

## **1 ADOPTION OF COUNCIL PLAN**

FILE REFERENCE INT1734300

RESPONSIBLE GENERAL MANAGER Derek Madden

AUTHOR Peter Philp

### **RECOMMENDATION**

That:

1. Council adopt the draft Council Plan for the period 2017-2021, subject to the deletion of Activity 3.3.2, 'Review existing and set new greenhouse gas emissions targets as part of Council's greenhouse gas reduction strategy', as this activity is no longer relevant, and
2. Mr. Rob Castelov be thanked for his submission and a written response be forwarded to him advising the modified draft plan has been adopted and responding to the matters raised in his submission.
3. Council adopt the attached Council Plan Action items.

### **Attachments**

1	Draft Council Plan	17 Pages
2	Submission by Mr Rob Castelov	4 Pages
3	Council Plan Actions	14 Pages

### **EXECUTIVE SUMMARY**

To consider adoption of the draft Council Plan, with the modifications noted in the recommendation above, following the public notification process undertaken in accordance with the relevant provisions of the Local Government Act 1989.

### **BACKGROUND**

Council, at a Special Meeting held on Monday 3 April 2017 resolved to release the draft Council Plan 2017-2021 for public comment.

Internal review of the draft Council Plan resulted in a recommendation to remove Activity 3.3.2, as mentioned above. The content of Activity 3.3.2 is covered by other Council Plan Activities, and, therefore, is redundant.

A detailed set of Council Plan actions have been drafted to deliver on the Council Plan priorities, these actions are attached and are recommended for adoption.

### **POLICY IMPLICATIONS**

Nil

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## **RELEVANCE TO COUNCIL PLAN**

The adoption of the Council Plan provides guidance to the organisational directions for the forthcoming four financial years.

## **CONSULTATION/COMMUNICATION**

The appropriate public notices have appeared in local newspapers advising that the draft Council Plan was available for inspection and the Plan and supporting information was placed on the Council's website.

Copies were also available for inspection at the Shire Office and at the Pakenham, Emerald and mobile libraries and on the Council's website.

Although no submissions were lodged specifically on the Council Plan Mr Rob Castelov provided a detailed presentation at the Council Meeting held on Tuesday 16 May when he spoke to his submission lodged, a copy of this presentation is attached.

A response will be forwarded to Mr Castelov thanking him for his presentation and advising that the Council Plan has been adopted.

## **FINANCIAL AND RESOURCE IMPLICATIONS**

Nil

## **CONCLUSION**

Having complied with the Local Government Act provisions, Council is now in a position to adopt the draft Council Plan, subject to the abovementioned modifications, for the period 2017-2021.



Cardinia Shire Council

# Creating the future

Draft Council Plan 2017

April 2017

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© Cardinia Shire Council 2017  
(ABN: 32 210 906 807)  
20 Siding Avenue, Officer  
PO Box 7, Pakenham Vic 3810  
Phone: 1300 787 624  
Email: [mail@cardinia.vic.gov.au](mailto:mail@cardinia.vic.gov.au)  
Web: [www.cardinia.vic.gov.au](http://www.cardinia.vic.gov.au)

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## Message from your Council

It is an honour and a privilege to be elected by the community to represent this great and diverse municipality. Our aim is to make Cardinia Shire the best possible place to live, work, raise a family and do business.

As we work with our community to build a sustainable shire for present and future generations, Council understands the importance of managing its financial responsibilities while meeting our identified challenges. Balancing our growth and maintaining our diverse rural communities is a major focus.



## Developing Cardinia Shire

We support programs and activities that promote, develop and improve the wellbeing of our growing communities.

Council continually advocates to Australian and Victorian governments and other agencies. In the life of this plan we will focus on securing funding and increasing access to improved services like roads, transport, technology and education. Efforts will also be made to expand community programs and events as well as sporting and artistic activities. This will help and inspire residents and people who have a connection with our shire.

Working closely with Council's senior management team, all residents, businesses, community groups and other levels of government is important as we continue to plan, deliver and maintain the necessary infrastructure and transport connections in a sustainable way.

## Protecting and enhancing our environment

Council will work closely with our community and stakeholders to carefully plan and manage our growth to ensure we cater for present and future generations of residents while also considering the natural and built environment.

Initiatives to reduce energy consumption, greenhouse gas emissions and waste, while improving sustainable water practices and enhancing local biodiversity are among the priorities of this plan.

## Connecting our communities

Council will foster and encourage a sense of community and belonging across Cardinia Shire's 30 townships. There will be a focus on partnership building and linking people. This will be achieved through engagement and effective communication as well as advocacy and support for local services, transport, education and employment.

## Securing our economy

Council will continue to create, support and advocate for economic development opportunities that will bring investment to Cardinia Shire.

We recognise that business growth and investment are vital to building sustainable communities and we will continue to support business and tourism to foster local employment.

**Leading the way through our governance**

Council will govern in a transparent and accountable way with a high value on community engagement that will ensure our residents help determine the direction of Council's activities.

Being financially sustainable is a high priority for Council. This will influence how effectively we support our communities now and into the future.

Council values and recognises our role as leaders in the community. As your representatives, we will be strong advocates to Australian and Victorian governments and will continue to lobby for action on important local issues.

**An exciting future**

The future is more than growth, more than change; it is about creating a quality of life with great expectations of fulfilment and economic stability for our families and future generations. We will continue to work with, and for, the benefit of all our communities to ensure Cardinia Shire is healthy, safe and connected. We hope you will join us on this journey.

## **Our vision**

Cardinia Shire will be developed in a planned manner to enable present and future generations to live healthy and productive lives and to enjoy the richness of the diverse and distinctive characteristics of the shire.

## **Our commitment**

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



## Key challenges

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

- managing population growth
- managing the natural and built environment, including climate change
- developing a prosperous local economy and creating employment
- reducing the impact of family violence on our community
- long-term financial sustainability
- supporting and increasing agricultural productivity
- timely delivery of infrastructure, transport options and services
- encouraging residents to improve their health and wellbeing
- encouraging community engagement in Council's decision making

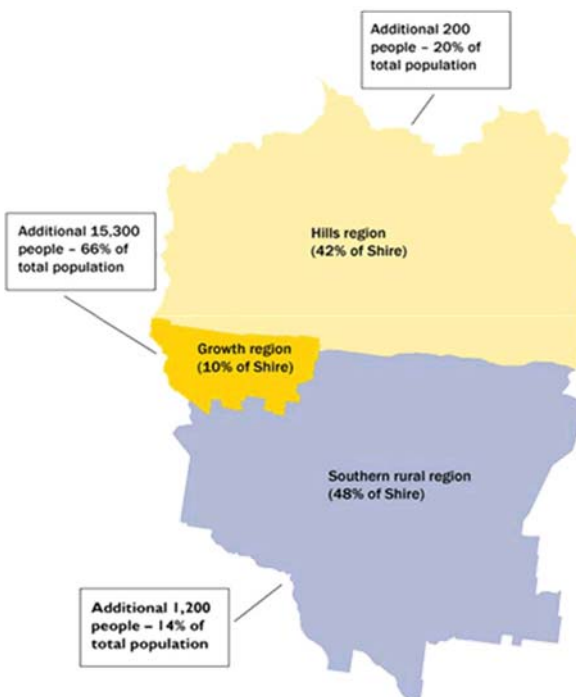
## Managing population growth

Cardinia Shire is experiencing significant population growth. Our population is predicted to increase by 18 per cent (17,300 people) to 111,600 people by 2020. Our population is located in three distinct areas: the hills, the growth area and southern rural sub-regions.

Over this time the population in our three sub-regions will change at differing rates.

Our growth area forms part of the Casey-Cardinia growth corridor, which is one of five metropolitan growth areas. By 2020, Cardinia Shire's growth area specifically will increase by about 15,300 people (an increase of 26%) and represent 66 per cent of our population. In the same period, the hills region will increase by about 200 people (1%) and represent 20 per cent of our people. The southern rural region will increase by about 1,200 people (9%) to around 14 per cent of the total population. Council's major challenge is to balance the need for services, facilities and other infrastructure for the growth area with the needs of our existing rural communities.

### Population growth 2016–20



## **Managing the natural and built environment, including climate change**

The quality of our natural and built environments affects our communities. They must be developed and managed in a way that contributes to the health and safety of present and future generations.

Existing natural environmental values such as biodiversity and waterways need to be protected and improved.

Planning for built environments must achieve sustainable outcomes, particularly minimising the use of energy and water as well as enhancing the broader natural environment.

Understanding and adapting to climate change impacts are challenges both now and into the future. The Australian Government's Climate Commission 2013 report 'The angry summer' highlights the link between climate change and the impacts of extreme weather on people, property, communities and the environment. The report outlines the consequences of failing to address these changes. Cardinia Shire has experienced an increase in flood, storm, fire and heatwave incidents in recent years. Climate change is affecting our agricultural areas, community health, parks and recreational facilities.

We must work with our community and relevant agencies to prepare ourselves to respond against these threats and mitigate the climate change risks.

## **Developing a prosperous local economy and creating employment**

A strong and diverse economy is important to ensuring financially stable, independent and proud communities. As our population continues to grow, demand for local employment also increases. In 2012, approximately 70 per cent of our community travelled outside the shire to work.

Council continues to lobby other levels of government and seek to attract a variety of services and industries. We want to ensure employment options for our people who want and need to work locally. The designated employment precinct between Officer and Pakenham is being planned and developed to provide jobs for up to 50,000 people.

## **Reducing the impact of family violence on our community**

Our community experiences one of the highest reported incidents of family violence in Victoria with around 4 serious incidents per day occurring.

The impact of greater awareness, increased family support packages, respect messages in the media and pro-arrest and pro-remand approaches by local police has contributed to a reduction of recidivism for repeat offenders. Child and Family Services operating in the shire continues to be at capacity as families seek support to deal with issues and many of these requests are not registered with the police, which may suggest that awareness campaigns are influencing people to seek support early.

Addressing family violence requires this whole of community approach in both prevention and directly supporting those residents impacted. Council is focussing its activities on preventing family violence in Cardinia Shire. We will achieve this by working in partnership with family Life and our community and other organisations to challenge current attitudes and behaviours; reduce gender inequity; strengthen social inclusion and build both respect and support for each other. This collective impact approach has been shown to reduce the occurrence of family violence. The initiative is called 'Together We Can', and asks the community to align all efforts to the common agenda to 'to stop, prevent and end family violence'.

**Long-term financial sustainability**

Council governs for both the present and future. Financial decisions today must consider the long-term sustainability of the shire. All planning must balance the variety of growing and changing needs of our communities in a financially responsible way. These decisions must also achieve a fair balance of costs and benefits between present and future generations.

**Supporting and increasing agricultural productivity**

With the majority of Cardinia Shire's land being rural, the hills and southern rural regions are important to the economy at a local and national level.

Council needs to protect and strengthen these areas, and recognises that agriculture is facing pressure from the changing world economy, changing climate and other environmental conditions, as well as the demands of development and the ageing of our farming community.

Council will take up every opportunity to enhance agricultural production particularly in the southern rural region (Bunyip Food Belt) by using recycled water from the Eastern Treatment Plant at Carrum.

**Timely delivery of infrastructure, transport options and services**

As our population grows, Council is aware of the importance in providing necessary infrastructure, transport options and family services.

We recognise that transport mobility is socially, environmentally and economically important. With a growing population, accessing education, employment, recreation, business and community services and participating in social activities requires efficient, safe and connected transport options.

New infrastructure and services need to be funded and provided by Council and relevant agencies in a timely manner to support development. We are mindful that this needs to be balanced with the maintenance and renewal of existing infrastructure and facilities.

**Encouraging residents to improve their health and wellbeing**

Locally and nationally, we are experiencing increasing negative trends in the overall health of the population. Reversing these trends will provide positive benefits for individuals and families.

