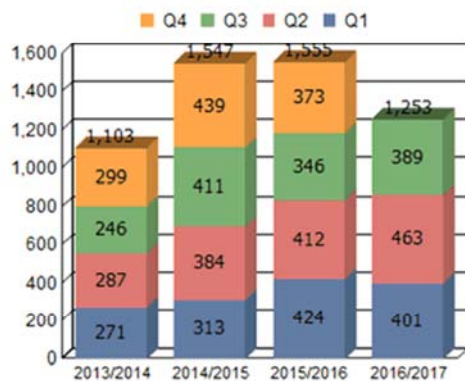
Household garbage service

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 389 new bins requested this quarter, 16% lower than last quarter's four year record high. The year to date total is on 6% higher than last year, indicating a rise of new households.

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

Figure 10. New household garbage service volumes



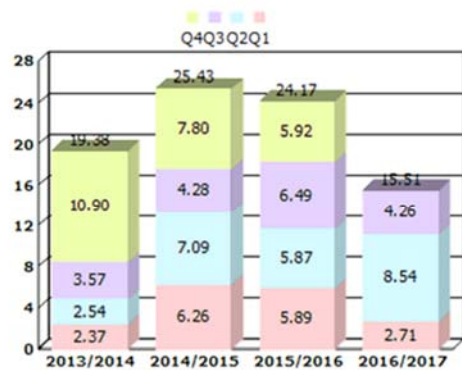
Roads and footpaths

Sealed roads

The sealed road network is currently 664 km in length. Sealed road growth is due to a combination of subdivision development and Councils 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 councils Road Management Plan and is supplemented by cyclic maintenance programs including annual road resealing and rehabilitation.

Figure 11 illustrates that there was an additional 4.26km of sealed roads constructed this quarter, 50% lower than the previous quarter. The year to date total is 15% lower than at the same time last year. This is a result of higher levels of rainfall during winter and early spring which restricted the rate of construction.

Figure 11. Additional kms of sealed roads constructed

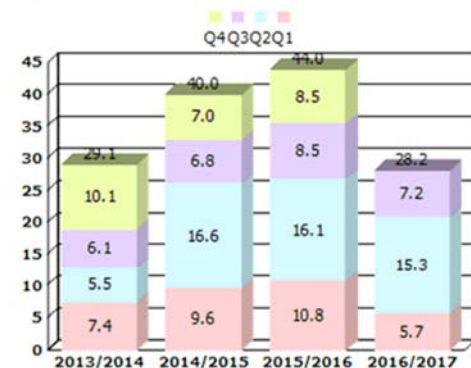


Footpaths

Footpaths are an important means of improving community cohesion by providing for pedestrian traffic around our communities. The footpath network is currently 628 km in length, with an average growth rate of 34 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 7.2km of footpaths constructed this quarter, 53% lower than the previous last quarter. The year to date total is 20% lower than at the same time last year due to a higher level of rainfall during winter and early spring which has restricted construction.

Figure 12. Additional km of footpaths constructed



Customer responsiveness

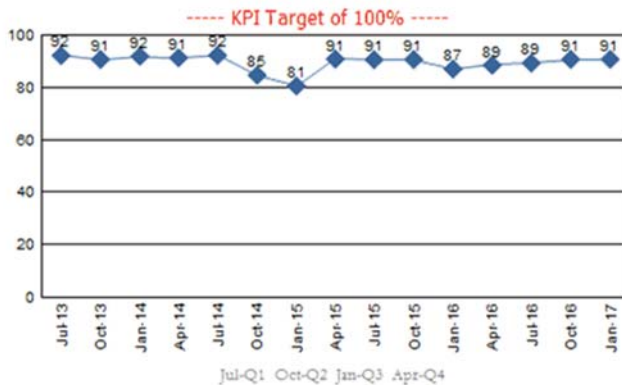
This section shows performance in relation to two fundamental areas of responsiveness: - actioning inwards correspondence, (mail, fax, email) and actioning service requests.

Inwards correspondence – (Mail, fax, email)

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

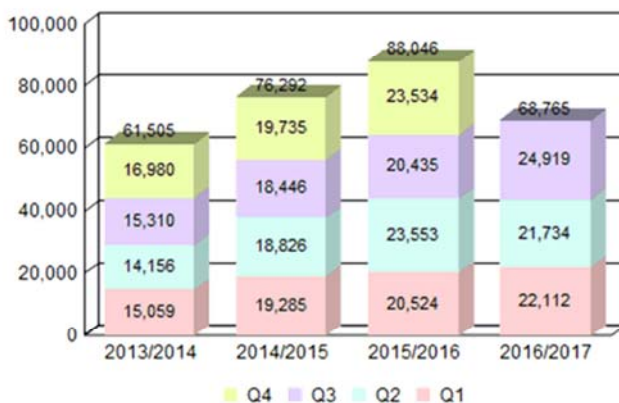
An Action Referral is an item of inwards correspondence received via mail, fax or email, requiring a response. Figure 13 illustrates that an average of 91% of Action Referrals this quarter were acknowledged within 10 days, on par with the previous quarter. Performance reports are distributed to all managers 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 24,919 action referrals this quarter, 15% higher than the previous quarter. The year to date total is 3% higher 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% is close to being achieved in all periods. 88% of service requests were finalised in time for the quarter, 1% higher than the previous quarter.

