

ACTIVITY REPORTS

15 QUARTERLY PERFORMANCE REPORT

FILE REFERENCE INT1754263

RESPONSIBLE GENERAL MANAGER Derek Madden

AUTHOR Jo Battin

RECOMMENDATION

That the Quarterly Performance report for quarter 4, 2016-17 be received and noted.

Attachments

1 Quarterly Performance report 56 Pages

EXECUTIVE SUMMARY

To present the Quarterly Performance Report for the April to June 2016-17 period.

BACKGROUND

Celebrating our volunteers

Councillors and staff gathered with community members at the Annual Mayoral Volunteer Reception in May to proudly recognise, support and value the contributions of volunteers in our shire. Coinciding with National Volunteer Week, the event acknowledged hundreds of volunteers across 560 organisations in the shire.

The event also announced this year's Stan Henwood Award recipient, Nar Nar Goon resident Ray Coombs. Now in his 70s, Ray is regarded by his community as a quiet achiever who has been supporting his community in one way or another for more than 50 years.

Major projects

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

IYU Recreation Reserve – Stage 2

Completed in June, Stage 2 in the IYU Recreation Reserve project at Henry Road, Pakenham delivered the final parts in the development of a \$7.7m premier regional soccer facility. Jointly funded by Council, and the Victoria Government through Sport and Recreation Victoria and the Growing Suburbs Fund, the facility now includes a new pavilion, an all-weather synthetic soccer pitch and floodlighting. The reserve also includes an interactive public art piece (table tennis table), full-sized senior soccer field, multi-use pitch, playground, half-court basketball court, and gravel parking.

Deep Creek Reserve – Stage 1

Works started in June at the 48-hectare greenfield site on Cameron Way, Pakenham. They include preparing the site for construction, including weed removal, drain improvements, protection of native vegetation, and other earthworks.

Jointly funded by an investment of \$7.5 million from Council's Capital Works Program over the next five years and a grant of \$2.825 million under the Victorian Government's Growing Suburbs Fund, this development will give Pakenham residents a refreshed community space with new paths, infrastructure, car park and Melbourne Water wetlands.

Lang Lang Community and Recreation Precinct – Stage 1

In April, Stage 1 works started at the 36-hectare greenfield site located at the intersection of Soldiers and Caldermeade roads. Works include preparing the site for access, preliminary earth works, services, playing field construction, and lighting.

The \$11 million project, jointly funded by Lang Lang Community Bank Branch of Bendigo Bank and Council, has involved extensive community consultation including the formation of the Lang Lang Community Sporting Precinct Steering Committee. It will deliver new sports grounds and facilities, multipurpose community spaces, parks and other open spaces for recreational activities.

Playground upgrades

Our playground upgrade programs provide improved play equipment and social areas suitable for children of all ages. As part of the development and design process, we work with the local community to ensure the upgrades meet community need and result in increased usage.

Melissa Way Reserve, Pakenham - Funded by Council's Playground Renewal Program 2016–17, the \$50,000 upgrade provided additional equipment for an all-ages play space, offering a range of new play experiences.

Rotary Park, Garfield Recreation Reserve - One of six projects in the \$900,000 annual program jointly funded by Council's Playground Renewal Program 2016–17 and the Victorian Government's Growing Suburbs Fund, the playground features two new play spaces and three picnic settings.

Effective partnerships

Council has been working closely with other levels of government, organisations and the community this quarter to deliver a number of partnership projects that benefit our community in a variety of ways.

Pakenham Health Centre – The centre officially opened in May after a collaborative redevelopment of the former municipal offices at Henty Way, Pakenham to provide accessible facilities that meet the needs of our growing community. Managed by Monash Health, the multi-agency integrated health centre offers residents approximately 35 services from one central location.

Community Leadership Program 2017 – This program, in its inaugural year, officially launched in June, and will be delivered throughout the 2017 calendar year. In a partnership between Council and Leadership Victoria, the new community leadership initiative provides targeted training for current and aspiring community leaders from a diverse range of backgrounds and interests across the shire.

Mr Yakkerboo meets Blue, Pakenham – Unveiled in time for this year's Yakkerboo Festival in May, the public artwork was commissioned under Council's annual Public Art Policy and now has pride of place in Pakenham's Main Street. The small bronze and steel sculptures, inspired and directed by artist Julie Squires, encouraged community participation, with local primary and secondary school students engaged to design and create Mr Yakkerboo's scales. The artwork celebrates Cardinia Shire's famous bunyip-style swamp character in a portrayal of Mr Yakkerboo meeting a blue heeler named 'Blue', creatively referencing the shire's pastoral history.

Budget and Council Plan adopted

After community consultation, Council adopted the Budget, Council Plan and the Strategic Resource Plan for the 2017–18 financial year in May.

Since the Local Government election in 2016, Council has been developing a new Council Plan for the four-year term of this Council. The plan outlines Council's vision for Cardinia Shire to 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.

The adopted budget meets the lower 2 per cent rate environment and delivers more than \$44 million of capital works to the community. This has been achieved by continuing to focus on organisational efficiencies and savings through effective management of contracts and other sources of expenditure.

POLICY IMPLICATIONS

Nil.

RELEVANCE TO COUNCIL PLAN

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

CONSULTATION/COMMUNICATION

Nil.

FINANCIAL AND RESOURCE IMPLICATIONS

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

CONCLUSION

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



Cardinia Shire Council

Quarterly Performance Report

Quarter 4 April - June 2016-17

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CEO's report - DRAFT

With the end of the 2016–17 financial year and the final quarter under the Council Plan 2013–17 approaching, Council remained committed to delivering results across the board, and here are some of the highlights.

Celebrating our volunteers

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Garry McQuillan
Chief Executive Officer
Cardinia Shire Council

Government interaction

Government Advocacy

Council has been very busy this quarter advocating to various levels of government regarding a myriad of matters such as meeting with Planning for Victoria regarding road priorities across the shire including Lang Lang Bypass, McGregor Road and Healesville Koo Wee Rup Road, meeting with the Department of Justice to discuss improving employment opportunities for Department of Justice offenders, meeting with Department of Education regarding Early Years management and meeting with various State Government Ministers.