As a society, we will also experience the financial benefits through increased productivity and reduced demand on health and associated services. Council plays an important role through partnerships with other levels of government and direct service providers in raising awareness, changing behaviours and providing a variety of recreational and healthy lifestyle opportunities for our residents.

**Encouraging community engagement in Council's decision making**

A key focus for Council is to reflect the views of its diverse communities in key decision making processes. Our community is changing both geographically and culturally requires the means of engaging to also change. We are committed to strengthening our engagement with the community to provide valuable input that informs our decisions.

## **Delivering the plan**

Council will deliver this plan through a four-year action plan which covers five key strategic objectives:

- Our people
- Our community
- Our environment
- Our economy
- Our governance

Council has prepared this plan based on resident and business involvement and current economic conditions. It will be our guiding document for the next four years and will be reviewed annually to ensure the changing economic circumstances and other factors affecting our communities are reflected.

## **Measuring our success**

We will measure our progress in achieving our plan by:

- monitoring the financial performance of the organisation against the annual budget and longer term financial outlooks
- reporting on progress toward achieving the outcomes contained in this plan.
- measuring how satisfied our community is with our performance.

Our annual and quarterly performance reports will inform the community of our progress. Where commitments are not achieved, we will provide the reasons why in clear and transparent reporting.

## **Key success indicators**

By monitoring key indicators, we can gauge our performance in delivering outcomes in this plan. Our quarterly and annual reports will detail our performance on these indicators.



## **1. Our people**

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

### **What we want to achieve and how we will achieve it**

#### **1.1. Access to a variety of services for all**

- 1.1.1. Continually review services to ensure those provided by Council meet community needs.
- 1.1.2. Routinely review overall community needs for services and either deliver or advocate for others to provide services to meet those needs.
- 1.1.3. Deliver Ageing Well initiatives that support older adults to live longer in their own homes and reduce social isolation.

#### **1.2. Access to support services and programs for young people**

- 1.2.1. Ensure Council either provides or advocates for others to provide employment, recreation and leisure opportunities for young people.
- 1.2.2. Advocate for an increase in locally based health and wellbeing services to support young people.
- 1.2.3. Investigate opportunities for allied services to be co-located with Council facilities.

#### **1.3. Learning opportunities for all ages and abilities**

- 1.3.1. Advocate to the Victorian Government to partner with Council during the development of new primary and secondary schools.
- 1.3.2. Advocate to Australian and Victorian governments for post-compulsory and vocational training that meets the needs of local employers and residents.
- 1.3.3. Support the provision of learning opportunities for all ages and abilities.

#### **1.4. Improved health and wellbeing for all**

- 1.4.1. Source funding and deliver a range of initiatives that promote health and wellbeing.
- 1.4.2. Develop the new Municipal Public Health and Wellbeing Plan and review annually
- 1.4.3. Routinely investigate community health and wellbeing issues to inform Council's planning and activities.
- 1.4.4. Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities.

#### **1.5. Variety of recreation and leisure opportunities**

- 1.5.1. Provide active and passive recreation facilities to meet the needs of residents.
- 1.5.2. Increase opportunities for residents to participate in a range of sport, recreation and leisure activities.

#### **1.6. Increased awareness of safety**

- 1.6.1. Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.
- 1.6.2. Improve awareness of township safety in local communities.

## 1.7. Minimised impact of emergencies

- 1.7.1. Implement plans that support people in times of emergency.
- 1.7.2. Implement effective plans and procedures that minimise the impact of all emergencies in the shire.
- 1.7.3. Protect against the impacts of emergencies through effective preparation and community planning and education.

The following strategies, policies and plans relate to this strategic objective:

- Access and Inclusion Policy and Action Plan
- Community Engagement Policy
- Cultural Diversity Policy and action plan
- Domestic Animal Management Plan
- Equestrian Strategy
- Skate and BMX Strategy
- Municipal Emergency Management Plan
- Municipal Public Health and Wellbeing Plan
- Neighbourhood House Policy
- Age Friendly Strategy
- Art and Culture Policy
- Public Art Policy
- Recreation Reserve Facility Standards Policy
- Recreation Reserve Management and Usage Policy
- Regional Soccer Strategy
- Youth Strategy
- Child and Family Plan

Visit the [Council strategies and policies web page](#) to view these documents.

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Aquatic and recreation facilities
- Art and Culture programs and services
- Children's services Community recreation
- Community resilience and emergency management
- Compliance services
- Community grants
- Emerald Lake Park – business management
- Health
- Infectious diseases control
- Integrated Child and Family Centres
- Integrated Youth Facility - My Place
- Kindergarten Central Enrolment
- Libraries
- Maternal and Child Health Service
- Neighbourhood Houses
- Recreation planning
- Family Violence Collective Impact Initiative – Together We Can
- Youth services

## **2. Our community**

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

### **What we want to achieve and how we will achieve it**

#### **2.1. Our diverse community requirements met**

- 2.1.1. Monitor and research emerging community trends to help plan for the needs of residents.
- 2.1.2. Promote access to and encourage, a mix of housing types to cater for the varying needs of people in the Cardinia community.
- 2.1.3. Support opportunities for participation in a diverse range of arts, cultural and tourism activities.
- 2.1.4. Plan for the provision of facilities to service and support the changing community.
- 2.1.5. Work with local communities to review and implement township strategies that contribute to meeting the needs of those communities.

#### **2.2. Engaged communities**

- 2.2.1. Provide a range of opportunities that encourage community participation in Council policy and strategy development.
- 2.2.2. Communicate the activities and decisions of Council to the residents in a variety of ways.
- 2.2.3. Embrace and support community leadership.

#### **2.3. Increased levels of community participation**

- 2.3.1. Promote initiatives by the community and Council that connect and strengthen our communities.
- 2.3.2. Recognise, support and promote the value of volunteerism in our communities.
- 2.3.3. Strengthen Council's community engagement through the development, implementation and promotion of effective practices.

#### **2.4. Improved health and wellbeing of our residents**

- 2.4.1. Increase the communities understanding of health issues and options to help them make appropriate decisions.
- 2.4.2. Enhance food literacy and security within the community Support the provision of services by Council or others for people of all abilities.
- 2.4.3. Help establish partnerships and social infrastructure opportunities that improve health and wellbeing outcomes for residents.

The following strategies, policies and plans relate to this strategic objective:

- Access and Inclusion Action Plan
- Age Friendly Strategy
- Arts and Culture Policy and Action Plan
- Cardinia Shire Council Graffiti Policy and Action Plan
- Community Engagement Policy
- Cultural Diversity Policy and action plan
- Municipal Emergency Management Plan
- Municipal Public Health and Wellbeing Plan (Liveability Plan)
- Reconciliation Action Plan
- Food Security Principles

Visit the [Council strategies and policies web page](#) to view these documents.

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Cardinia Culture Centre and Pakenham Hall
- Communications
- Community facilities
- Community services management
- Community strengthening initiatives and programs
- Cultural development
- Events
- Grants and subsidies.
- Food circles



### **3. Our environment**

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

#### **What we want to achieve and how we will achieve it**

##### **3.1. Provision and maintenance of assets on a life-cycle basis**

- 3.1.1. Maintain all Council roads and supporting infrastructure in accordance with the Road Management Act 2004.
- 3.1.2. Develop new and maintain existing parks, gardens and reserves in a sustainable way.
- 3.1.3. Provide accessible facilities to meet identified community needs.
- 3.1.4. Manage Council's assets like roads, drainage, footpaths and buildings, etc. in a way that ensures they are adequately maintained over their life.

##### **3.2. Transport linkages connecting towns**

- 3.2.1. Upgrade Council roads to improve safety while considering the traffic demand of the community.
- 3.2.2. Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.
- 3.2.3. Develop transport networks that incorporate effective public transport.
- 3.2.4. Prioritise multi-use pathways, where practicable, to create networks that connect destinations.
- 3.2.5. Advocate for and facilitate improved public transport options and major arterial roads to help link employment, educational, recreational and retail activities between the shire's rural and growth areas.

##### **3.3. Enhanced natural environment**

- 3.3.1. Adapt to the impacts of climate change by working in partnership with the South East Councils Climate Change Alliance and both Australian and Victorian governments.
- 3.3.2. Review existing and set new greenhouse gas emissions targets as part of Council's greenhouse gas reduction strategy.
- 3.3.3. Reduce Council's energy consumption and help the community to do likewise.
- 3.3.4. Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.
- 3.3.5. Manage water in an integrated way, including the reduction of potable water consumption by Council and households.
- 3.3.6. Promote water catchment management practices that improve the quality of our waterways.
- 3.3.7. Protect and improve biodiversity by increasing the area of natural ecosystems across the shire.
- 3.3.8. Preserve and improve our bushland and natural environment by implementing weed management programs and continuing work on high conservation bushland reserves and roadsides.
- 3.3.9. Manage agricultural land use by supporting farmers to utilise sustainable farming practises

### **3.4. Natural and built environments supporting the improved health and wellbeing of our communities**

- 3.4.1. Plan and develop built environments that support improved health and wellbeing of our communities through implementation of the Healthy by Design guidelines.
- 3.4.2. Raise awareness of our environment's impact on people's health and wellbeing by integrating the concept of liveability across all Council business units and including liveability indicators within the municipal public health and wellbeing plan
- 3.4.3. Advocate for changes in the state planning scheme which support development of local policies which reduce health-detracting environments (gaming, liquor, fast food)

### **3.5. Balanced needs of development, the community and the environment**

- 3.5.1. Review the Municipal Strategic Statement and the Cardinia Planning Scheme regularly to ensure it continues to meet Council objectives.
- 3.5.2. Plan for the 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 way.
- 3.5.3. Provide for the sustainable development of rural townships while taking into account their existing character and community needs.
- 3.5.4. Ensure the planning of rural (green wedge) areas protects and enhances important agricultural, environmental, natural resource, infrastructure and recreational values.

The following strategies, policies and plans relate to this strategic objective:

- Asset Management Policy
- Asset Management Strategy
- Beaconsfield Township Plan
- Buildings and Facilities Maintenance Policy
- Bunyip Township Strategy
- Cardinia Planning Scheme (including, Municipal Strategic Statement)
- Cardinia Road Employment Precinct Structure Plan and Development Contribution Plan
- Cardinia Road Precinct Structure Plan and Development Contribution Plan
- Community Engagement Policy
- Cockatoo Township Strategy
- Emerald District Strategy
- Garfield Township Strategy
- Gembrook Township Strategy
- Graffiti Policy and Action Plan
- Healthy by Design Guidelines
- Koo Wee Rup Township Strategy
- Lang Lang Township Strategy
- Litter Strategy
- Municipal Public Health and Wellbeing Plan
- Officer Precinct Structure Plan and Development Contribution Plan
- Pakenham Township Plan
- Pest Plant Management Strategy
- Road Management Plan
- Road Safety Strategy
- Special Charge Scheme Policy
- Sustainable Environment Strategy

- Upper Beaconsfield Township Strategy
- Waste Management Strategy
- Westernport Green Wedge Management Plan

Visit the [Council strategies and policies web page](#) to view these documents.

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Asset management
- Bridges
- Building management
- Cleansing
- Development
- Development services and Development Contribution Plans
- Domestic waste water
- Drainage maintenance
- Emerald Lake Park (operations)
- Emergency management
- Engineering services
- Environment maintenance and programs
- Environment management
- Footpaths and street furniture
- General garbage
- Green waste and waste management
- Landscape development
- Operations management
- Parks and gardens operations
- Planning and policy projects
- Sealed roads and bridges
- Strategic planning
- Unsealed roads
- Weed management

## 4. Our economy

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

### What we want to achieve and how we will achieve it.

#### 4.1. Increased business diversity in Cardinia Shire

- 4.1.1. Plan for and support local employment opportunities.
- 4.1.2. Support the development of existing and new businesses within the shire.
- 4.1.3. Plan for a staged development of the Officer–Pakenham employment precinct.
- 4.1.4. Plan the development of Officer and Pakenham town centres.
- 4.1.5. Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.
- 4.1.6. Encourage procurement of local products and services.