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

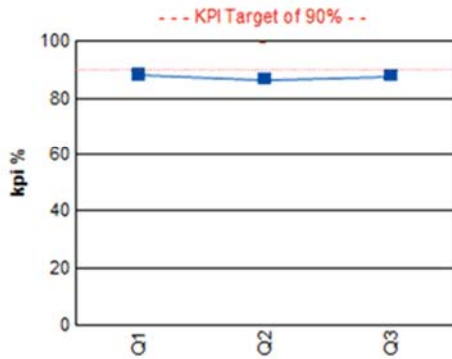
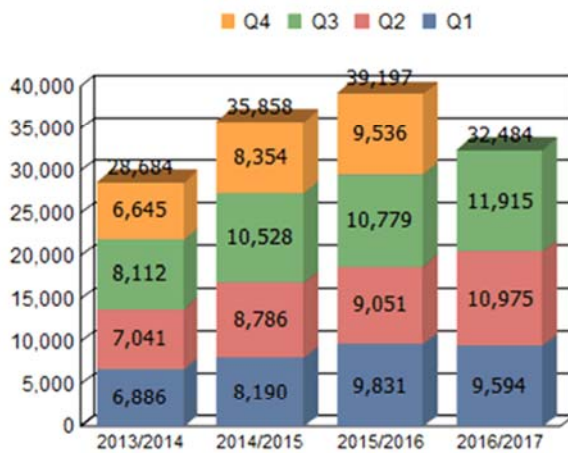


Figure 16 illustrates that there were 11,915 service requests this quarter, 9% higher than the previous quarter. The year to date total is 10% higher than the same time last year, indicating an upwards trend in requests.

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

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 751 km of unsealed road grading this quarter, 41% higher than last quarter. Quarter 1 figure is higher as a number of the roads required less concentrated works to maintain, meaning greater lengths of road were able to be graded.

Figure 17. Unsealed road grading (kilometres)

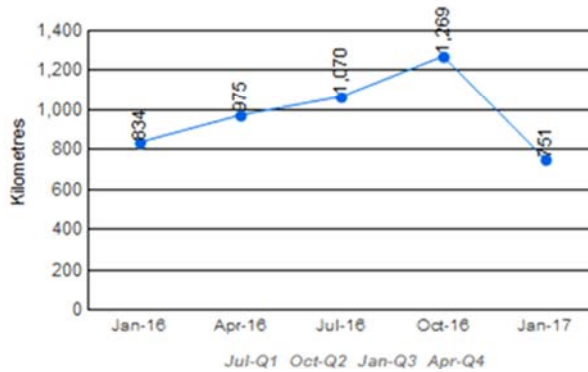
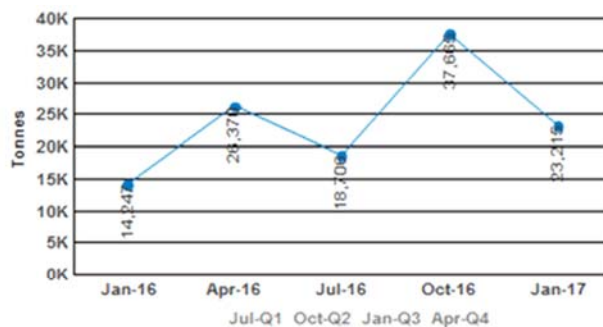


Figure 18 illustrates that there were 23,215 tonnes of unsealed road resheeting this quarter, 38% lower than last quarter. The volume of crushed rock placed on Council's unsealed network reduces over the drier months of the year, as the focus is on delivering water to roads to aid compaction. The plant used to deliver crushed rock are reconfigured into water carts during this period.

Figure 18. Unsealed road resheeting (tonnes)



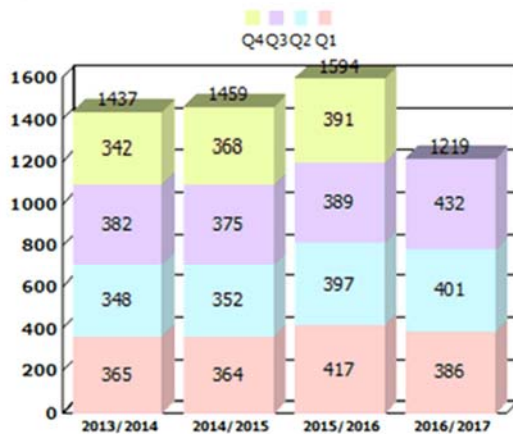
Community

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.

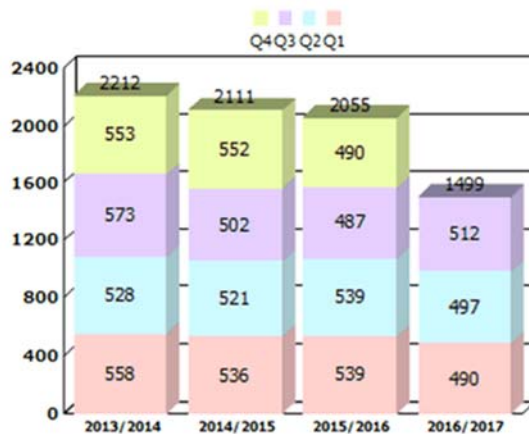
Birth notices are the number of notifications received from hospitals of newborn babies in the municipality. Figure 19 illustrates that there were 432 birth notices this quarter, 8% higher than the previous quarter and a four year record high. Figures are 1% higher than last year.