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

Grant applications

For the financial year Council has lodged 57 grant applications for a total of \$38,255,091 of which 27 applications have been successful for a total amount of \$16,814,787.

Legislative Program

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

During the quarter the State Taxation Acts Amendment Bill was introduced into State Parliament. This Bill amongst other matter proposed the centralisation of valuations by the Valuer General as well as requiring annual revaluations. This proposal was widely opposed by local government and it was pleasing to see that this part of the Bill was removed and a commitment given to consult with local government before proceeding with this proposal.

Major capital projects

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

Name	Regional Soccer Facility (Henry Road) – Stage 2
Description	Regional Soccer Facility- Construct synthetic playing surface as identified in master plan
Comment	Construction of the synthetic soccer field and playing field lighting is completed. Interface Growth Fund (IGF) grant received for the project. Reserve in full use.
Start	June 2014
End	June 2017
Cost	\$7.7m

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

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

Name	Lang Lang Sporting Facilities – Stage 1
Description	Site works, services, playing field construction, lighting, etc
Comment	Part funding from Bendigo Community Bank. Tender awarded and works to commence on site.
Start	February 2017
End	June 2018
Cost	\$6m

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

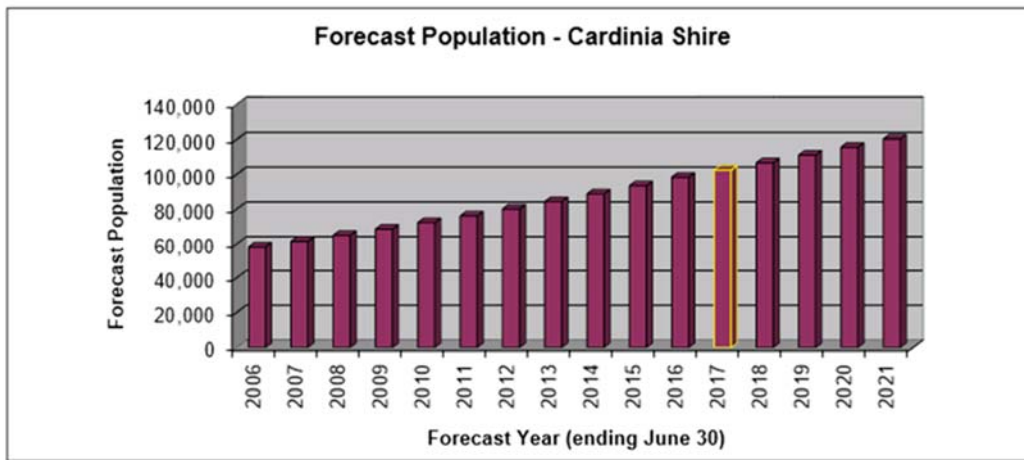
Name	Emerald Netball Pavilion/Courts
Description	Construction of 4 netball courts.
Comment	Planning approval received from the Minister in June 2017. Detailed design complete. Funding application submitted to the State Government as part of the Community Facility Fund.
Start	February 2017
End	June 2018
Cost	\$1m

Cardinia Shire growth indicators

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

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

Figure 1. Forecast population – Cardinia Shire



* Data .id Consulting

Property

Subdivisions – residential lots

Residential lots data is a lead indicator and highlights residential development activity that drives much of the growth in demand for council's services and facilities. Residential Applications have increased this quarter but have slowed down considerably this financial year. In contrast, Statement of Compliance figures for the year are at a record 4 year high.

Figure 2 illustrates that there were 44 lots in application for the certification of plans of subdivision this quarter. Results are 134% higher than the previous quarter. Applications are 37% lower than the same time last year.

Figure 2. Residential lots – applications

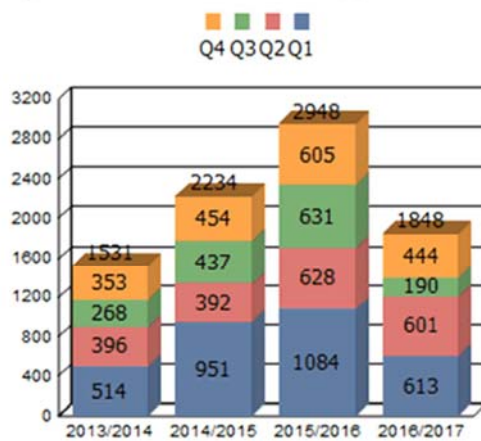
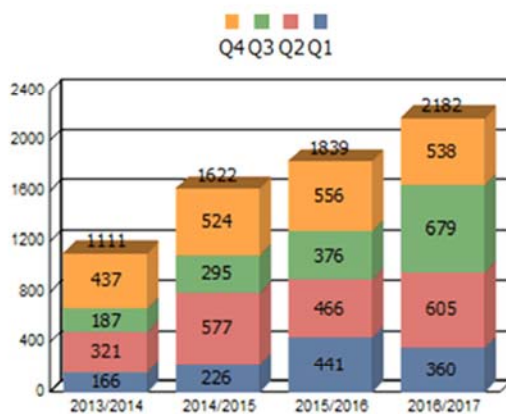


Figure 3 illustrates that there were 538 lots for which a statement of compliance was issued this quarter allowing for the sale and development of individual lots. Results are 21% lower than the previous quarter and 19% higher than the same time last year. YTD results are at record four year high.