#### 4.2. Maintained strong agricultural activities

- 4.2.1. Support our farmers and growing agricultural industry in adapting to the changing economy and climate.
- 4.2.2. Identify innovative ways to value-add to the region's primary production and transportation.
- 4.2.3. Advocate for the development of roads and infrastructure required for primary production.
- 4.2.4. Develop a local food brand for Cardinia Shire in partnership with the community

#### 4.3. Diverse and resilient business community

- 4.3.1. Support small businesses to remain viable in rural townships.
- 4.3.2. Encourage the establishment of tourism and hospitality in appropriate areas of the shire.
- 4.3.3. Advocate for the delivery of small and large scale projects that enhance and drive economic activity.
- 4.3.4. Work with others to grow economic activity and attract new enterprises.
- 4.3.5. Support businesses and organisations to enhance their skills.

#### 4.4. A local economy supporting the improved health and wellbeing of our communities

- 4.4.1. Lead by example as a health promoting workplace
- 4.4.2. Recognise local workplaces that strive to improve employee health and wellbeing through local business awards
- 4.4.3. Support tourism and local businesses that deliver health and wellbeing initiatives.
- 4.4.4. Encourage the procurement and consumption of local food

The following strategies, policies and plans relate to this strategic objective:

- Casey Cardinia Investment Attraction Framework
- Beaconsfield Township Plan
- Cardinia Road Precinct Structure Plan and Development Contribution Plan
- Cardinia Road Employment Precinct Structure Plan and Development Contribution Plan
- Cockatoo Township Strategy

- Community Engagement Policy
- Emerald District Strategy
- Garfield Township Strategy
- Koo Wee Rup Township Strategy
- Officer Precinct Structure Plan and Development Contribution Plan
- Lang Lang Township Strategy
- Municipal Public Health and Wellbeing Plan
- Pakenham Township Plan
- Tourism Strategy
- Upper Beaconsfield Township Strategy
- Westernport Green Wedge Management Plan
- Cardinia Food Security Principles

Visit the [Council strategies and policies web page](#) to view these documents.

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Economic development
- Sustainable communities management

## **5. Our governance**

We will consult with the community, as appropriate, in an open and accountable way to help in determining the key direction of Council.

### **What we want to achieve and how we will achieve it**

#### **5.1. An engaged community**

- 5.1.1. Develop a policy which details how Council will inform and engage consistently with the community on important matters.
- 5.1.2. Enhance the community's confidence in Council's community engagement.

#### **5.2. Open governance**

- 5.2.1. Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential.
- 5.2.2. Govern and make decisions in the best interests of the Cardinia Shire community.

#### **5.3. Long-term financial sustainability**

- 5.3.1. Make financial decisions that achieve the objectives of Council and long-term financial sustainability.
- 5.3.2. Make financial decisions that are fair and ethical and balance costs and benefits between present and future generations.
- 5.3.3. Manage the municipality's finances and assets in a responsible way.
- 5.3.4. Identify and implement programs to achieve Council's debt reduction policy.
- 5.3.5. Identify ways to contain Council's cost base by a focus on innovation and efficiency.

#### **5.4. Appropriate funding and support from all levels of government**

- 5.4.1. Advocate on behalf of the community to ensure it receives a fair share of funding and support from the Australian and Victorian governments for infrastructure, facilities and services.
- 5.4.2. Work with both interface and regional Councils to strengthen advocacy campaigns to Australian and Victorian governments aimed at increasing awareness and support for joint issues.

The following strategies, policies and plans relate to this strategic objective:

- Budget and Strategic Resource Plan
- Community Engagement Policy
- Council Plan.

Visit the [Council strategies and policies web page](#) to view these documents.



Council provides the following (funded by budget programs) to deliver this strategic objective:

- Corporate management
- Finance management and corporate financials
- Fleet and workshop
- Governance
- Information services
- Mayor and Councillors
- Organisation development
- Performance and innovation
- Purchasing
- Rates and property services
- Risk, health and safety.

## Strategic Resource Plan

### Comprehensive Income Statement

For the four years ending 30 June 2021

	Budget	Budget	Strategic Resource Plan Projections		
	2016-17	2017-18	2018-19	2019-20	2020-21
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>					
Rates and charges	77,468	<b>81,764</b>	84,734	87,573	90,484
Statutory fees and fines	3,215	<b>4,227</b>	4,315	4,441	4,552
User fees	2,342	<b>2,878</b>	2,345	2,471	2,540
Grants - Operating	11,456	<b>11,928</b>	11,985	12,044	12,104
Grants - Capital	2,072	<b>6,770</b>	2,371	1,171	1,171
Contributions - monetary	118	<b>130</b>	51	51	51
Capital contributions - monetary	5,238	<b>0</b>	0	400	0
Development levies - monetary	842	<b>881</b>	877	895	895
Contributions - non-monetary	1,128	<b>0</b>	0	0	0
Interest income	752	<b>922</b>	623	486	379
Other income	2,740	<b>2,547</b>	1,845	2,006	1,888
<b>Total Income</b>	<b>107,369</b>	<b>112,045</b>	<b>109,146</b>	<b>111,538</b>	<b>114,063</b>
<b>Expenses</b>					
Employee costs	31,691	<b>34,025</b>	35,345	36,692	38,130
Materials and services	40,576	<b>42,540</b>	42,989	44,157	45,340
Bad & doubtful debts	172	<b>176</b>	176	176	176
Depreciation and amortisation	19,070	<b>21,843</b>	22,598	22,741	22,835
Borrowing costs	4,054	<b>3,402</b>	3,636	3,416	3,206
Other expenses	2,483	<b>2,395</b>	2,416	2,395	2,396
<b>Total Expenses</b>	<b>98,046</b>	<b>104,381</b>	<b>107,160</b>	<b>109,577</b>	<b>112,082</b>
<b>Surplus/(deficit) for the year</b>	<b>9,322</b>	<b>7,664</b>	<b>1,986</b>	<b>1,961</b>	<b>1,981</b>
less Capital income & other abnormals	<b>(9,279)</b>	<b>(7,651)</b>	<b>(3,248)</b>	<b>(2,466)</b>	<b>(2,066)</b>
<b>Adjusted underlying result</b>	<b>43</b>	<b>14</b>	<b>(1,262)</b>	<b>(505)</b>	<b>(85)</b>



**Balance Sheet**

For the four years ending 30 June 2021

	Strategic Resource Plan				
	Budget	Budget	Projections		
	2016-17	2017-18	2018-19	2019-20	2020-21
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Current assets</b>					
Cash and cash equivalents*	38,788	<b>36,150</b>	27,560	23,201	19,247
Trade and other receivables	14,162	<b>15,633</b>	15,054	15,656	15,997
Inventories	16	<b>16</b>	16	16	16
Non-current assets classified as held for sale	8,726	<b>0</b>	0	0	0
Other assets	560	<b>560</b>	560	560	560
Total current assets	<u>62,251</u>	<u><b>52,359</b></u>	<u>43,189</u>	<u>39,433</u>	<u>35,820</u>
<b>Non-current assets</b>					
Trade and other receivables	761	<b>761</b>	761	761	761
Investments in associates and joint ventures	1,432	<b>1,432</b>	1,432	1,432	1,432
Property, infrastructure, plant and equipment	933,538	<b>934,076</b>	941,172	943,692	947,405
Intangible assets	382	<b>382</b>	382	382	382
Total non-current assets	<u>936,113</u>	<u><b>936,651</b></u>	<u>943,747</u>	<u>946,267</u>	<u>949,980</u>
Total assets	<u>998,364</u>	<u><b>989,010</b></u>	<u>986,936</u>	<u>985,700</u>	<u>985,800</u>
<b>Current liabilities</b>					
Trade and other payables	16,179	<b>19,170</b>	16,749	15,882	15,985
Trust funds and deposits	5,405	<b>5,405</b>	5,405	5,405	5,405
Provisions	6,408	<b>6,408</b>	6,840	7,302	7,795
Interest Bearing Loans and Borrowings	5,579	<b>5,599</b>	5,874	5,563	5,674
Total current liabilities	<u>33,571</u>	<u><b>36,581</b></u>	<u>34,868</u>	<u>34,151</u>	<u>34,859</u>
<b>Non-current liabilities</b>					
Provisions	1,781	<b>1,775</b>	1,846	1,920	1,998
Interest Bearing Loans and Borrowings	49,680	<b>47,564</b>	45,147	42,592	39,925
Total non-current liabilities	<u>51,461</u>	<u><b>49,339</b></u>	<u>46,993</u>	<u>44,512</u>	<u>41,923</u>
Total liabilities	<u>85,031</u>	<u><b>85,920</b></u>	<u>81,861</u>	<u>78,663</u>	<u>76,782</u>
Net assets	<u>913,333</u>	<u><b>903,090</b></u>	<u>905,076</u>	<u>907,037</u>	<u>909,018</u>
<b>Equity</b>					
Accumulated Surplus	605,227	<b>593,929</b>	601,215	607,987	610,973
Reserves	308,106	<b>309,161</b>	303,860	299,050	298,045
Total equity	<u>913,333</u>	<u><b>903,090</b></u>	<u>905,076</u>	<u>907,037</u>	<u>909,018</u>

\*Cash and cash equivalents balance has been restated in 2016-17

**Statement of Changes in Equity**

For the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2017-18</b>				
Balance at beginning of the financial year	895,426	581,743	286,197	27,486
Surplus/(deficit) for the year	7,664	7,664	0	0
Transfer to reserves	0	5,403	0	(5,403)
Transfer from reserves	0	(881)	0	881
<b>Balance at end of the financial year</b>	<b>903,090</b>	<b>593,929</b>	<b>286,197</b>	<b>22,964</b>
<b>2018-19</b>				
Balance at beginning of the financial year	903,090	593,929	286,197	22,964
Surplus/(deficit) for the year	1,986	1,986	0	0
Transfer to reserves	0	6,178	0	(6,178)
Transfer from reserves	0	(877)	0	877
<b>Balance at end of the financial year</b>	<b>905,076</b>	<b>601,215</b>	<b>286,197</b>	<b>17,663</b>
<b>2019-20</b>				
Balance at beginning of the financial year	905,076	601,215	286,197	17,663
Surplus/(deficit) for the year	1,961	1,961	0	0
Transfer to reserves	0	5,705	0	(5,705)
Transfer from reserves	0	(895)	0	895
<b>Balance at end of the financial year</b>	<b>907,037</b>	<b>607,987</b>	<b>286,197</b>	<b>12,853</b>
<b>2020-21</b>				
Balance at beginning of the financial year	907,037	607,987	286,197	12,853
Surplus/(deficit) for the year	1,981	1,981	0	0
Transfer to reserves	0	1,900	0	(1,900)
Transfer from reserves	0	(895)	0	895
<b>Balance at end of the financial year</b>	<b>909,018</b>	<b>610,973</b>	<b>286,197</b>	<b>11,848</b>