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 20 illustrates that there were 512 enrolments this quarter, 3% higher than last quarter but YTD figures are 4% 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.

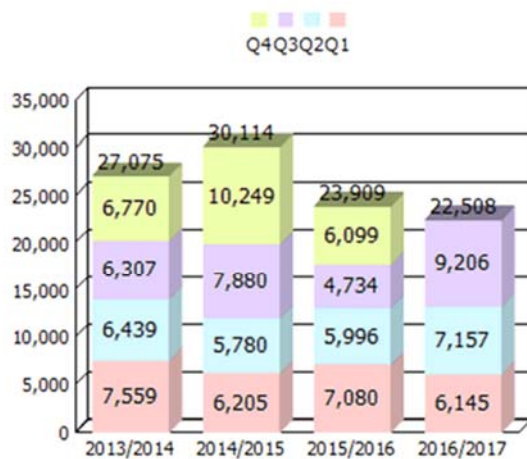
People have been access services and programs from My Place since January 2013. My Place is Council’s youth facility where young people, parents and professionals can access information and advice on a range of topics including health and wellbeing, education and training, drugs and alcohol.

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 initially 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. There has been an increase this quarter due to the new Youth Outreach Model being fully imbedded in the service with programs and events in the rural townships being well attended. The January Teenage School Holiday was highly successful with 90% of activities being at capacity. There has also been an increase in the number of young people accessing services at My Place over the past quarter. Windermere and Irabina commenced delivering service and programs from My Place in this quarter

Figure 21 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 9,206 contacts with young people. Results are 29% higher than the previous quarter and 26% higher than the same time last year.

Figure 21. Engagement with young people



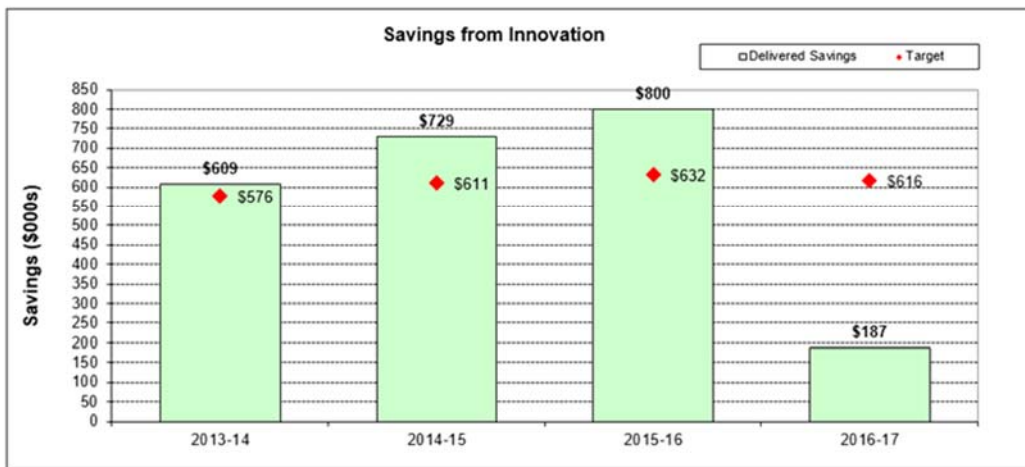
* New targeted program introduced Q2 2015/16

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 72 improvement projects that have been identified which have delivered savings of \$186,800, which is 30% of the target.

Figure 22. Business improvements



Waste management

Indicators in this section relate to our behaviour with waste disposal. That is, how much waste we sending to land fill and how much is recycled or composted. These figures are monitored on a monthly basis.

Landfill

KPI target: 5 percent decrease in garbage to landfill per annum per household.

This KPI is difficult to deliver without new regional facilities and technologies to process and divert some wastes that are currently entering landfill waste. Consumer behaviours and the prevalence of disposable and packaged products is rising along with urban growth.

Figure 23 illustrates that the average volume of garbage to landfill per household is 506kg to date this financial year. This is an increased from last year's annual average of 501 kg.

Figure 23. Average kg of garbage to landfill per household per year

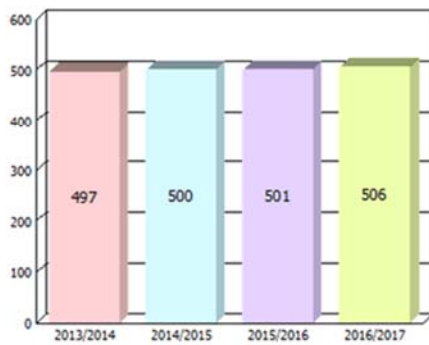
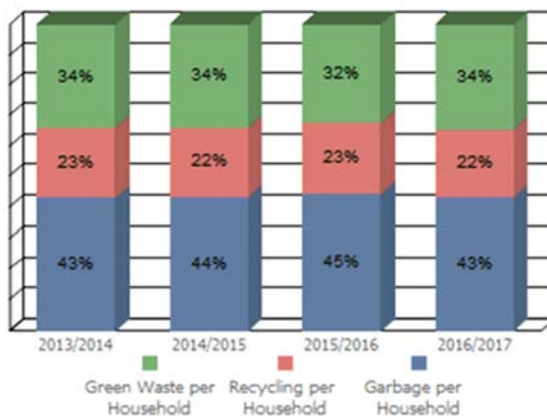


Figure 24 illustrates that the percentage comparison of garbage waste to recycling and green waste per household for this quarter. Green waste is at 34%, which is 2% higher than last year. Recycling is at 22%, 1% lower than last year. Garbage is at 43%, 2% lower than last year.