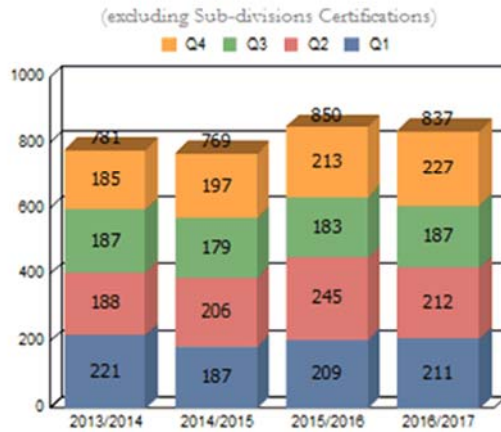
Figure 3. Residential lots – statement of compliance



Planning applications

Figure 4 highlights the level of development activity in relation to applications for planning permits. There were 227 planning applications this quarter, 21% higher than the previous quarter. The year to date figure is 2% lower than the same time last year.

Figure 4. Planning permit applications received



Building permits

Building permits are required for both new buildings and alterations to existing buildings. Figure 5 to 7 highlight the level of development activity in relation to building permits and building completions for both residential and non-residential buildings.

Figure 5 illustrates that there were 697 building permits issued this quarter. That figure is on par with last quarter and 6% higher than the same time last year. YTD results are at record four year high.

Figure 5. Total building permits issued

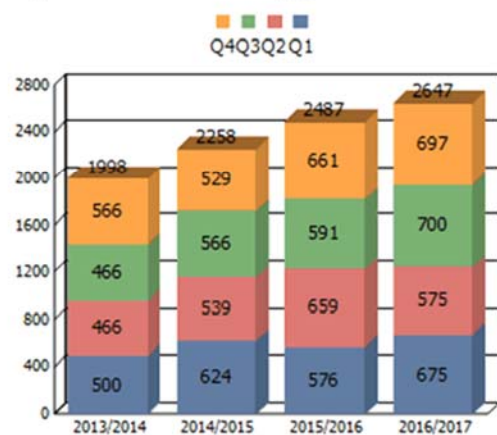


Figure 6 illustrates that there were 337 residential building completions this quarter. That is an increase of 7% from the previous quarter but 4% higher than the same time last year.

Figure 6. Residential building completions

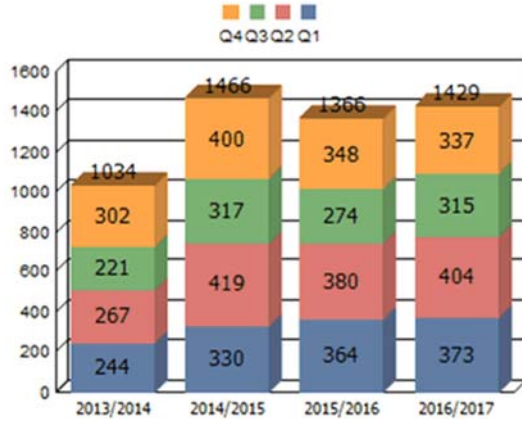
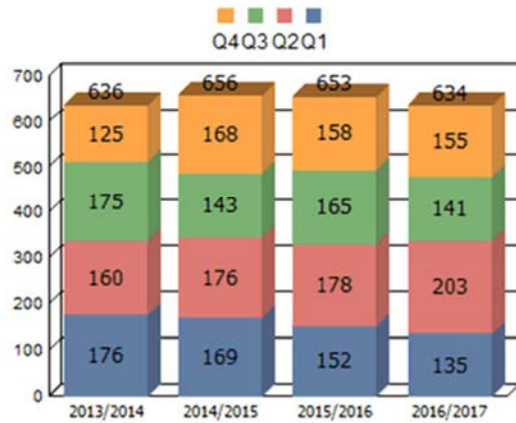


Figure 7 illustrates that there were 155 non-residential building completions this quarter. That is an increase of 10% from the previous quarter but 3% lower than the same time last year.

Figure 7. Non-residential building completions

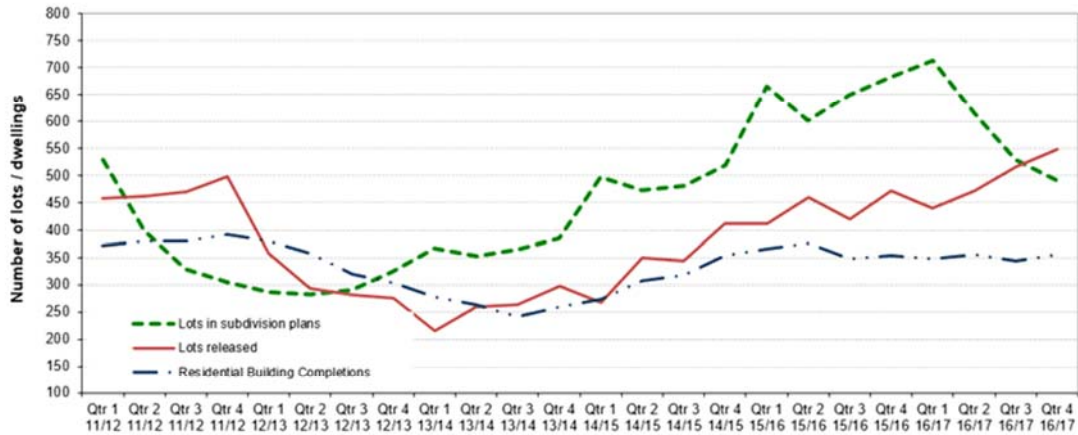


Residential land development indicators

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

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

Figure 8. Residential land development indicators



The average number of **lots submitted for subdivision** reached a record low in the 2nd quarter of 2012-13 with 282 lots. Numbers peaked have peaked in the first quarter of each year for the last 4 years. The first quarter of 2016-17 peaked at an average of 712 lots submitted for subdivision. The current average number of lots has dropped to 491 but are expected to increase again as the Officer Precinct development progresses.