**Statement of Cash Flows**

For the four years ending 30 June 2021

	Budget	Budget	Strategic Resource Plan		
	2016-17	2017-18	2018-19	2019-20	2020-21
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	76,932	<b>81,331</b>	84,435	87,287	90,191
Statutory Fees and fines	3,215	<b>4,227</b>	4,315	4,441	4,552
User Fees	1,641	<b>1,839</b>	3,224	2,155	2,492
Grants - operating	11,456	<b>11,928</b>	11,985	12,044	12,104
Grants - capital	2,072	<b>6,770</b>	2,371	1,171	1,171
Contributions - monetary	118	<b>130</b>	51	51	51
Capital contributions - monetary	5,238	<b>0</b>	0	400	0
Development levies - monetary	842	<b>881</b>	877	895	895
Interest received	752	<b>922</b>	623	486	379
Other receipts	2,740	<b>2,547</b>	1,845	2,006	1,888
Employee costs	(31,205)	<b>(33,546)</b>	(34,842)	(36,156)	(37,559)
Materials and services	(41,962)	<b>(42,744)</b>	(48,002)	(47,595)	(47,808)
Net cash provided by operating activities	31,838	<b>34,284</b>	26,881	27,185	28,355
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(33,190)	<b>(44,864)</b>	(33,374)	(28,254)	(27,543)
Proceeds from sale of property, infrastructure, plant and equipment	2,200	<b>13,439</b>	3,680	2,993	995
Net cash used in investing activities	(30,990)	<b>(31,425)</b>	(29,694)	(25,261)	(26,548)
<b>Cash flows from financing activities</b>					
Finance costs	(4,054)	<b>(3,402)</b>	(3,636)	(3,416)	(3,206)
Proceeds from Borrowings	3,250	<b>3,000</b>	3,450	3,000	3,000
Repayment of Interest Bearing Loans & Borrowings	(5,107)	<b>(5,096)</b>	(5,592)	(5,867)	(5,556)
Net cash provided by (used in) financing activities	(5,911)	<b>(5,498)</b>	(5,777)	(6,282)	(5,761)
<b>Net change in cash &amp; cash equivalents</b>	<b>(5,063)</b>	<b>(2,639)</b>	<b>(8,590)</b>	<b>(4,359)</b>	<b>(3,954)</b>
Cash & cash equivalents at beginning of year	43,851	<b>38,788</b>	36,150	27,560	23,201
<b>Cash &amp; cash equivalents at end of year</b>	<b>38,788</b>	<b>36,150</b>	27,560	23,201	19,247

**Statement of Capital Works**

For the four years ending 30 June 2021

	Budget	Budget	Strategic Resource Plan Projections		
	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000
<b>New works</b>					
<b>Property</b>					
Land	1,200	<b>2,000</b>	1,300	1,500	1,500
Buildings	1,153	<b>1,413</b>	1,328	1,921	1,722
<b>Total Property</b>	<b>2,353</b>	<b>3,413</b>	<b>2,628</b>	<b>3,421</b>	<b>3,222</b>
<b>Plant and equipment</b>					
Plant, machinery and equipment	2,350	<b>2,070</b>	2,360	2,210	2,040
Computers and telecommunications	400	<b>410</b>	460	460	580
<b>Total Plant and equipment</b>	<b>2,750</b>	<b>2,480</b>	<b>2,820</b>	<b>2,670</b>	<b>2,620</b>
<b>Infrastructure</b>					
Roads	8,210	<b>4,900</b>	4,938	5,653	5,695
Bridges	600	<b>700</b>	420	452	463
Footpaths and cycleways	1,512	<b>2,375</b>	2,702	1,401	1,529
Drainage	380	<b>400</b>	421	450	450
Recreation, leisure and community facilities	17,326	<b>22,393</b>	16,457	11,699	10,964
Parks, open space and streetscapes	3,030	<b>7,595</b>	2,826	2,232	1,862
Off street car parks	152	<b>88</b>	92	96	99
Other infrastructure	480	<b>520</b>	570	880	640
<b>Total Infrastructure</b>	<b>31,690</b>	<b>38,971</b>	<b>28,426</b>	<b>22,863</b>	<b>21,702</b>
<b>Total new works</b>	<b>36,793</b>	<b>44,864</b>	<b>33,874</b>	<b>28,954</b>	<b>27,544</b>
<b>Represented by:</b>					
New asset expenditure	17,266	<b>21,491</b>	18,220	13,744	11,415
Asset renewal expenditure	11,267	<b>11,457</b>	11,076	10,210	12,134
Asset upgrade expenditure	8,260	<b>11,916</b>	4,579	5,000	3,995
<b>Total capital works</b>	<b>36,793</b>	<b>44,864</b>	<b>33,874</b>	<b>28,954</b>	<b>27,544</b>

## Statement of Human Resources

For the four years ending 30 June 2021

	Budget	Budget	Strategic Resource Plan		
	2016-17	2017-18	Projections		
	\$'000	\$'000	2018-19	2019-20	2020-21
			\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Salaries and Oncostrs - operating	30,792	<b>33,130</b>	34,424	35,744	37,154
<b>Total staff expenditure</b>	<b>30,792</b>	<b>33,130</b>	<b>34,424</b>	<b>35,744</b>	<b>37,154</b>
<b>Staff numbers</b>	EFT	EFT	EFT	EFT	EFT
Employees	315.0	<b>322.8</b>	325.8	328.3	331.3
<b>Total staff numbers</b>	<b>315.0</b>	<b>322.8</b>	<b>325.8</b>	<b>328.3</b>	<b>331.3</b>

Summaries of human resources expenditure and Equivalent Full Time (EFT) counts, categorised according to the organisational structure of Council, are included below.

Division	Budget 2017-18 \$'000	Comprises	
		Permanent Full Time	Permanent Part Time
		\$'000	\$'000
Chief Executive Officer	2,684	2,684	-
Assets & Services	9,620	8,948	673
Corporate Services	6,603	5,271	1,332
Community Wellbeing	7,118	4,610	2,508
Planning & Development	5,627	4,445	1,182
People & Culture	545	433	112
<b>Total permanent staff expenditure</b>	<b>32,197</b>	<b>26,390</b>	<b>5,806</b>
<b>Casuals and other expenditure</b>	<b>934</b>		
<b>Total expenditure</b>	<b>33,130</b>		

Division	Budget 2017-18 EFT	Comprises	
		Permanent Full Time	Permanent Part Time
		EFT	EFT
Chief Executive Officer	11.5	11.5	-
Assets & Services	107.2	100.0	7.2
Corporate Services	64.8	49.5	15.3
Community Wellbeing	66.4	42.0	24.4
Planning & Development	57.7	43.0	14.7
People & Culture	5.2	4.0	1.2
<b>Total permanent staff</b>	<b>312.8</b>	<b>250.0</b>	<b>62.8</b>
<b>Casuals and other</b>	<b>9.9</b>		
<b>Total EFT</b>	<b>322.8</b>		



1

**Presentation to Council: 2017 Budget**  
**7.00pm**  
**16 May 2017**

Thank you for the opportunity to address Council.

"Creating the future: draft Council Plan 2017", is a truly encouraging read: I feel as though I belong and Council is helping me become a real member of this community.

- 1 Do not lose the vision and commitments that you espouse.
- 2 When you encounter the challenges as described - look beyond the presenting problems; look beyond the obvious and seek to understand the real causes of what and why issues exist.
- 3 Our People, Our Community, Our Environment, Our Economy and Our Governance helps residents recognise that as an organisation, Council is not a body separate from those who are its constituents. We are one, committed to form and grow community, for the greater good.
- 4 The analysis under these headings is reductionist which is good for problem solving but not helpful in dealing with people. Each individual is a very complex organism that interacts with the world in so many ways.
- 5 The analysis and solutions are "top-down". There can be no doubt that Council has the authority and responsibility for building community, but top down labels people and is very prescriptive.
- 6 Some service delivery must be top-down. No one will argue with Council over the supply of services like road maintenance, rubbish collection, parks and sporting facilities, or even our library services. These are taken as rights by most people: we are rate-payers and we deserve to be supported.
- 7 Much of the service delivery identified in the paper "Creating the future" is about individual residents and their families. It is about people living their lives in Cardinia. Reductionist approaches to setting visions and goals must be set aside because people have complex needs and their responses to their living conditions and situations are theirs' alone. People do not follow the rules of analysis as set by others.
- 8 It is in this sense that Council rightly identifies issues affecting community from a "top down" reductionist perspective, but Council must encourage "bottom up" inclusive solutions.

For example when we consider health issues faced by many residents, Council cannot mandate weight control measures for certain people, just as it can't force people to 'eat healthily'. Such matters are the responsibility of each individual. Council may have a vision on how to support a healthy community, but it is each person's responsibility to live healthily.

9 We must accept that changing an individual's behaviour is the sole responsibility of the individual, not their family, not even their Council.

10 No one can change another's behaviour. (We know this with those who are drug, alcohol or gambling addicted.)

11 We can make it possible for changes to be made. The consequence of individuals changing their behaviour can be life changing for themselves and for those around them.

12 An organisation changing its behaviour can release people to live lives beyond anything ever imagined.

13 Cardinia Shire has that opportunity to change its behaviour for the greater good of its residents.

14 With all of this in mind, the opportunity that I refer to is the "Pedestrian and Bicycling Strategy 2017". Still to be presented to Council for adoption, the Strategy is not included in the Council budget papers although some parts are, yet it needs to be considered for its potential to transform relationships between Council and residents, and thus release people to change their behaviours for the good of themselves and others. It is also needed for Council to learn new ways of dealing with its residents – all new behaviour.

15 The Pedestrian and Bicycle Strategy has the vision of connecting and building communities in the Shire. It identifies issues that are well described in "Creating the future"; people, their access to services, young people, health, well-being, leisure, safety, engagement, participation, the environment and so on.

16 Read in a broader context, the Strategy is about giving people the opportunity to change their behaviour; to get out of their homes, to walk, ride, meet, and engage in new things. There are no limitations to possibilities.

17 Read in a broader context is the opportunities for individuals and communities to have their say in transforming their community in ways that best suit them.

18 This is potentially a change to "bottom up" management styles, facilitated by the empowerment of people, by Council. Council gives individuals and communities permission and the opportunity to change their behaviour.

19 The strategy identifies about \$100m worth of paths that could and probably should be built.

20 A "top down" Council would dictate what and when paths would be built. They would be reacting to pressure from local communities. This would be counter to changing behaviours of people and communities. So, the obvious solution for Council is to empower individuals and communities to engage in the design, build and use of these trails. This is bottom up management.

21 This may be new to Council, but if cooperation were possible, the trails may not be a 20+ year set of dreams to be lost in Council offices, but rather a 20+ year “set of possibilities” facilitated by Council and built with the support of the communities involved.

22 This is bottom up community building. It is allowing people to change because they want to. And what about Council?

23 Council would be involved in coordinating the activities of local communities in the building of infrastructure for people. This would not be “top down” but rather the opposite, yet such behaviour by Council would see its vision and objectives being fulfilled by the people whom they wish to change. How clever is that?

24 There will be problems. Council would be responsible for the projects with individuals and stakeholders working together to turn visions into realities. The results may well lead to paths being built much cheaper than Council could organise.

25 If such a strategy could be contemplated for completing the Pedestrian and Bicycling Strategy (2017), greater possibilities are likely. If just one path was trialled as a possibility, and it proved a great model for other paths and communities, then suddenly, many paths may be worked on simultaneously.

26 As a result, more paths could be completed cheaper and quicker with few road-blocks. There would be true community involvement and ownership and Council would achieve more of their goals in less time.

Is this possible?

27 I have looked at the Aqueduct Path, Toomuc Creek trail and had discussions with some stakeholders.

Toomuc Creek in Pakenham is a prominent geographic feature. At present it divides Pakenham in two, north to south, with access across it restricted to a few roads, a railway line and a couple of pedestrian bridges.

Extensions to the existing pathways, particularly to the north, with proper interconnections east to west, would provide real incentives for people to walk or ride to destinations. Progress is less than slow by Council in helping this happen.

Access to the Aqueduct and its use as a recreation facility has been a consideration of Council for years. (The 2003 Bicycle strategy mentioned the trial but nothing has happened since, except the growth of weeds.)