Figure 24. Average percentage of garbage, recycling and green waste per household per year



Kerbside collection

Figure 25 illustrates that there were 4,755 tonnes of garbage waste to landfill collection this quarter, 1% higher than last quarter. The YTD figure is .34% higher than last year. The tonnes collected are expected to increase due to population growth within the Shire.

Figure 25. Garbage waste to landfill – tonnes collected

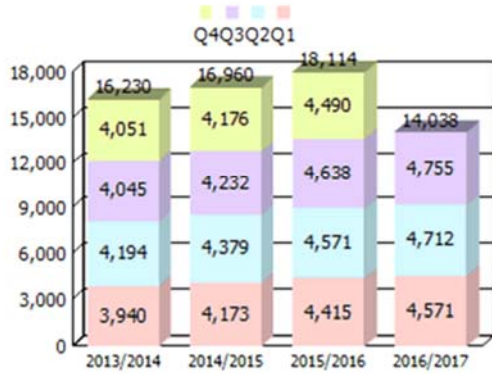


Figure 26 illustrates that there were 2,516 tonnes of recycle waste collection this quarter, 2% higher than last quarter, the YTD figure is 3% higher than last year.

Figure 26. Recycle waste – tonnes collected

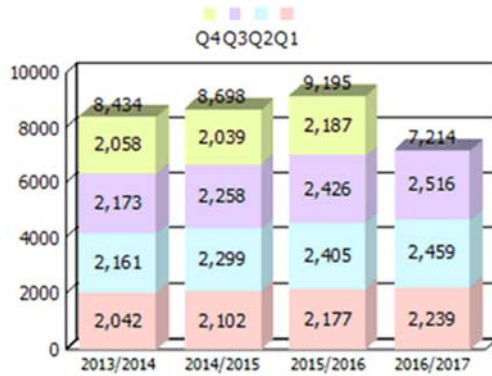
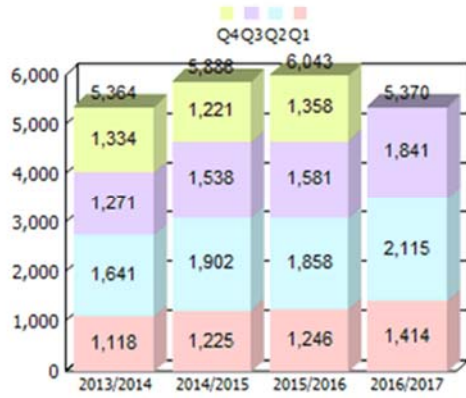



Figure 27 illustrates that there were 1,841 tonnes of green waste collection this quarter, 13% lower than last quarter. The YTD figure is 15% higher than last year. Green waste collection is seasonal and is based on weather and garden growth rates. It is also expected that these figures would be higher due to the growth in population.

Figure 27. Green waste to mulching – tonnes collected



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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>
CP - 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. 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, Mecwacare. Established the Cardinia Shire Age Friendly Alliance Group which held its first meeting in March 2017.	Community Strengthening	Jun-17
CP - Comely Banks Integrated Childrens 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
CP - 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
CP - 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 now underway.	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>
CP - 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	Review of Youth Strategy completed. Child and Family Plan review being finalised. Consultation with children has taken place across 10 schools along with teachers, parents/carers and early childhood educators. Young people have been consulted through a range of methodology including survey monkey and direct workshops (e.g. Pakenham Library) and the youth forum survey utilised to draw on additional information. Feedback is now being collated and analysed and findings will be presented to Council to inform development of Child, Youth and Family Strategy.	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>
CP - Undertake playground upgrades at Garfield Recreation Reserve, Rotary Park (Garfield)	Consultation is currently underway with the local community and the recreation reserve committee. Works planned includes some tree management works, and the installation of play space equipment within two locations within the recreation reserve. Installation due to occur late in June 2017 financial year.	Operations	Jun-17
CP - 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 has undertaken a review of the 2012-2016 Youth Strategy and has highlighted areas which need to be considered for the development of the Child Youth and Family Plan. The draft plan will be fed back to the Reference Group and their further feedback considered for the priority setting.	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

Action	Progress Comments	Business Unit	Complete by
CP - 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	Youth Services is awaiting the outcome of the PHN expression of interest for a full Headspace Site in Cardinia. It is anticipated that an outcome will be announced mid-year. From April 2017 there will be three headspace clinicians based at My Place one day per week with one psychologist specifically for Oakwood school students who have experienced significant trauma. Windermere has been contracted for the Youth Mental Health Pilot funding from Council. The program is currently at capacity with a preliminary report due to be presented to the Youth Strategy Reference Group on 27 April 2017. A health network is currently being established to support GLBTI young people in Cardinia. Marcus (transgender education film) has been finalised and will be launched in April 2017. Australian Drug Foundation funding application was successful. The funding will support the expansion of the Smart Generation Program. Program which aims to reduce alcohol related harm and young people consuming alcohol before they turn 18.	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