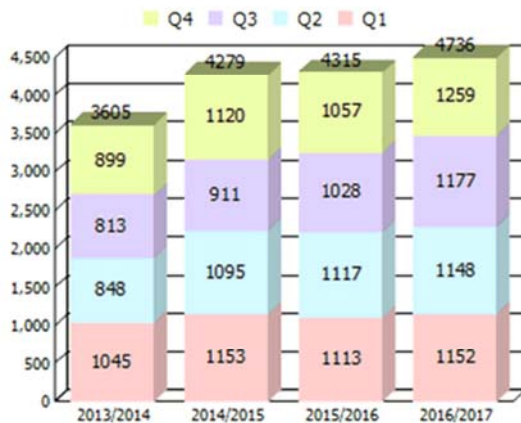
The average number of **new lots released** onto the market has been steadily increasing since the 1st quarter of 2013-14. Numbers have increased this month with an average of 538 lots released. The average number of **dwelling completions** is 337 and is levelling. This is a lag indicator and is expected to rise within 6 to 12 months as land development progresses.

Land information certificates

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

Figure 9 illustrates that there were 1259 certificates issued this quarter, 7% higher than the previous quarter. Year to date results are 10% higher than the same time last year, an indication of a growing property market.

Figure 9. Land information certificates



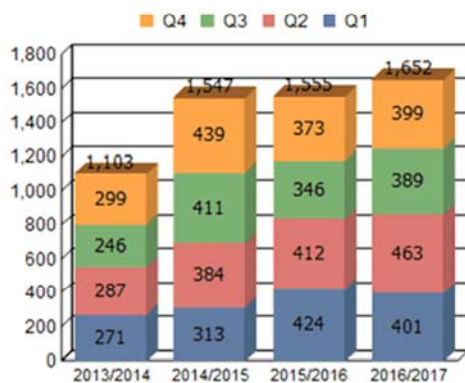
Household garbage service

A new household garbage service is requested predominantly when a new home has been completed and ready to be occupied. This indicator can therefore represent the growth of new households within the Shire.

Figure 10 illustrates that there were 399 new bins requested this quarter, 3% higher than last quarter. The year to date total is on 6% higher than last year, indicating a rise of new households.

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

Figure 10. New household garbage service volumes



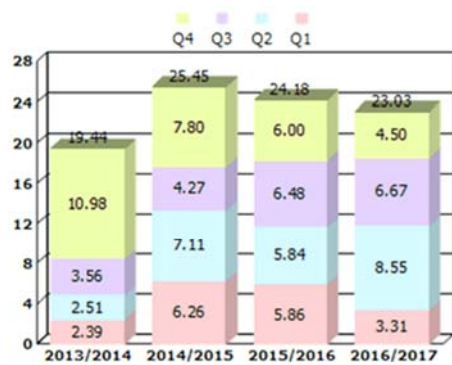
Roads and footpaths

Sealed roads

The sealed road network is currently 670 km in length. Sealed road growth is due to a combination of subdivision development and Councils sealing of unsealed roads through special charge schemes or other external funding such as roads to recovery. The road maintenance program is conducted in accordance with councils Road Management Plan and is supplemented by cyclic maintenance programs including annual road resealing and rehabilitation.

Figure 11 illustrates that there was an additional 4.50km of sealed roads constructed this quarter, 33% lower than the previous quarter. The year to date total is 5% lower than at the same time last year.

Figure 11. Additional kms of sealed roads constructed

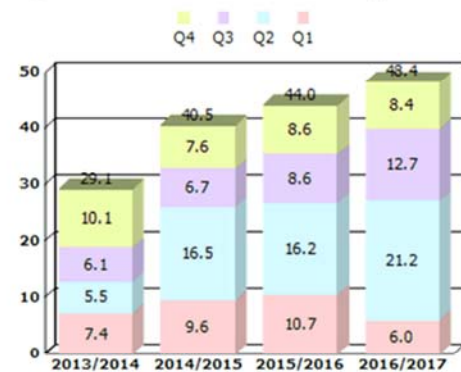


Footpaths

Footpaths are an important means of improving community cohesion by providing for pedestrian traffic around our communities. The footpath network is currently 642 km in length, with an average growth rate of 33 km per year. This growth is due to a combination of footpaths constructed from subdivision development and Council's capital works program.

Figure 12 illustrates that there was 8.4km of footpaths constructed this quarter, 34% lower than the previous last quarter. The year to date total is 10% higher than at the same time last year.

Figure 12. Additional km of footpaths constructed



Customer responsiveness

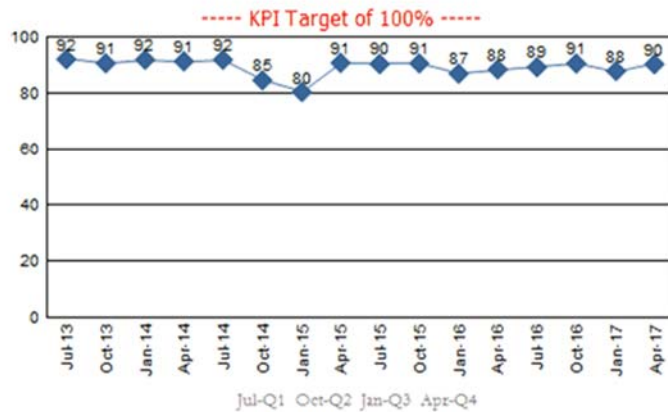
This section shows performance in relation to two fundamental areas of responsiveness: - actioning inwards correspondence, (mail, fax, email) and actioning service requests.

Inwards correspondence – (Mail, fax, email)

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

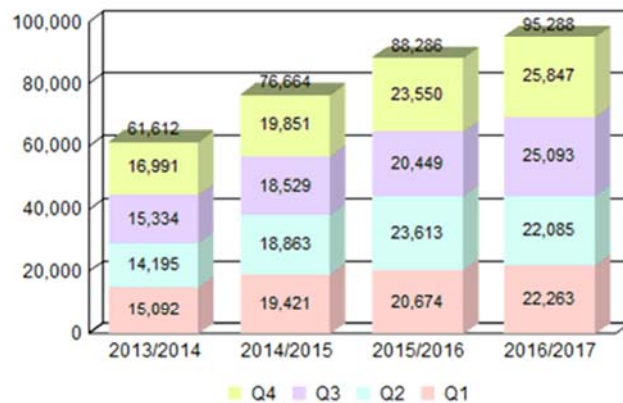
An Action Referral is an item of inwards correspondence received via mail, fax or email, requiring a response. Figure 13 illustrates that an average of 90% of Action Referrals this quarter were acknowledged within 10 days, 2% higher than the previous quarter. Performance reports are distributed to all managers on a fortnightly basis and this is contributing to a higher level of consistency in relation to actioning correspondence.