28 Turning dreams into reality for Council will happen more quickly when Council engages the locals, the stakeholders and other interested parties, and allows and encourages locals to prepare their vision statements and plans for Council to consider.



4

29 This bottom up approach by Council will encourage enthusiasm for projects, like having the Toomuc Creek trail built sooner rather than later and much cheaper than \$150000 per km of path/trail, which is a typical Council's estimate. Bottom up gets the locals involved and committed to seeing the project completed and working. Council's resources go further.

30 In talking to Simon Dunstan (SJD Homes) and local Toomuc Creek Landcare President, he believes that such an approach is possible. There will be problems with funding and authorities to talk with other stakeholders (especially at government and local government levels) but these are challenges and not roadblocks. There will be 'ownership' issues, maintenance issues and possibly access issues, but none of these need be a problem if a small group of committed residents and stakeholders make it their business to overcome the problems as they occur.

31 In this sense, the Pedestrian and Bicycle Strategy 2017, yet to be approved, can become one of the key strategies of Council in achieving those 'top down' initiatives of Council by encouraging 'bottom up' initiatives and action.

32 It is understood that Council will have some head-wind in considering these possibilities. There will be arguments from their insurers – that there will be more and greater risks and other potential disasters, that governments will want assurances that any money given will be legitimately spent, etc. But procedures can be developed to overcome these objections.

33 Soon, there could be many other groups wanting to develop their part of the Pedestrian and Bicycle Strategy, and Council may well be overwhelmed by the 'bottom up' involvement of communities wanting to build vital infrastructure for the use of community and tourists alike. What a wonderful problem!

34 A little bit of economic justification could soon identify Council as being truly entrepreneurial in engaging community in achieving shared visions, goals and aspirations.

35 So, I believe the Budget needs more money allocated to Paths and Cycleways for next and the following years. I believe that a revolution in doing business by Council could start should these suggestions be adopted, and the whole Cardinia community will benefit.

36 This is the challenge for Council. Adopt the 2017 Budget and the Pedestrian and Bicycling Strategy (2017) and dare to apply a "bottom up" approach to empowering individuals for growing community and infrastructure.

37 Is Council up to the challenge of behavioural change?

Rob Castelov

2017-21 Council Plan Actions

Adopted XX 2017

Key priority Area	Outcome	Activity	Actions 2017-18	Actions 2018-19	Actions 2019-20	Actions 2020-21	
1.1 Access to a variety of services for all		1.1.1 Continually review services to ensure those provided by Council meet community needs	Measure the uptake and effectiveness of the 'wrap around model' of support for working parents using the Arena Child and Family Centre	Assess and report on the utilisation of community facilities for the benefit of community	Consult with fathers connected to the universal services around their needs and the accessibility of services for them. Implement improvements to service delivery where possible within budget.	Work with local agencies to identify workforce development opportunities and good practice for universal services in meeting the needs of refugee/asylum seeker/CALD communities	
			Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building. The Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.	Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building. The Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.	Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building. The Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.	Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building. The Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.	
				Start the design and in part the construction of the Integrated Children's Centre at Timbertop.	Complete the construction, fit-out and opening of the Integrated Children's Centre at Timbertop.	Commence the construction of the Integrated Children's Centre at Brunt Road.	
			Commence the construction of the Integrated Children's Centre at Comely Banks.	Finalise the construction, fit-out and opening of the Integrated Children's Centre at Comely Banks.			
			Review the Services for Success attraction model to ensure appropriate coordination of organisations are being attracted into the Shire.	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	
			1.1.2 Routinely review overall community needs for services and either deliver or advocate for others to provide services to meet those needs.	Develop integrated Child, Youth and Family Strategy 2017-21 which is aligned to Council's Liveability Plan to support the key priorities in order that children, young people and families are Safe; Healthy and Happy; Connected; Realising their Potential; and Achieving Economic Wellbeing.	Implementation of year one actions of the Child, Youth and Family Strategy with a focus on strengthening preventative health and wellbeing outcomes for children and young people through the utilisation of Council facilities.	Review the outcomes for children, youth and families emerging from the new integrated Monash Pakenham Health Centre. Implement Year 2 actions from the Child, Youth and Family Strategy.	Implement year 3 of the Child, Youth and Family plan strategy taking the learning from years 1 and 2 to inform future development and to set key priorities.
			1.1.3 Deliver Ageing Well initiatives that support older adults to live longer in their own homes and reduce social isolation.	Facilitate the Aged and Disability Service Provider Partnership and support their planning to deliver against the objectives of the Commonwealth Community Support Program and the National Disability Support Scheme	Report on the progress of the Aged and Disability Service Provider Partnership	Report on the progress of the Aged and Disability Service Provider Partnership	Report on the progress of the Aged and Disability Service Provider Partnership
				In line with the World Health Organisation Guidelines, work in partnership with older people on an annual basis to develop and implement key actions from the Age Friendly Strategy 2015-2019 for the coming year	In line with the World Health Organisation Guidelines, work in partnership with older people on an annual basis to develop and implement key actions from the Age Friendly Strategy 2015-2019 for the coming year	Develop, adopt and launch the Age Friendly Strategy 2020-24 by working with older adults to establish priorities in line with World Health Organisation guidelines in working towards an Age Friendly Community	In line with WHO guidelines, work in partnership with older people to develop the first year of action of the Age Friendly Strategy.
			1.2.1 Ensure Council either provides or advocates for others to provide employment, recreation and leisure opportunities for young people.	Assess local data and evidence with the Youth Strategic Reference Group to assess the needs of young people in securing employment in the Shire and identify gaps and opportunities for advocacy	Advocate for a range of education, training and development opportunities for young people	Review the advocacy efforts for a range of education, training and development opportunities and report on gaps.	Assess local data and evidence with the Youth Strategic Reference Group to assess the needs of young people in securing employment in the Shire and identify gaps and opportunities for advocacy

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Key priority Area	Outcome	Activity	Actions 2017-18	Actions 2018-19	Actions 2019-20	Actions 2020-21
	1.2 Access to support services and programs for young people	1.2.2 Advocate for an increase in locally based health and wellbeing services to support young people.	Implement priorities within the Playground Strategy and playground renewal program. Projects nominated include: O'Neal Rd (Beaconsfield), Don Jackson (Pakenham), PB Ronald (Pakenham), Lakeside (Pakenham), Alma Treloar Reserve (Cockatoo).	Implement priorities within the Playground Strategy and playground renewal program. Project nominated include: Gembrook Regional Playground, RJ Chambers Flora and Fauna (Pakenham Upper), Mt cannibal Flora and Fauna (Garfield Nth), Officer Recreation Reserve.	Implement priorities within the Playground renewal program. Projects include: Nar Nar Goon, Emerald Lake Park lower.	Implement priorities within the Playground Strategy and playground renewal program. Projects nominated include; Village Green (Beaconsfield), Maryknoll Recreation Reserve, barker Rd Reserve(Garfield), William Bruce Ronald Reserve (Heritage Springs), Walnut Way (Pakenham).
			Undertake a local review of youth needs through the Youth Forum Survey in partnership with local steering committees and networks	Identify service gaps and utilise the 'Services for Success' model to advocate for additional infrastructure.	Measure and report on effectiveness of current integrated service provision for young people in the Shire	Undertake a local review of youth needs through the Youth Forum Survey in partnership with local steering committees and networks
	1.3 Learning opportunities for all ages and abilities	1.3.1 Advocate to the Victorian Government to partner with Council during the development of new primary and secondary schools.  1.3.2 Advocate to Australian and Victorian governments for post-compulsory and vocational training that meets the needs of local employers and residents  1.3.3 Support the provision of learning opportunities for all ages and abilities	Identify need for new schools annually and advocate to the Victorian government and local MPs for the allocation of funding in the state budget	Identify need for new schools annually and advocate to the Victorian government and local MPs for the allocation of funding in the state budget	Identify need for new schools annually and advocate to the Victorian government and local MPs for the allocation of funding in the state budget	Identify need for new schools annually and advocate to the Victorian government and local MPs for the allocation of funding in the state budget
			Work with tertiary training providers and registered training organisations to maximise opportunities for further education across the Shire	Work with tertiary training providers and registered training organisations to maximise opportunities for further education across the Shire	Work with tertiary training providers and registered training organisations to maximise opportunities for further education across the Shire	Work with tertiary training providers and registered training organisations to maximise opportunities for further education across the Shire
			Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses, senior citizens centres and others.	Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses, senior citizens centres and others.	Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses, senior citizens centres and others.	Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses, senior citizens centres and others.
	1.4 Improved health and wellbeing for all	1.4.1 Source funding and deliver a range of initiatives that promote health and wellbeing.  1.4.2 Develop the new Municipal Public Health and Wellbeing Plan and review annually  1.4.3 Routinely investigate community health and wellbeing issues to inform Council's planning and activities.  1.4.4 Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities	Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in the Liveability Health Plan (i.e. Establish Mental Health Working Group)	Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in Liveability Health Plan	Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in Liveability Health Plan	Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in Liveability Health Plan
			Adopt and launch the Liveability Health Plan 2017-21 by December 2017	Implement the annual action plan by November 2018 and complete an annual progress report of the Liveability Health Plan	Implement the annual action plan by November 2019 and complete an annual progress report of the Liveability Health Plan	Implement the annual action plan by November 2020 and complete an annual progress report of the Liveability Health Plan. Undertake a four year review of the Liveability Plan.
			Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning (i.e.. Housing Research Project)	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning
			Plan for the implementation of Early Years 10 year State Government Compact priorities for children and families. Report to council about the implications of the Compact.	Assess the outcomes for children being achieved through the Best Start program's two outcome indicators: a) increased numbers of vulnerable children into Maternal and Child Health service and b) increased numbers of vulnerable children into kindergarten and ensure that council services respond to the learnings in order to strengthen the universal systems	Ensure that children and young people with additional needs are clearly represented within the local service planning and delivery - in particular children and young people from CALD communities and those with a disability	Assess and report on the progress of the State Government Early Years 10 year Compact priorities for children and families





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Key priority Area	Outcome	Activity	Actions 2017-18	Actions 2018-19	Actions 2019-20	Actions 2020-21
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Prepare a master plan for Gin Gin Bin Reserve Officer			
			Prepare a master plan for McMullen Recreation Reserve Officer			
			Pepi's Land (Emerald) Master Plan – Revegetation planting along watercourse	Pepi's Land (Emerald) Master Plan – construction of path to Hamilton and revegetation planting		
				Work with user groups to design and construct Gembrook Reserve Pavilion		
						Design extension to Bunyip Indoor Stadium
			Undertake car park sealing and construct skate park at Holm Park Reserve.			
			Work with user groups for the design and construct of the Officer Recreation Reserve Social Space			Undertake detailed design for the expansion of Cardinia Life
			Commence construction of netball courts, car parking and pavilion at Pepi's Land Emerald	Complete construction of netball courts, car parking and pavilion at Pepi's Land Emerald		
			Deep Creek Reserve (Pakenham) - Master Plan – undertake earth works, service installation and commence building construction	Deep Creek Reserve (Pakenham) - Complete Eco Centre/Golf Club House construction along with all abilities play space	Deep Creek Reserve (Pakenham) - Master Plan – Construct retarding basin, wetlands, pathways and landscaping	Deep Creek Reserve (Pakenham) - commence construction of Indigenous plant nursery
			Lang Lang Community and Recreation Precinct - continue Stage 1 civil works including the ovals, car parks and roads.	Lang Lang Community and Recreation Precinct - Finalise Stage 1 civil works including the ovals, car parks and roads.	Lang Lang Community and Recreation Precinct - Commence building	Lang Lang Community and Recreation Precinct - Build rail trail from Lang Lang town & Finalise building
	Resurface and upgrade current Recreation Sports Ovals - Worrell	Resurface and upgrade current Recreation Sports Ovals - Officer (ROC) Oval	Resurface and upgrade current Recreation Sports Ovals - Cora Lynn Oval	Resurface and upgrade current Recreation Sports Ovals - Bunyip Reserve Soccer Pitches		
	James Bathe Recreation Reserve - Start civil works of Ovals and car parks	James Bathe Recreation Reserve - Finalise civil works of ovals and car parks	James Bathe Reserve (Pakenham) – commence construction of pavilion	James Bathe Reserve (Pakenham) – complete construction of pavilion		
	PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park	PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park	PB Ronald Reserve (Pakenham) – Relocation of fire brigade running track			
	Design Bunyip Soccer Stadium	Construction Bunyip Soccer Stadium				
	Design redevelopment of Cora Lyn reserve Pavilion	Construct redevelopment of Coar Lyn Reserve Pavilion				
	Start the design stage of the Worrell Reserve Sports Pavilion.	Commence construction of the Worrell Reserve Sports Pavilion.	Complete the construction of the Worrell Reserve Sports Pavilion.			
	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups		
	Comely Banks Reserve - undertake detailed civil design.	Advocate to State Government for funds for development of Comely Banks Reserve.	Comely Banks Reserve - commence construction of playing fields and associated works. Design pavilion.	Comely Banks Reserve - complete construction of playing fields and commence construction of pavilion.		