Action	Progress Comments	Business Unit	Complete by
CP - 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	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

Action	Progress Comments	Business Unit	Complete by
CP - Identify opportunities for increasing post-compulsory and vocational training provision within Cardinia Shire	GM working with Chisholm TAFE regarding outreach programs to be delivered from future Officer Library and Learning Hub opposite civic centre. design process for hub underway with Design Inc. Design process has been completed and advocacy sheets updated to inform lobbying activities prior to Federal election.	Office of the GM - Community	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>
CP - 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. Council is working in partnership to identify priorities for community training.	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>
CP - 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 a Orange Sky mobile laundry service and Cleaner Casper mobile shower. Participation has increase 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	Completed

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>
CP - 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	2016-17 action plan is currently being implemented. A steering committee has been established to guide the development of the 2017-21 Municipal Public Health and Wellbeing Plan. A new framework has been developed for the Municipal Public Health and Wellbeing Plan - adapted from the Liveability Domain's established by the University of Melbourne and Dept of Health and Human services. Community consultation commenced in 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>
CP - Undertake social health research with communities in the growth and rural areas of the Shire	Social health research was completed in July and findings have been made available to the community.	Community Strengthening	Completed


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>
CP - 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	As a result of the 'Social Connections' sub group - Aligned Leisure is now offering a 'carers card' for children in out of home care and their carer family to access leisure opportunities in Cardinia Shire. The Area Partnership has now agreed a second priority area 'Disengaged Young People' with a focus on school non-attendance and refusal. A co-design process is being developed which will involve young people and other stakeholder in shaping the project.	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>
CP - 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
CP - Deep Creek Reserve (Pakenham) master plan - design development Undertake earthworks and drainage using contributed fill	Grant funding from the GSF has been successful. Earthworks contract has been awarded with major works will commence in April. Preparatory works have been undertaken on the site to allow construction equipment access.	Infrastructure Services	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>
CP - 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 complete. Contract awarded and works to commence in April 17	Active Communities	Jun-17
CP - Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	Friends groups annual grants continue to be distributed. The Environment Unit is currently working with landcare on the Cannibal Creek Catchment Biodiversity Project in the second phase (2016-17) as part of a \$41,000 Melbourne Water grant. This phase aims to engage new land holders along Cannibal Creek. Environment unit is also working with Toomuc Valley Landcare as part of community liaison for the RJ Chambers ecological burn in 2017.	Environment	Jun-17
CP - 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
CP - Complete construction of the civil works and pavilion for the Pepi's Land (Emerald) netball facility	Awaiting ministerial approval for the rezoning of the site. Detailed design and tender documents completed	Active Communities	Mar-18
CP - Pepi's Land (Emerald) Master Plan – develop boardwalks, pathways and bird hides around dam	Reserve vegetation works are on schedule for completion. The works associated with the path around the dam will be constructed at the same time as the path connection to Hamilton which is scheduled for late 2017.	Infrastructure Services	Jun-17
CP - 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
CP - 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

Cardinia Shire Council

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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>
CP - Comely Banks Reserve (Officer) – develop reserve master plan and work with the developer to complete detailed design	Master plan completed. Negotiations underway with the developer with the re detailed design.	Active Communities	Jun-17
CP - 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 May 2017.	Active Communities	Jun-17
CP - Heatherbrae Recreation Reserve (Officer) – complete project by finalising the construction of the pavilion	Completed awaiting officially opening date.	Active Communities	Completed
CP - 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
CP - Refurbish the Chandler Reserve pavilion (Avonsleigh) in accordance with Council's facility standards	Official opening 18th March	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: 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>
CP - 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. Authorisation to be sought from Council in early 2017. Continuing to work with DELWP to implement.	Strategic and Economic	Jun-17
CP - 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	Jun-17
CP - Finalise land purchase of James Bathe Reserve	Land purchase completed.	Active Communities	Completed
CP - James Bathe Reserve (Pakenham) – undertake detailed design for civil works at the reserve	SportEng engaged and detailed design nearing completion for all civil components for the project. Architect engaged and design underway.	Active Communities	Jun-17
CP - On adoption by Council, advocate for external funds to assist with the implementation of the priorities of the Cardinia Shire Pedestrian and Cycle Strategy	\$5 million sought in March 2017 for Princes Highway Pedestrian path from State Government through GAIC (growth area infrastructure contribution). Draft was presented to Council in January 2017. \$1 million from Federal government and \$545.0000 from State government for the multi use trail.	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>
CP - Refer planning applications to Vic Police for comment on Crime Prevention Through Environmental Design (CPTED) and traffic safety issues	CPTED considered in all planning applications	Strategic and Economic	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

Action	Progress Comments	Business Unit	Complete by
CP - Establish the Safer Communities Committee and begin the development of the action plan in direct response to the consultation report	The Safer Communities Strategic Committee has formed and is meeting quarterly. The Crime Action Group has also formed and is meeting monthly with three successful grant applications submitted totalling \$350,000. A Mental Health action group has formed to address local needs and issues. A Safer Communities Strategy has been developed and will be considered by Council in May. An Alcohol and Other Drugs Action Group has formed and is meeting monthly to develop an action plan. The International Safe Community application has been lodged and awaits approval to become designated as an international safe community.	Community Strengthening	Jun-17
CP - 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 has completed its 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 these organisations to develop action plans. Together we Can year of Action 2016 progress report completed and grant application for \$150K to the Dept of Premier and Cabinet submitted in partnership with Family Life, University of Melbourne and Victoria Police to implement family violence initiatives for 2017-18. Council is now officially recognised as a White Ribbon Organisation after successfully completing the accreditation process.	Community Strengthening	Jun-17