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



The volume of inwards correspondence is expected to increase, relative to our population growth and as Council's services are expanded and enhanced to meet the growing needs of our community. Figure 14 illustrates that there were 25,847 action referrals this quarter, 3% higher than the previous quarter. The year to date total is 8% higher than the same time last year and trending upwards.

Figure 14. Inwards correspondence – action referrals volumes



Service requests

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

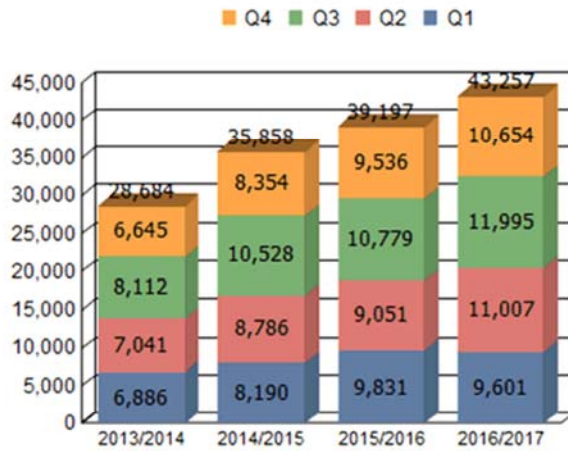
Figure 15 indicates that the KPI target of 90% is close to being achieved in all periods. 88% of service requests were finalised in time for the quarter, 2% higher than the previous quarter.

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



Figure 16 illustrates that there were 10,654 service requests this quarter, 11% lower than the previous quarter. The year to date total is 10% higher than the same time last year, indicating an upwards trend in requests.

Figure 16. Service request volume



Sustainable service

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

Unsealed roads and surface drains

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

Figure 17 illustrates at there were 743 km of unsealed road grading this quarter, 1% lower than last quarter. Quarter 2 figure is higher as a number of the roads required less concentrated works to maintain, meaning greater lengths of road were able to be graded.

Figure 17. Unsealed road grading (kilometres)

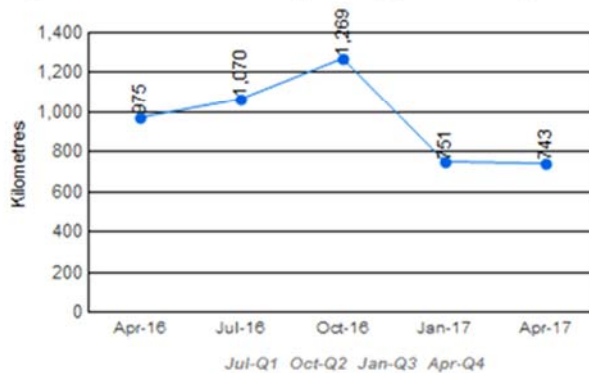
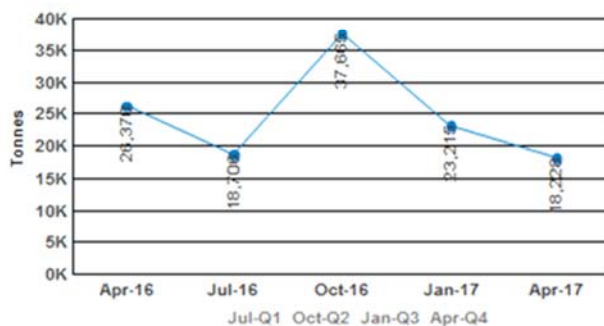


Figure 18 illustrates at there were 18,228 tonnes of unsealed road resheeting this quarter, 21% lower than last quarter. The volume of crushed rock placed on Councils unsealed network reduces over the drier months of the year, as the focus is on delivering water to roads to aid compaction. The plant used to deliver crushed rock are reconfigured into water carts during this period.

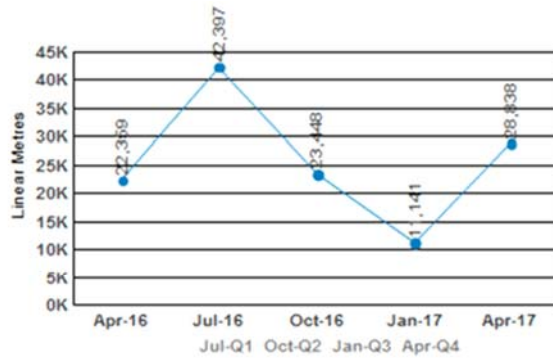
Figure 18. Unsealed road resheeting (tonnes)



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

Figure 19 illustrates that there was 28,838 linear metres of surface drains cleared this quarter, 159% higher than last quarter. The increase in the linear metres of surface drains cleared in September 2016 is due to the use of a tractor mounted rotary drainer. This machine is able to complete vast distances in a short time frame compared to other types of machines used by Council. However it has limitations in its ability to clean certain types of drains and is also restricted to the wetter months of the year.