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Key priority Area	Outcome	Activity	Actions 2017-18	Actions 2018-19	Actions 2019-20	Actions 2020-21	
		1.5.2 Increase opportunities for our residents to participate in a range of sport, recreation and leisure activities	Commence appropriate planning scheme amendments to permit the permanent accommodation of the Pakenham Auto Club and the Koo Wee Rup Motorcycle Club				
			Support continued 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	Support continued implementation of family violence projects in the shire at a local, regional and state level including , Together We Can initiative and White Ribbon Accreditation	Support continued implementation of family violence projects in the shire at a local, regional and state level including , Together We Can initiative and White Ribbon Accreditation	Support continued implementation of family violence projects in the shire at a local, regional and state level including , Together We Can initiative and White Ribbon Accreditation	
	1.6 Increased awareness of safety		Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans	
			Lead the implementation of the Cardinia Safer Communities Framework.  Work with Safer Communities Committee to develop key actions to address safety issues within the shire. Achieve designation as an International Safe Community through an accreditation process the International Certifying Centre.	To continue to work with the Cardinia Safer Communities Strategic Committee and action groups to address safety issues within the shire. Conduct real-time evaluation of implementation/effectiveness of key actions contained within Safer Communities Framework	To continue to work with the Cardinia Safer Communities Strategic Committee and action groups to implement key actions to address safety issues within the shire. Conduct real-time evaluation of implementation/effectiveness of key actions contained within Safer Communities Framework	To continue to work with the Cardinia Safer Communities Strategic Committee and action groups to implement key actions to address safety issues within the shire. Conduct real-time evaluation of implementation/effectiveness of key actions contained within Safer Communities Framework	
		1.6.2 Improve awareness of township safety in local communities		Promote resilience building and community preparation for emergencies through community engagement and education. Identify and train community leaders to support communities to plan for and recover from emergencies. Work with the vulnerable groups and associated support services within the shire on emergency management planning. Deliver a bi-annual community resilience forum or series of workshops. Promote emergency safety awareness, programs and messaging, incorporating the council developed emergency management videos.	Promote resilience building and community preparation for emergencies through community engagement and education. Work with vulnerable groups and associated services. Work with identified community leaders.  Promote emergency safety awareness programs and messaging.  Engage with communities to understand and share knowledge on known risks within the Shire.	Promote resilience building and community preparation for emergencies through community engagement and education. Work with vulnerable groups and associated services. Work with identified community leaders.  Promote emergency safety awareness programs and messaging.  Engage with communities to understand and share knowledge on known risks within the Shire. Deliver a bi-annual community resilience forum or series of workshops to promote emergency safety and awareness.	Community led programs/plans in the shire are supported by Council. Community are assisted by Council to review for effectiveness and currency.  Community safety messaging is promoted by Council in conjunction with key stakeholders.  Work with vulnerable groups and associated services to understand needs associated with emergency management planning.



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Key priority Area	Outcome	Activity	Actions 2017-18	Actions 2018-19	Actions 2019-20	Actions 2020-21
1.7 Minimised impact of emergencies		1.7.1 Implement plans that support people in times of emergency	Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their relevance to its risk profile.  Review and Develop Municipal Emergency Animal Management Plan Municipal Pandemic Plan	Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their relevance to its risk profile.  Review – Municipal Relief and Recovery Plan and Municipal Heat Health Plan	Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their relevance to its risk profile.  Review –Municipal Pandemic Plan Municipal Emergency Animal Welfare Plan	Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their relevance to its risk profile.  Review the Municipal Relief and Recovery plan
		1.7.2 Implement effective plans and procedures that minimise the impact of all emergencies in the shire	Develop a long term plan for burning in Council reserves. Review -Annual CERA (Community Emergency Risk Assessment), Annual Victorian Fire Risk Register (VFRR) Risk assessment, Bushfire Risk Profile for Cardinia Shire	Implement the long term plan for burning in Council reserves. Review the Municipal Emergency Management Plan (including CERA -Community Emergency Risk Assessment), Annual review VFRR Undertake Municipal Emergency Management Plan audit.	Implement the long term plan for burning in Council reserves. Review the Municipal Flood and Storm Emergency Plan, Municipal Fire Management Plan (including VFRR - Victorian Fire Risk Register)	Implement the long term plan for burning in Council reserves. Review the VFRR, Bushfire Risk Profile Cardinia, Municipal Emergency Management Plan, Community Emergency Risk Assessment
		1.7.3 Protect against the impacts of emergencies through effective preparation and community planning and education.	Support community initiatives ( i.e.. Ready to Go) and assist communities to develop community emergency management plans	Support community initiatives ( i.e.. Ready to Go) and assist communities to develop community emergency management plans	Support community initiatives ( i.e.. Ready to Go) and assist communities to develop community emergency management plans	Support community initiatives ( i.e.. Ready to Go) and assist communities to develop community emergency management plans
2.1 Our diverse community requirements met		2.1.1 Monitor and research emerging community trends to help plan for the needs of residents.	Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database( i.e. Factsheets, Population projection updates and Social health Profile)	Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database( i.e. Factsheets, Population projection updates and Social health Profile)	Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database( i.e. Factsheets, Population projection updates and Social health Profile)	Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database( i.e. Factsheets, Population projection updates and Social health Profile)
		2.1.2 Promote access to and encourage a mix of housing types to cater for the varying needs of people in the Cardinia community.	Undertake a demonstration social housing project in partnership with a housing association, local housing providers and social support services	Advocate and work with local housing provider to monitor the impact of social housing	Undertake a demonstration social housing project in partnership with a housing association, local housing providers and social support services	Advocate and work with local housing provider to monitor the impact of social housing
		2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities	In conjunction with the Public Art Coordination team, plan for public artworks to be delivered in Ranges Ward  Cardinia Arts Facility – Complete design and commence construction for Stage 1 redevelopment of the CCC.	In conjunction with the Public Art Coordination team, deliver public art works in Ranges Ward  Cardinia Arts Facility – Complete construction.	In conjunction with the Public Art Coordination team, determine suitable locations and plan public art works at prominent sites across shire with a focus on Port Ward.	In conjunction with the Public Art Coordination team, deliver public art works in Port Ward
		2.1.4 Plan for the provision of facilities to service and support the changing community.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.

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Key priority Area	Outcome	Activity	Actions 2017-18	Actions 2018-19	Actions 2019-20	Actions 2020-21
2 Our Community	2.2 Engaged communities	2.1.5 Work with local communities to review and implement township strategies that contribute to meeting the needs of those communities.	Delivery of the McBride Street (Cockatoo) laneway development -horticultural landscaping and toilet installation. Commence an economic review of the townships to guide future planning. Support Nar Nar Goon progress association in developing their township strategy.	Complete economic review of townships and commence land use planning strategies for priority locations.		
		2.2.1 Provide a range of opportunities that encourage community participation in Council policy and strategy development.	Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies. Provide opportunities for community input into Council's Liveability Health Plan.	Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies	Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies	Develop the first Community Plan for Cardinia in accordance with Local Government Act.
		2.2.2 Communicate the activities and decisions of Council to the residents in a variety of ways.	Undertake a review of Connect magazine and consider the introduction of ward or township-based newsletters. Continue to utilise website and social media channels.	Appoint new provider for Connect magazine. Identify opportunities to expand online and social media transactions.	Identify opportunities to expand online and social media transactions.	Identify opportunities to expand online and social media transactions.
	2.3 Increased levels of community participation	2.2.3 Embrace and support community leadership	Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders. Partnering with Leadership Victoria to deliver a Community Leadership program in 2017.	Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders. Evaluate and assess the current Community Leadership Program.	Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders	Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders
		2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities	Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy	Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy	Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy	Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy
			Implement the Diversity Action Plan including Coordination of Harmony Day event and work in partnership with community service organisations to deliver an annual Refugee Week event . Explore the initiation of a CALD Advisory Group.	Implement the Diversity Action Plan including Coordination of Harmony Day event and work in partnership with community service organisations to deliver an annual Refugee Week event	Implement the Diversity Action Plan including Coordination of Harmony Day event and work in partnership with community service organisations to deliver an annual Refugee Week event	Develop a new Cultural Diversity Plan.
	2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities	Review existing Access and Inclusion Policy and action plan. Develop new 2017-21 Access and Inclusion Policy and action plan in accordance with current legislation	Once adopted by council, begin implementation of the short term priorities of the Access and Inclusion action plan	Begin implementation of the medium term priorities of the Access and Inclusion action plan	Begin implementation of the medium term priorities of the Access and Inclusion action plan	
		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 partner with local organisations to acknowledge and/or celebrate days and events of Aboriginal cultural significance	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 liaise with local schools, agencies, community and Koori Engagement Support Officer in order to increase promotion to and engagement with aboriginal families and young people	Continue to implement the Reconciliation Action Plan 2015-19 through building relationships with the local Aboriginal community and develop a new plan for 2020-24. Actions include to increase inclusivity of Aboriginal people, families and groups in local initiatives and activities and to share knowledge across organisations to enhance outcomes for local Aboriginal residents and families	Implement the RAP 2020-24 with a focus on short term actions.	
		Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	



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Key priority Area	Outcome	Activity	Actions 2017-18	Actions 2018-19	Actions 2019-20	Actions 2020-21
	2.4 Improved health and wellbeing of our residents	2.3.2 Recognise, support and promote the value of volunteerism in our communities.	Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire	Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire	Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire	Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire
		2.3.3 Strengthen Council's community engagement through the development, implementation and promotion of effective practices.	Provide training and support to staff across the organisation regarding the Community Engagement Framework and toolkit to enhance the community's participation	Provide training and support to staff across the organisation regarding the Community Engagement Framework and toolkit to enhance the community's participation	Review and update Community Engagement Framework and toolkit	Provide training and support to staff across the organisation regarding the Community Engagement Framework and toolkit to enhance the community's participation
		2.4.1 Increase the communities understanding of health issues and options to help them make appropriate decisions.	Share health and social priorities with the community and support the development of local projects that align to the Liveability Health plan. Action: Plan and deliver a Community Summit	Plan and deliver a Community Summit in line with the Community Wellbeing Grants	Plan and deliver a Community Summit in line with the Community Wellbeing Grants	Plan and deliver a Community Summit in line with the Community Wellbeing Grants
		2.4.2 Enhance food literacy and security within the community Support the provision of services by Council or others for people of all abilities.	Coordinate and implement the Food Circles Collective Impact project(e.g., Establish a local food network)	Coordinate and implement the Food Circles Collective Impact project(e.g., Develop a Local Food Strategy)	Support the local food network to implement the Local Food Strategy.	Support the local food network to implement the Local Food Strategy.
		2.4.3 Help establish partnerships and social infrastructure opportunities that improve health and wellbeing outcomes for residents.	Evaluate and support the delivery of services through the Pakenham Health Centre	Work with partners to ensure local health and wellbeing priorities are delivered through the Pakenham Health Centre	Work with partners to ensure local health and wellbeing priorities are delivered through the Pakenham Health Centre	Work with partners to ensure local health and wellbeing priorities are delivered through the Pakenham Health Centre
		3.1.1 Maintain all Council roads and supporting infrastructure in accordance with the Roads Management Act 2004	Inspections and maintenance of the road network in accordance with the Road Management Plan	Inspections and maintenance of the road network in accordance with the Road Management Plan	Inspections and maintenance of the road network in accordance with the Road Management Plan	
			Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans
		3.1.2 Develop new and maintain existing parks, gardens and reserves in a sustainable way	Finalise the evaluation of open space areas to determine appropriate service standards across the shire's suite of reserves in preparation for tendering the new open space contract in 18/19.	Finalise the upgrading program at Emerald Lake Park Arboretum - Complete path and road renewal works within Emerald Lake Park including desilting of lake.	Commence the new Parks and Gardens Maintenance Contract on the 1st of November 2019.	