To achieve this we will: Improve awareness of township safety

Action	Progress Comments	Business Unit	Complete by
CP - Facilitate community fire safety education programs and support Community Fireguard groups in fire-prone areas	The Planning for Emergencies video series recently won an International Media Award. The video series were also a finalist in the Fire Awareness Awards. This continues to be promoted through Council's website and social media. Marketing material for the new Open Air Burning policy has been finalised and is being distributed to the community. Council supports the Ready2Go program which recently was a winner in the Access and Inclusion category of the Fire awareness awards for 2016. The fire danger period has closed and a new streamlined process for permits to burn are currently in place for residents.	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

Action	Progress Comments	Business Unit	Complete by
<p>CP - 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>A new Flood and Storm Plan was endorsed in December 2016. The Municipal Fire Management Plan has been finalised and was endorsed at the September MEMPC meeting. The Municipal Pandemic Plan has been developed and awaiting endorsement by Council. A working group has been established to develop the Municipal Animal Welfare Plan.</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

Action	Progress Comments	Business Unit	Complete by
<p>CP - Development of the Settlement Protection Policy in consultation with Councillors and key community stakeholders</p>	<p>Several meetings have been held with the CFA, Environment and Open Space teams to begin development of the plan. A pilot burn is planned 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>
CP - 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>
CP - 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 Jan - March.	Community Strengthening	Ongoing

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>
CP - 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. 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>
CP - 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 April 2017.	Active Communities	Apr-18
CP - Community Arts Facility - Design the facility	Planning permit advertised Mar 2017 Masterplan endorsed by Council in February 2016. Detailed design being undertaken by Mantric Architects. Project due for completion in March 2017.	Active Communities	May-17
CP - Cardinia Arts Facility - Seek external funding to support the construction program	Discussion held with the State Government RE: GAIC funding in Mar 2017. 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>
CP - 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>
CP - 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 program to be delivered in 2017 in partnership with Leadership Victoria. The Neighbourhood project has also provided community development training and tools to support community led initiatives.	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>
CP - 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.	Active Communities	Completed
CP - 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 complete.	Infrastructure Services	Completed

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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>
CP - 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
CP - Implement the Reconciliation Action Plan 2015–19 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>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. 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 DDACL and VACCA, community members, neighbouring LGAs and State Government employees including the Koorie Engagement Support Officers (KESOs), LAN Brokers, Aboriginal Victoria staff and Koolin Balit 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 Aboriginal Victoria to monitor this sensitively and provide adequate process for any artefacts currently in Council possession.</p> <p>Cardinia Shire Council's 2nd year action plan currently on track and progress reported accordingly to Reconciliation Australia. NAIDOC Week 2016 provided a unique opportunity to join the celebrations at the annual Koolin-ik ba kirrip-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>	Community Strengthening	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>
CP - Implement actions in the Access and Inclusion Plan which include the development of an employment pathway program and one township access map	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. Development of a new Access and Inclusion Plan has commenced and will be considered by Council in 2017.	Community Strengthening	Jun-17
CP - 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. Further Community engagement and project will not commence until mid-2017. Open Space managing the master plan and will continue to work with the community to ensure feedback is considered where possible.	Community Strengthening	Completed
CP - 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	A key priority in the Cultural Diversity Action Plan is information access. A unique and dedicated space has been created in the Shire for intercultural development, dialogue, engagement, participation and celebration. 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 – Multifaith 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 - 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. A Harmony Day event was held at Living Learning Pakenham on Tuesday 21st March to promote diversity and inclusion for people from a range of culturally diverse backgrounds in the Shire. Over 200 people attended with a range of activities and presentations as part of the celebration. A Taste of Harmony event was hosted at Councils Civic Centre on the 30th March. Guests were invited to bring a dish that represented their cultural background to share with others.	Community Strengthening	Jun-17

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
CP - 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

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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: Strengthen Council's community engagement through the development, implementation and promotion of an effective community engagement policy

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
CP - 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>
CP - 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	All road and road related assets are now maintained through the new MMS, REFLECT. A reporting framework has been established to monitor councils performance against the requirements of the Road Management Act. Reports are issued to Operational staff to get complete visibility on their compliance with the RMP to the extent that we now know what is overdue (if any) and what works are required to be done by a certain timeframe This action is now completed	Operations	Completed