Figure 19. Surface drains cleared (linear metres)



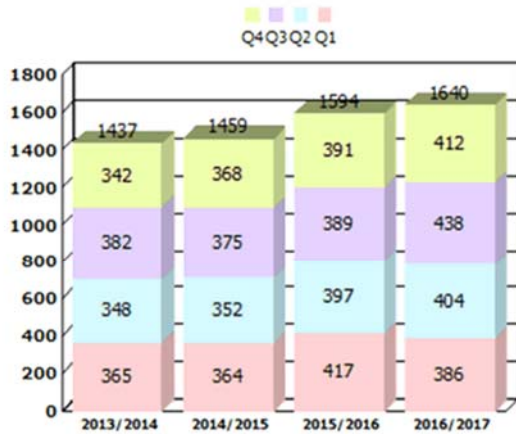
Community

Maternal and Child Health (MCH)

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

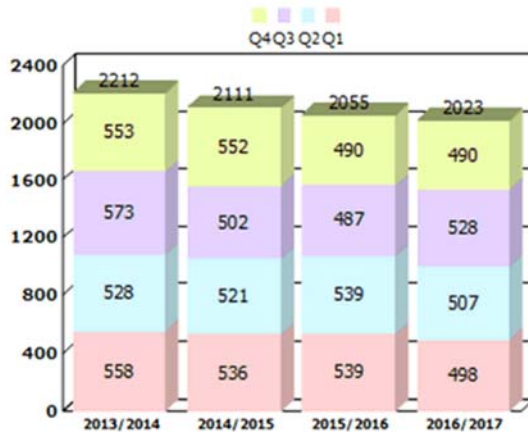
Birth notices are the number of notifications received from hospitals of newborn babies in the municipality. Figure 20 illustrates that there were 412 birth notices this quarter, 6% lower than the previous quarter. YTD figures are 3% higher than last year.

Figure 20. Maternal and Child Health birth notices



Total enrolments are the number of babies and children zero to school age that visit and enrol at a MCH centre, including both new births and children of families moving to Cardinia Shire. Figure 21 illustrates that there were 490 enrolments this quarter, 7% lower than last quarter. YTD figures are 2% lower than last year.

Figure 21. Maternal and Child Health new enrolments



* New software introduced November 2015.

Number of youth interactions

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

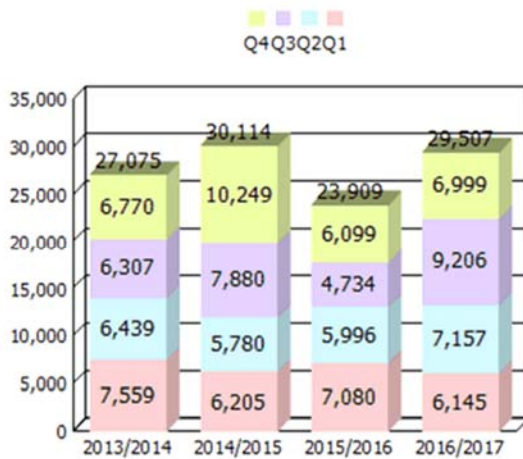
People have been access services and programs from My Place since January 2013. My Place is Council’s youth facility where young people, parents and professionals can access information and advice on a range of topics including health and wellbeing, education and training, drugs and alcohol.

My Place represents not only Council Youth Services programs but other service provider programs and services as well. The Mobile Youth Bus (MYBus) was introduced as a service in June 2009 and decommissioned from October 2015 with a new model of Youth Outreach implemented.

The number of contacts with young people initially decreased as a result of the change which has included the delivery of targeted programs and activities which meet school, youth and community needs. Lunch time visits attracted large numbers of young people through the service. The number of contacts with young people has steadily increased during 2016/2017 with the inclusion of Communities that Care and an increase of .4EFT funded by VicHealth to increase support to young people who identify as GLBTI. Young people have hosted number of events within local secondary schools to celebrate diversity and inclusion. Youth Services have also had an increase of services outreaching from My Place and an influx of referrals to the Youth Support Program (43 young people supported by this program in the last quarter)

Figure 22 illustrates the number of contacts with young people over a 4 year period. The chart reflects the total cumulative number of young people (not individuals) that participated in activities, programs and services. This quarter there were 6,999 contacts with young people. Results are 24% lower than the previous quarter but YTD figures are 23% higher than the same time last year.

Figure 22. Engagement with young people



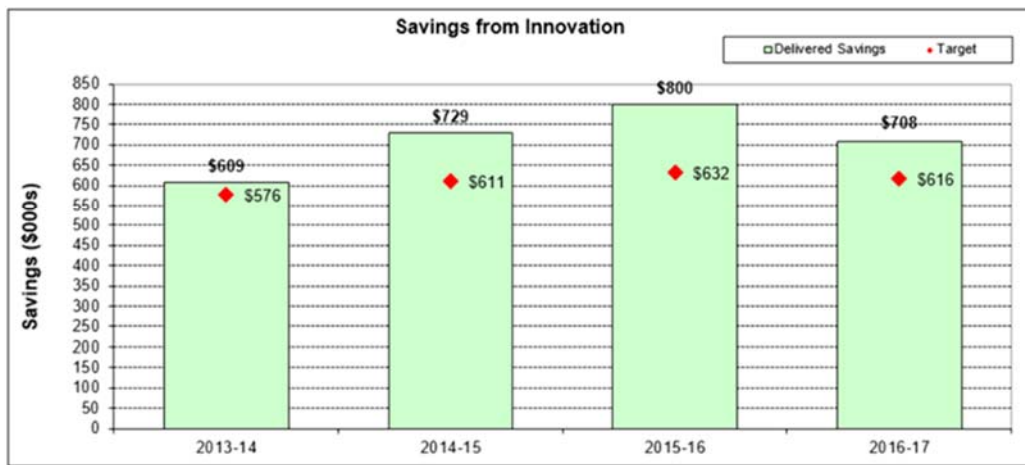
* New targeted program introduced Q2 2015/16

Business innovation

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

We currently have a target of delivering 2 per cent of our salary budget in savings each year. Our target in 2016–17 for improvements is to deliver a minimum of \$616,000 in savings. There are currently 55 improvement projects that have been identified which have delivered savings of \$708,070, which is 115% of the target.