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Key priority Area	Outcome	Activity	Actions 2017-18	Actions 2018-19	Actions 2019-20	Actions 2020-21		
	3.1 Provision and maintenance of assets on a life-cycle basis		Hills Hub (Emerald) Redevelopment – finalise design for the Hub. Develop tender for release late 2017 with a view to commence construction early 2018. Coordinate with current stakeholders alternative venues to continue their operations. Work with DEWLP to clarify new management structure for the Hills Hub.	Continue construction of Hills Hub with a view to completing at end of 2018. Provide regular communication updates to the community, SLT and Council.	Formally open the Hills Hub and commence operations with stakeholders. Implement new management and governance structure for the facility after negotiations with DEWLP.	Continue operations and development of programs to be delivered. Review and evaluate operating model and governance and management structures.		
			New fit-out to the ground level of the Officer municipal offices.					
			Install pre-fabricated public toilets at Emerald Lake Park.	Upgrade of the Gembrook Reserve Sports Pavilion.				
		3.1.3 Provide accessible facilities to meet identified community needs	Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse Community. Our works will meet enhanced and over and above Disability Discrimination Act requirements. Typically each year anywhere between 4 to 6 or so buildings and associated grounds are prioritised for such improvements, which include ramps to entry areas of buildings, car parking for the disable, hand railing, tactile markers, toilet for the disable, etc.	Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse Community. Our works will meet enhanced and over and above Disability Discrimination Act requirements. Typically each year anywhere between 4 to 6 or so buildings and associated grounds are prioritised for such improvements, which include ramps to entry areas of buildings, car parking for the disable, hand railing, tactile markers, toilet for the disable, etc.	Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse Community. Our works will meet enhanced and over and above Disability Discrimination Act requirements. Typically each year anywhere between 4 to 6 or so buildings and associated grounds are prioritised for such improvements, which include ramps to entry areas of buildings, car parking for the disable, hand railing, tactile markers, toilet for the disable, etc.	Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse Community. Our works will meet enhanced and over and above Disability Discrimination Act requirements. Typically each year anywhere between 4 to 6 or so buildings and associated grounds are prioritised for such improvements, which include ramps to entry areas of buildings, car parking for the disable, hand railing, tactile markers, toilet for the disable, etc.	Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse Community. Our works will meet enhanced and over and above Disability Discrimination Act requirements. Typically each year anywhere between 4 to 6 or so buildings and associated grounds are prioritised for such improvements, which include ramps to entry areas of buildings, car parking for the disable, hand railing, tactile markers, toilet for the disable, etc.	Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse Community. Our works will meet enhanced and over and above Disability Discrimination Act requirements. Typically each year anywhere between 4 to 6 or so buildings and associated grounds are prioritised for such improvements, which include ramps to entry areas of buildings, car parking for the disable, hand railing, tactile markers, toilet for the disable, etc.
			Depot Master Plan (Pakenham) – complete 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).	Depot Master Plan (Pakenham) – Stage 4 – development of amenities, lunchroom and training/toolbox facilities in former laundry facility.	Depot Master Plan (Pakenham) – stages 5 and 6 – construction of plant and light fleet sheds, consolidation of handyman crew, sign crew, workshop functions and compliance issues.			
			Conduct a program of resurfacing of playing surfaces at recreation reserves – Worrell Reserve (Emerald) – reshaping drainage and irrigation	Conduct a program of resurfacing of playing surfaces at recreation reserves – Officer Reserve oval 2 (complete redevelopment)	Conduct a program of resurfacing of playing surfaces at recreation reserves – Cora Lynn Reserve oval irrigation and shaping & Pakenham Upper - Installation of sub-surface irrigation and bore.	Conduct a program of resurfacing of playing surfaces at recreation reserves – Bunyip Soccer Pitches - Installation of sub-surface drainage and irrigation.		
			3.1.4 Manage Council's assets like roads, drainage, footpaths and buildings, etc. in a way that ensures they are adequately maintained over their life					
		3.2.1 Upgrade Council roads to improve safety while considering the traffic demand of the community	Upgrade Jolly Road bridge	Implement recommendations from revised Road Safety Strategy, including cyclist awareness program	Implement recommendations from revised Road Safety Strategy, including cyclist awareness program	Implement recommendations from revised Road Safety Strategy, including cyclist awareness program		
				Boronia Cr, Caroline Ave, Rouen Rd, and Bell St (Cockatoo) – Road and Drainage Scheme planning phase and preliminary design	Boronia Cr, Caroline Ave, Rouen Rd, and Bell St (Cockatoo) – Road and Drainage Scheme construction			

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Key priority Area	Outcome	Activity	Actions 2017-18	Actions 2018-19	Actions 2019-20	Actions 2020-21
3 Our Environment		3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs	Finalise statutory process for the construction of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham) and commence construction	Complete construction of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham) and finalise statutory process		
			Wheeler's Road (Maryknoll) - Construction and finalisation of scheme costs and statutory process			
					Joffre Pde, Kitchener Pde (Cockatoo) - Road and Drainage Scheme planning phase and preliminary design	
		3.2.4 Prioritise multi-use pathways, where practicable, to create networks that connect destinations	Implementation of the footpaths identified in the Pedestrian Bicycle Strategy Cockatoo-Gembrook Trail - commence construction	Implementation of the footpaths identified in the Pedestrian Bicycle Strategy Cockatoo-Gembrook Trail - complete construction	Implementation of the footpaths identified in the Pedestrian Bicycle Strategy	Implementation of the footpaths identified in the Pedestrian Bicycle Strategy
		3.2.5 Advocate for and facilitate improved public transport options and major arterial roads to help link employment, educational, recreational and retail activities between the shire's rural and growth areas	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 Shire and the south-east region	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 Shire and the south-east region	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 Shire and the south-east region	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 Shire and the south-east region
		3.3.1 Adapt to the impacts of climate change by working in partnership with the South East Councils Climate Change Alliance and both Australian and Victorian governments	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. Home Energy Advisory Service) Development and adoption of new Sustainable Environment Strategy	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce community energy use)	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce Council energy use)	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce Council energy use)
		3.3.3 Reduce Council's energy consumption and help the community to do likewise	(1) Continue to implement the Sustainable Design improvements in new and existing Council buildings and review this tool in context of the future direction with Sustainable Design in the Buildings & Facilities Department. (2) Prepare the Environmentally Sustainable Development (ESD) strategy (including policy) for all Council buildings, which will help to improve amenity and use of buildings, reduce energy use and associated costs, reduce waste to landfill, and work towards a carbon neutral Shire.	(1) Commence implementation of the ESD strategy across all new and existing buildings. (2) Work in conjunction with the Planning & Development Division to incorporate Sustainable Design Assessment in the Planning Process (SDAPP), to assist them to review planning applications against required sustainability standards to be achieved, including reductions of carbon emissions.	(1) Commence implementation of the ESD strategy across all new and existing buildings. (2) Work in conjunction with the Planning & Development Division to formalise Sustainable Design Assessment in the Planning Process (SDAPP) via a local planning policy amendment.	Continue to implement the ESD strategy across all new and existing buildings.
			Implement the Aspirational Energy Transition plan including projects such as environmental upgrades at Koo Wee Rup Pool and Pakenham Library, Hall and USA	Implement the Aspirational Energy Transition plan including phase two of the decorative street lighting retrofit with energy efficient lighting	Implement the Aspirational Energy Transition plan including energy saving retrofits for smaller Council facilities such as Hollins Children's Services Centre and Emerald Library	Implement the Aspirational Energy Transition plan including energy audits of council facilities, energy saving retrofits and renewable energy
			Liaise with and support schools in the areas of waste minimisation, litter and recycling	Liaise with and support schools in the areas of waste minimisation, litter and recycling	Liaise with and support schools in the areas of waste minimisation, litter and recycling	Liaise with and support schools in the areas of waste minimisation, litter and recycling

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Key priority Area	Outcome	Activity	Actions 2017-18	Actions 2018-19	Actions 2019-20	Actions 2020-21
3.3 Enhanced natural environment		3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	Review effectiveness of kerbside flexible plastics recycling initiative and further promote to the community.	Begin review and development of system for diverting food waste from landfill. To include • review best practice of food waste collection system at the kerbside and learn from other examples • identify collection service change requirements and review service specifications • develop behaviour change program and identify support required • identify resources required for 2 year implementation.	Undertaken tender process for kerbside garbage/recycling/organics waste collection services and recycling processing, considering outcomes of food diversion review. Prepare for communication program delivery for behaviour change.	Implement new waste services and behaviour change program that reduce food waste to landfill.
			Build on success of new resource recovery facilities by advocating for improved resource recovery and reuse options (such as e-waste/detox your home/SV programs/new streams/reuse opportunities/education)	Build on success of new resource recovery facilities by advocating for improved resource recovery and reuse options (such as e-waste/detox your home/SV programs/new streams/reuse opportunities/education)	Build on success of new resource recovery facilities by advocating for improved resource recovery and reuse options (such as e-waste/detox your home/SV programs/new streams/reuse opportunities/education)	Build on success of new resource recovery facilities by advocating for improved resource recovery and reuse options (such as e-waste/detox your home/SV programs/new streams/reuse opportunities/education)
			Commence regional project with south east councils and MWRRG to procure landfill and alternative to landfill services, including pre sort options for commencement post 2021.	Collaborate on regional project with south east councils and MWRRG to procure landfill and alternative to landfill services, including pre sort options for commencement post 2021.	Collaborate on regional project with south east councils and MWRRG to procure landfill and alternative to landfill services, including pre sort options for commencement post 2021.	Collaborate on regional project with south east councils and MWRRG to procure landfill and alternative to landfill services, including pre sort options for commencement post 2021. Prepare to deliver and take-up new service.
		3.3.5 Manage water in an integrated way, including the reduction of potable water consumption by Council and households	Implement the Integrated Water Management Plan including implementing water-efficiency measures recommended in the water audits at Cardinia Life and Holm Park Reserve	Implement the Integrated Water Management Plan including the continued implementation of water-efficiency measures recommended in the water audits at Cardinia Life and Holm Park Reserve	Implement the Integrated Water Management Plan including completing further water efficiency audits and installing sediment pits near key waterways	Implement the Integrated Water Management Plan including implementation of water efficiency measures recommended in previous water audits
		3.3.6 Promote water catchment management practices that improve the quality of our waterways	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program, and mandate property connection in 2017-18	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program and mandate property connection in 2018-19	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program and mandate property connection in 2019-20	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program and mandate property connection in 2020-21
		3.3.7 Protect and improve biodiversity by increasing the area of natural ecosystems across the Shire.	Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives	Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives	Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives	Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives
		3.3.8 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	Preserve and improve natural environment by undertaking weed management and indigenous plantings	Preserve and improve natural environment by undertaking weed management and indigenous plantings	Preserve and improve natural environment by undertaking weed management and indigenous plantings	Preserve and improve natural environment by undertaking weed management and indigenous plantings
		3.3.9 Manage agricultural land use by supporting farmers to utilise sustainable farming practises	Implement the Westernport Green wedge Management Plan into the planning scheme. Participate in DELWP advisory committee to enable contemporary agricultural activities. Advocate for Bunyip food belt project.			
		3.4.1 Plan and develop built environments that support improved health and wellbeing of our communities through implementation of the Healthy by Design guidelines.	Advocate to implement sustainable design assessment in the planning process.	Promote the development and implementation of water sensitive urban design elements into infrastructure works	Implementation of environmental sustainable design elements into infrastructure works and new buildings	