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>
CP - 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)	Developer guideline handbook has been completed and endorsed by SLT, details were released in Jan 2017 with access to final document available on Council website. Design completed for cockatoo laneway, with stage one of works, the installation of hard works due for completion in June 2017, with stage two, horticultural installation, to follow early in the 2017/18 financial year.	Operations	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>
CP - Hills Hub (Emerald) - Finalise the facility design, undertake associated tender process and commence construction	Design scenario 4 selected as preferred option for the Hills Hub after extensive community consultation. Detailed design underway with key stakeholders.	Community Strengthening	Jun-17
CP - 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 Centre commenced in July and was completed in March and now open to the public in April 2017. 35 health services will be delivered in this new integrated co-locational facility.	Community Strengthening	Jun-17
CP - 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)	Stages 3 -4 are currently at tender. Tender closes April 20th. This project is expected to be completed in the 2017/18 FY period.	Buildings and Facilities	Jun-17
CP - 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	<p>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</p> <p>Bayles Pre-school accessibility ramp and Avonsleigh Pre-school car park for the disabled are complete.</p> <p>Projects in progress are (a) Gembrook pre-school accessibility ramp, (b) Upper Beaconsfield pre-kinder upgrade of existing accessible ramp, and (c) Cockatoo Community Complex car park for the disabled and accessibility landings to front entries of facility.</p>	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

Action	Progress Comments	Business Unit	Complete by
CP - EDSP - Implement new detailed design guidelines for streetscape improvement on Council projects this year and subsequent years	Landscape Developer Guidelines has been completed and endorsed by SLT. It was released and implemented in January 2017 and a copy can be found on our website. https://www.cardinia.vic.gov.au/downloads/download/259/cardinia_shire_council_landscape_developer_guidelines	Operations	Completed
CP - Conduct a program of resurfacing of playing surfaces at recreation reserves – Mountain Road Reserve (Cockatoo) – drainage, irrigation and shaping including athletics	Works nearing completion and sprigging of grass recently undertaken.	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

Action	Progress Comments	Business Unit	Complete by
CP - Commence construction of the Lang Lang Bypass from Westernport Road to McDonalds Track, including Milner'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
CP - McGregor Road (Pakenham) - Construct McGregor Road rail crossing and intersection upgrade, subject to successful advocacy 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
CP - 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 is now being implemented. Speed zone reviews are currently under way in a number of locations including O'Neil Road and Payne Road, Beaconsfield and Quamby Road and Telegraph Road, Guys Hill. Army Road speed review is complete.	Infrastructure Services	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: Transport linkages connecting towns

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


Action	Progress Comments	Business Unit	Complete by
CP - 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 was presented to Council in February 2017. The Councillors submission review is scheduled for 11 April with declaration report to be presented to May Council meeting subject to Councillor approval.	Infrastructure Services	Feb-17
CP - Wheelers Road (Maryknoll) - Construction of	The Scheme declaration report was endorsed by Council in July. Construction documentation has been advertised. Tenders costs have come in high. The recommendation is to not award the works and re-tender later in the year.	Infrastructure Services	Jun-17
CP - 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

Action	Progress Comments	Business Unit	Complete by
CP - Advocate for a new park and ride railway station facility in Officer	Advocacy continues with Vic Track	Strategic and Economic	Jun-17

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

Action	Progress Comments	Business Unit	Complete by
CP - Cockatoo-Gembrook Trail – prepare tender documentation for construction of the trail and complete land acquisition	Design works have been undertaken. Land acquisition Detailed design is under way 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>
CP - 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>
CP - 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)	SECCCA have opened the Cardinia Shire New Home Energy Advisory Service that provides sustainable design information for those building new homes. The service is operating from the land sales office in the Timbertop estate in Officer and will operate in the Shire for the next 2 years. Officers are working with SECCCA to explore opportunities for a regional business efficiency program to assist local businesses with energy costs. Another project being investigated is the development of a SECCCA ESD matrix that can be used to improve the design of new Council buildings across Victoria.	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>
CP - 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 including: <ul style="list-style-type: none"> * Installation works progressing on the second stage of the decorative street lighting upgrade * The launch of the solar schools program to assist local schools access solar electricity systems was held in early March. * The provision of assistance to community groups who occupy Council owned buildings with the installation of solar electricity systems. * The engagement of smart power to assist with Council's utility tracking and carbon reporting to assess progress with emissions reductions. 	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

Action	Progress Comments	Business Unit	Complete by
CP - 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
CP - 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
CP - 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

Action	Progress Comments	Business Unit	Complete by
CP - Implement the Integrated Water Management Plan including completing water-efficiency audits at Cardinia Life (Pakenham) and Cardinia Cultural Centre (Pakenham)	Implementation of the IWMP is continuing including: <ul style="list-style-type: none"> * The procurement process has been completed and an appropriately qualified consultant will soon be engaged to complete water audits of key council facilities * The engagement of smart power will assist with Council's utility tracking and water reporting to assess progress with water reductions. * Council engineering staff continue to ensure Melbourne Water's Healthy Waterways and Bays document is taken into account in all developments. * An application has been submitted to Melbourne Water's Living Rivers Fund, seeking a part time water officer. 	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: Promote catchment management practices to improve the water quality of natural systems


Action	Progress Comments	Business Unit	Complete by
CP - Meet with water authorities to discuss mandated property connections	Meetings are occurring with relevant authorities	Development and	Jun-17
CP - 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	Jun-17

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

Action	Progress Comments	Business Unit	Complete by
CP - 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	DELWP officers have completed a first draft survey of the area and need to resurvey two final boundary alignments. Melbourne Water have been working with the local friends group (Toomuc Valley Landcare) to undertake weed control and tree planting along the creek area. Holcim Quarries in collaboration with the Depot have donated pipes and gravel to enable greater maintenance vehicle access over three drainage lines at the site. The landcare group have been mowing the fire break prior to the site coming over to Council. Melbourne Water recently completed \$100,000 of works along the creek. Officers assisted Toomuc Landcare with a grant application to the Catchment Management Authority.	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