Figure 23. Business improvements



Waste management

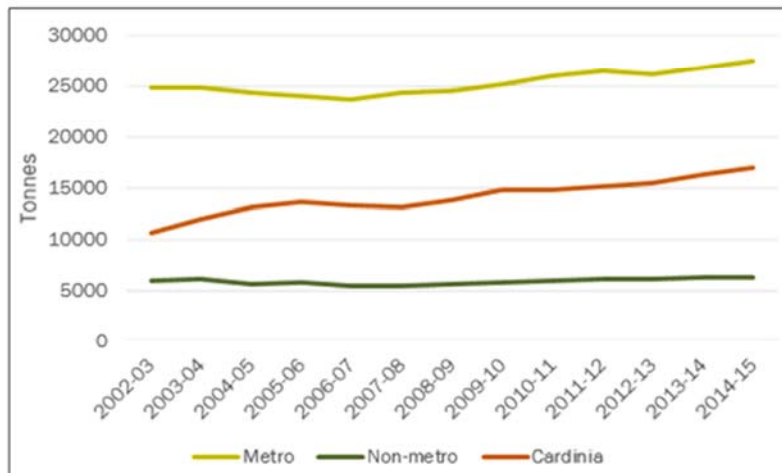
Indicators in this section relate to our behaviour with waste disposal and resource recovery. That is, how much waste we send to landfill and how much is recycled or composted. These figures are monitored on a monthly basis.

Waste trends

Waste generated in Cardinia Shire is in line with expectations from a shire of its size, population and interface location, and can inform opportunities for services, education and advocacy in the future.

Figure 24 illustrates amount of garbage generated in comparison to other councils. As the shire’s population continues to grow, the amount of waste generated is also growing. As areas of the shire become more urbanised (similar to metro areas) the tonnages collected will increase to be more in line with metro councils. This means Council will be handling more garbage in the future based on current trends

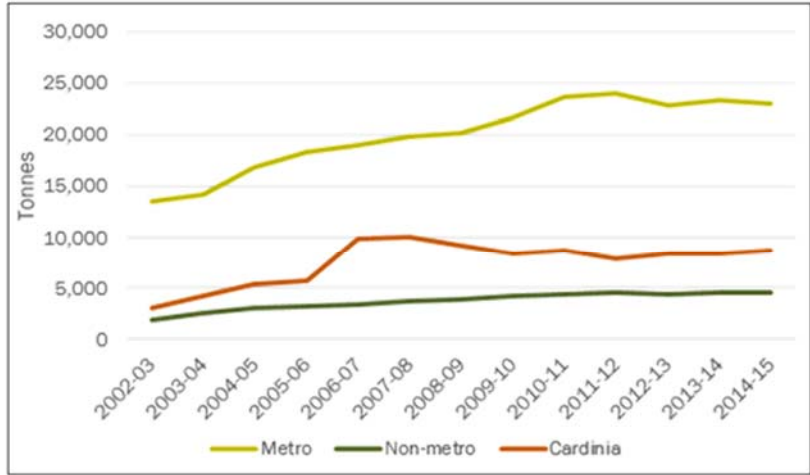
Figure 24. Cardinia Shire garbage generated compared with other metro and non-metro Victorian councils



* Annual Local Government survey - Sustainability Victoria

Figure 25 illustrates the amount of recyclable material generated (recycling and green waste streams) in comparison to other councils. Similar to the trend for amount of total waste generation is the amount of recyclable material generated, with spikes in data occurring in 2006 with the introduction of the green waste bin. Presumably the green waste bin introduction prompted properties to clear green waste which may have been stock piled and levelled off in more recent years. Moisture content in green waste from wet or dry years can vary the tonnage of recycling, with the drought experienced in some years can also have an impact.

Figure 25. Cardinia Shire recyclables (recycling and green waste streams) generated compared with other metro and non-metro Victorian councils.



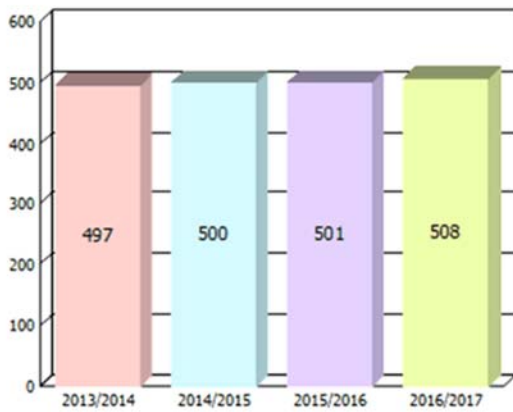
* Annual Local Government survey - Sustainability Victoria

Garbage to landfill

With urban population growth it's expected that the amount of garbage to landfill may increase similar to that of metro Council areas. Increases are also attributed to the lack of new regional facilities and technologies to process and divert some wastes that are currently entering landfill.

Figure 26 illustrates that the average volume of garbage to landfill per household is 508kg to date this financial year. This is an increased from last year's annual average of 501 kg.

Figure 26. Average kg of garbage to landfill per household per year



Kerbside collection

Figure 27 illustrates that there were 4,629 tonnes of garbage waste to landfill collection this quarter, 3% lower than last quarter. The YTD figure is 3% higher than last year. The tonnes collected are expected to increase due to population growth within the Shire.

Figure 27. Garbage waste to landfill – tonnes collected

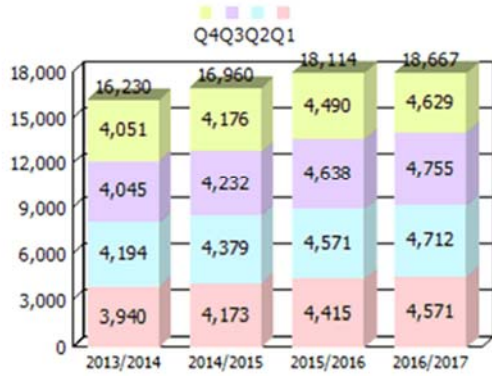


Figure 28 illustrates that there were 2,369 tonnes of recycle waste collection this quarter, 6% lower than last quarter, the YTD figure is 4% higher than last year.