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Key priority Area	Outcome	Activity	Actions 2017-18	Actions 2018-19	Actions 2019-20	Actions 2020-21
	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.2 Raise awareness of our environment's impact on people's health and wellbeing by integrating the concept of liveability across all Council business units and including liveability indicators within the municipal public health and wellbeing plan	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives
		3.4.3 Advocate for changes in the state planning scheme which support development of local policies which reduce health-detracting environments (gaming, liquor, fast food)	Commence review of Councils Municipal Strategic Statement.	Complete review of Councils Municipal Strategic Statement into the Planning scheme.		
3.5 Balanced needs of development, the community and the environment		3.5.1 Review the Municipal Strategic Statement and the Cardinia Planning Scheme regularly to ensure it continues to meet Council objectives .	Undertake a review of the Municipal Strategic Statement	Undertake an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme	Undertake an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme	Undertake an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme
		3.5.2 Plan for the 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 way.	Ongoing review of PSP's and DCP's  Implement approved structure plans for the growth area.	Ongoing review of PSP's and DCP's  Implement approved structure plans for the growth area.	Ongoing review of PSP's and DCP's  Implement approved structure plans for the growth area.	Ongoing review of PSP's and DCP's  Implement approved structure plans for the growth area.
		3.5.3 Provide for the sustainable development of rural townships while taking into account their existing character and community needs	Review of township strategies in line with the adopted program  Implementation plan for the Westernport Green Wedge Management Plan and continue advocacy for Green Wedge Management Plan for the northern part of the Cardinia Shire	Review of township strategies in line with the adopted program  Continue advocacy for Green Wedge Management Plan for Cardinia Shire	Review of township strategies in line with the adopted program  Continue advocacy for Green Wedge Management Plan for Cardinia Shire	Review of township strategies in line with the adopted program  Continue advocacy for Green Wedge Management Plan for Cardinia Shire
		3.5.4 Ensure the planning of rural (green wedge) areas protects and enhances important agricultural, environmental, natural resource, infrastructure and recreational values.	Seek authorisation to exhibit planning controls to further enhance protecting habitat and corridors for bandicoots.	Implement ESO to protect and enhance habitat corridors for bandicoots.		
		4.1.1 Plan for and support local employment opportunities.	Continue to advocate to protect land for employment purposes. Implement planning scheme amendments for specific employment opportunities. Complete review of Officer Town centre review with the VPA. Commence review of Cardinia Road Employment Precinct to simplify planning controls.	Complete review of Cardinia Road Employment precinct to encourage investment & employment opportunities.		
		4.1.2 Support the development of existing and new businesses within the shire	Facilitate business networking opportunities through Casey Cardinia and individuals	Facilitate business networking opportunities through Casey Cardinia and individuals	Facilitate business networking opportunities through Casey Cardinia and individuals	Facilitate business networking opportunities through Casey Cardinia and individuals
		4.1.3 Plan for a staged development of the Officer-Pakenham employment precinct	Commence preparation of Officer South Developer Contribution Plan  Work with the VPA in the preparation of Officer South Precinct Structure Plan and Development Contribution Plan	Finalise Officer South Developer Contribution Plan  Work with the VPA in the preparation of Officer South Precinct Structure Plan and Development Contribution Plan		Work with the VPA in the preparation of Officer South Precinct Structure Plan and Development Contribution Plan





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Key priority Area	Outcome	Activity	Actions 2017-18	Actions 2018-19	Actions 2019-20	Actions 2020-21	
4 Our Economy	4.1 Increased business diversity in Cardinia Shire		Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Development Contribution Plan	Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Development Contribution Plan	Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Development Contribution Plan		
			Facilitate development of key sites in the core commercial area in Siding Avenue (Officer)	Facilitate development of key sites in the core commercial area in Siding Avenue (Officer)	Facilitate development of key sites in the core commercial area in Siding Avenue (Officer)	Facilitate development of key sites in the core commercial area in Siding Avenue (Officer)	
		4.1.4 Plan the development of Officer and Pakenham town centres.		Work with the VPA in the preparation of Pakenham East Precinct Structure Plan and Development Contribution Plan	Work with the VPA in the preparation of Pakenham East Precinct Structure Plan and Development Contribution Plan	Work with the VPA in the preparation of Pakenham East Precinct Structure Plan and Development Contribution Plan	
				Work with VPA in the review of Officer Town Centre	Work with VPA in the review of Officer Town Centre		
		4.1.5 Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy	
		4.1.6 Encourage procurement of local products and services.	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services	
	4.2 Maintained strong agricultural activities	4.2.1 Support our farmers and growing agricultural industry in adapting to the changing economy and climate	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy and the Green Wedge Management Plan	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy and the Green Wedge Management Plan	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy and the Green Wedge Management Plan	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy and the Green Wedge Management Plan	
		4.2.2 Identify innovative ways to value-add to the region's primary production and transportation	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension and Food Markets for Primary Producers	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension	
		4.2.3 Advocate for the development of roads and infrastructure required for primary production.	Identify a hierarchy of roads directly related to primary production that require advocacy	Advocate to the relevant authority for the development of the priority roads identified to support primary production	Advocate to the relevant authority for the development of the priority roads identified to support primary production	Advocate to the relevant authority for the development of the priority roads identified to support primary production	
		4.2.4. Develop a local food brand for Cardinia Shire in partnership with the community					
	4.3 Develop a local food brand for Cardinia Shire in partnership with the community. Diverse and resilient business community	4.3.1 Support small businesses to remain viable in rural townships.	Continue to work with individual property / business owners to support their growth and the vibrancy of towns.				
		4.3.2 Encourage the establishment of tourism and hospitality in appropriate areas of the shire	Adopt and implement the Casey Cardinia Tourism Strategy	Implement the Casey Cardinia Tourism Strategy	Implement the Casey Cardinia Tourism Strategy	Implement the Casey Cardinia Tourism Strategy	
		4.3.3 Advocate for the delivery of small and large scale projects that enhance and drive economic activity	Assist businesses to develop in the Casey-Cardinia region	Assist businesses to develop in the Casey-Cardinia region	Assist businesses to develop in the Casey-Cardinia region	Assist businesses to develop in the Casey-Cardinia region	

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Key priority Area	Outcome	Activity	Actions 2017-18	Actions 2018-19	Actions 2019-20	Actions 2020-21	
		4.3.4 Work with others to grow economic activity and attract new enterprises.	Work with the Casey Cardinia Business Group and the Department of Economic Development, Jobs, Transport and Resources to attract new enterprises and enhance the economic activity in the region	Work with the Casey Cardinia Business Group and the Department of Economic Development, Jobs, Transport and Resources to attract new enterprises and enhance the economic activity in the region	Work with the Casey Cardinia Business Group and the Department of Economic Development, Jobs, Transport and Resources to attract new enterprises and enhance the economic activity in the region	Work with the Casey Cardinia Business Group and the Department of Economic Development, Jobs, Transport and Resources to attract new enterprises and enhance the economic activity in the region	
		4.3.5 Support business and organisations to enhance their skills	Council will help facilitate training opportunities for local businesses	Council will help facilitate training opportunities for local businesses	Council will help facilitate training opportunities for local businesses	Council will help facilitate training opportunities for local businesses	
		4.4 A local economy supporting the improved health and wellbeing of our communities	4.4.4 Encourage the procurement and consumption of local food	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services
5 Our Governance	5.1 An engaged community	5.1.1 Develop a policy which details how Council will inform and engage consistently with the community on important matters.	Commence a review of the Communications Strategy and work with Community Strengthening to develop an Engagement Policy	Implement key outcomes and actions of the Communications Strategy	Implement key outcomes and actions of the Communications Strategy	Implement key outcomes and actions of the Communications Strategy	
		5.1.2 Enhance the community's confidence in Council's community engagement.	Refer to 2.3.3	Refer to 2.3.3	Refer to 2.3.3	Refer to 2.3.3	
	5.2 Open governance	5.2.1 Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential	Monitor compliance with statutory reporting requirements Maintain and update the register of information to be available to the public	Monitor compliance with statutory reporting requirements Maintain and update the register of information to be available to the public	Monitor compliance with statutory reporting requirements Maintain and update the register of information to be available to the public	Monitor compliance with statutory reporting requirements Maintain and update the register of information to be available to the public	Monitor compliance with statutory reporting requirements Maintain and update the register of information to be available to the public
		5.2.2 Govern and make decisions in the best interests of the Cardinia Shire community	Following adoption of the Councillor Code of Conduct and Protocols monitor adherence to commitments and take appropriate action if required	Following adoption of the Councillor Code of Conduct and Protocols, monitor adherence to commitments and take appropriate action if required	Following adoption of the Councillor Code of Conduct and Protocols, monitor adherence to commitments and take appropriate action if required	Following adoption of the Councillor Code of Conduct and Protocols, monitor adherence to commitments and take appropriate action if required	
	5.3 Long-term financial sustainability	5.3.1 Make financial decisions that achieve the objectives of Council and long-term financial sustainability.	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	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	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	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	
		5.3.2 Make financial decisions that are fair and ethical and balance costs and benefits between present and future generations	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor	
		5.3.3 Manage the municipality's finances and assets in a responsible way	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	
		5.3.4 Identify and implement programs to achieve Council's debt reduction policy.	Debt Management Policy	Debt Management Policy	Debt Management Policy	Debt Management Policy	
		5.3.5 Identify ways to contain Council's cost base by a focus on innovation and efficiency.	Develop and maintain 'internal consulting' ability within Service Planning and Improvement Team, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions	Develop and maintain 'internal consulting' ability within Service Planning and Improvement Team, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions	Develop and maintain 'internal consulting' ability within Service Planning and Improvement Team, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions	Develop and maintain 'internal consulting' ability within Service Planning and Improvement Team, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions	



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Key priority Area	Outcome	Activity	Actions 2017-18	Actions 2018-19	Actions 2019-20	Actions 2020-21
	5.4 Appropriate funding and support from all levels of government	5.4.1 Advocate on behalf of the community to ensure it receives a fair share of funding and support from the Australian and Victorian governments for infrastructure, facilities and services	Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community	Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community	Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community	Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community
		5.4.2 Work with both interface and regional Councils to strengthen advocacy campaigns to Australian and Victorian governments aimed at increasing awareness and support for joint issues.	Participate in the advocacy campaigns determined by the Interface Councils CEOs' Group and the Human Services Directors' Group and supported through SOCOM. The focus for 17/18 will be flexibility and growth in service funding arrangements.	Participate in the advocacy campaigns determined by the Interface Councils CEOs' group and the Human Services Directors Group and supported through SOCOM.	Participate in the advocacy campaigns determined by the Interface Councils CEOs' group and the Human Services Directors Group and supported through SOCOM.	Participate in the advocacy campaigns determined by the Interface Councils CEOs' group and the Human Services Directors Group and supported through SOCOM.