Action	Progress Comments	Business Unit	Complete by
CP - Improve high conservation roadsides by participating in the Emerald Starbush Partnership	Grant funding for weed control along Council roadsides and reserves containing Emerald Star Bush (ESB) has been completed. Signage is being developed to educate the community about significant ESB sites. The community have undertaken 394 volunteer hours on ESB conservation projects this financial year. This has included, ESB mapping, weed removal, community liaison, propagation and planting.	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>
CP - Advocate to implement the Healthy by Design framework into planning review processes	Complete 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	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>
CP - Deliver the Sustainability Expo in conjunction with local suppliers and exhibitors to be held in Pakenham	It was agreed by SLT 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>
CP - 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	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

Action	Progress Comments	Business Unit	Complete by
CP - Undertake review of the Cardinia Road Precinct developer contributions plan	<p>Continuing the process to access content of DCP</p> <p>Amended to Nov 16 as per PW</p> <p>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.</p> <p>As per PW end date amended to April 2016. Background work undertaken.</p> <p>End Date amended to Dec 2015 as per PW</p> <p>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.</p> <p>Draft process prepared end June for GM approval</p>	Strategic and Economic	Nov-16
CP - Complete Pakenham East precinct structure plan / developer contributions plan	<p>Date extended 30 Jun 2018 as per AP.</p> <p>Precinct structure plan to be finalized prior to DCP</p>	Strategic and Economic	Jun-18
CP - Introduce schedules for the new residential zones in Beaconsfield Upper	Awaiting outcome of Government review of residential zones	Strategic and Economic	Jun-17
CP - Complete planning scheme amendments for the Pakenham East Precinct Structure Plan	<p>Date extended to Jun 2018 as per AP</p> <p>Awaiting finalisation of Precinct Structure Plan before commencement of planning scheme</p>	Strategic and Economic	Jun-18
CP - 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	Strategic and Economic	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

Action	Progress Comments	Business Unit	Complete by
CP - Finalise Tynong Township Strategy	Not progressing until State Government supports development in the Green Wedge Advise from the Planning minister on Tynong strategy will be reconsidered once Western Green Wedge Action Plan (GWMP) is incorporated into the Cardinia Planning Scheme	Strategic and Economic	Completed
CP - Finalise the Westernport 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. Planning scheme amendment has been prepared and awaiting approval	Strategic and Economic	Completed
CP - Review the Emerald township strategy	Review still underway of works completed in current strategy.	Strategic and Economic	Jun-17
CP - Review the Cockatoo township strategy	Review still being undertaken of works completed in current strategy.	Strategic and Economic	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

Action	Progress Comments	Business Unit	Complete by
CP - Prepare and adopt the Westernport Green Wedge Action Plan	The Green Wedge Management plan has been adopted by Council in 2016. Panel hearing in early 2017	Strategic and Economic	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>
CP - 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	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>
CP - Finalise planning scheme amendment to incorporate Pakenham South Precinct Structure Plan into the Cardinia Planning Scheme	Date amended to Jun 2018 as per AP. Continuing to work with Metropolitan planning area (MPA) to draft PSP	Strategic and Economic	Jun-18
CP - Develop conceptual framework for Officer South Precinct	Awaiting data and background studies from VPA. Amended end date by GM approval	Strategic and Economic	Dec-17

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>
CP - Finalise car parking strategy for Pakenham Town Centre. Work with ISPT to facilitate the development of the mixed use precinct adjoining Pakenham Railway Station	Consultant undertaking review. 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	Jun-17
CP - 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.	Strategic and Economic	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>
CP- 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 Hall/Racecourse Road roundabout	Strategic and Economic	Jun-17
CP - 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	Plan Melbourne has now come out with Airport considerations and guidance. Port of Hastings is now been dealt with by infrastructure Vic.	Strategic and Economic	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>
CP - 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	Jun-17

	<h2>Performance Report</h2>	<p>Quarter 3 Jan - Mar</p>
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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>
CP - 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	Council has endorsed the Strategy , to go out for community consultation.	Strategic and Economic	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>
CP - Assist businesses to develop in the Casey–Cardinia region	Partnership with Casey will continue.	Strategic and Economic	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>
CP - Seek and promote training opportunities for local businesses. Provide business breakfast series and conduct 3 business forums in relation to industry developments	The first of the business breakfast series will take place in May 2017	Strategic and Economic	Jun-17

	<h2>Performance Report</h2>	<p>Quarter 3 Jan - Mar</p>
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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>
CP - Monitor compliance with statutory reporting requirements.	Requirements are regularly monitored	Governance	Completed
CP - Maintain and update the register of information to be available to the public	Register is updated as required	Governance	Completed

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>
CP - Following adoption of the Councillor Code of Conduct and Protocols monitor adherence to commitments and take appropriate action if required	Adherence to the code is being monitored	Governance	Completed


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>
CP - 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	The proposed budget was released for public comment following a special council meeting on 3rd April	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>
CP - 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>	<p>Quarter 3 Jan - Mar</p>
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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>
CP - Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	The proposed budget was released for public comment following a special council meeting on 3rd April	Finance	Jun-17