Figure 28. Recycle waste – tonnes collected

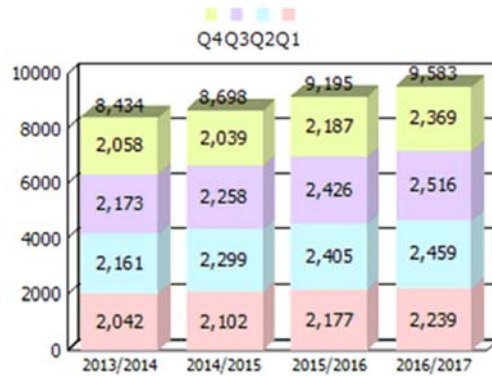
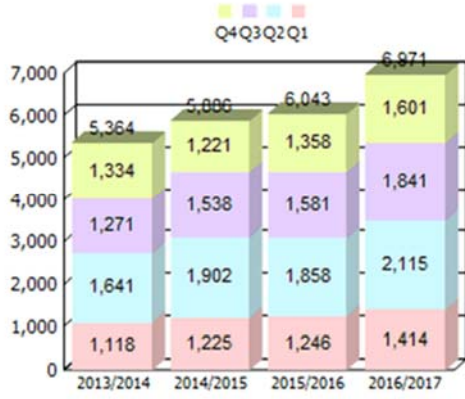



Figure 29 illustrates that there were 1,601 tonnes of green waste collection this quarter, 13% lower than last quarter. The YTD figure is 15% higher than last year. Green waste collection is seasonal and is based on weather and garden growth rates. It is also expected that these figures would be higher due to the growth in population.

Figure 29. Green waste to mulching – tonnes collected



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Our People

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

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

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

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

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Our People

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

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


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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Review Child and Family Plan and Youth Strategy in-line with the review of Municipal Public Health and Wellbeing Plan and ensure that a range of community service providers, community members, children and young people are able to shape the priority setting and that up-to-date research helps inform the local planning	Draft Strategy has been presented to Council and is now distributed to stakeholders for further comment adoption by Council at the August Council Meeting	Community Services	Aug -17

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

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Undertake playground upgrades at Garfield Recreation Reserve, Rotary Park (Garfield)	Playground has been successfully installed	Operations	Completed
Work with the Youth Strategic Reference Group to identify priorities to be reflected in Child, Youth and Family Plan and ensure there is a focus on vulnerable young people and families	Youth Strategy Reference Group undertook a review of the 2012-2016 Youth Strategy in June 2013 and input into the development of the new Child, Youth and Family Strategy.	Community Services	Completed

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Our People

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

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

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Advocate for the physical, mental and emotional health needs of young people to be considered across government, peak bodies and local agencies and align with the development of Pakenham Health Hub	Meeting held with EACH (Headspace Lead Agency) and Manager of Headspace to discuss needs of young people in Cardinia to be able to access mental health services locally. Advocacy and discussions to be tabled at consortium meetings for future planning of a satellite site in Pakenham. Youth Mental Health Expression of Interest was distributed and successful applicant was Windermere. Youth Services represented on Early in Life Mental Health Stakeholder Committee. Youth Services successful in obtaining Vic Health Funding to increase support to Gay, Lesbian, Bisexual, Transgender and Intersex (GLBTI) Young people.	Community Services	Completed


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

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Identify need for new schools annually and advocate to the Victorian Government and local MPs for the allocation of funding in the state budget	Continue advocacy for the acquisition of new school sites to support our communities. Continue in planning with the Education Department for the acquisition of new school sites and their design within new subdivisions to support new communities. School sites being identified in new Precinct Structure Plans to support future communities.	Office of the GM - Planning and Development	Completed

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Identify opportunities for increasing post-compulsory and vocational training provision within Cardinia Shire	General Manager working with Chisholm TAFE regarding outreach programs to be delivered from future Officer Library and Learning Hub opposite civic centre. design process for hub underway with Design Inc. Design process has been completed and advocacy sheets updated to inform lobbying activities prior to Federal election.	Office of the GM - Community Wellbeing	Completed

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Our People

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

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

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Support neighbourhood houses and U3As to deliver a range of training opportunities at a local level through annual funding and advice on community needs and identified gaps	Cardinia Neighbourhood House cluster and U3A's continue to receive annual funding allocations. We work in partnership to identify priorities for community training. New funding and service agreements and leases have been distributed to Cardinia Shire community houses.	Community Strengthening	Completed


We want to Achieve: Improved health and wellbeing for all

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

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

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Develop the annual action plan by November 2016 and commence development of the 2017-21 Municipal Public Health and Wellbeing Plan. Ensure that the new priorities align with the Victorian Health and Wellbeing plan but also reflect local needs and priorities	2016-17 action plan has been implemented. A steering committee established to guide the development of the 2017-21 Municipal Public Health and Wellbeing Plan. A new framework developed for the Municipal Public Health and Wellbeing Plan which has been adapted from the Liveability Domain's established by the University of Melbourne and Dept. of Health and Human services. Community consultation completed and draft Liveability Plan will be presented to Council in August. This will be ratified at the September Council meeting.	Community Strengthening	Completed

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Our People

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

We want to Achieve: Improved health and wellbeing for all

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Undertake social health research with communities in the growth and rural areas of the Shire	Social health research completed in July and findings will be made available to the community in November. Fact sheets are currently being developed and internal consultation with business units is underway.	Community Strengthening	Completed


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

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

We want to Achieve: Variety of recreation and leisure opportunities

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

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

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Our People

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

We want to Achieve: Variety of recreation and leisure opportunities

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Design sporting facility for Lang Lang, and construct access road, preliminary earth works and services to the site. Commence construction of playing fields	Contract awarded. Works underway on site.	Active Communities	Completed
Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	Friends groups annual grants have been distributed. The Environment Unit worked with landcare on the Cannibal Creek Catchment Biodiversity Project in the second stage (2016-17) as part of a \$41,000 Melbourne Water grant. This stage engaged new land holders along Cannibal Creek.	Environment	Completed
Design and construct extension to the Cardinia Reserve Pavilion to make it comply with Councils Facility Standard	Works complete and building officially opened. Council accepted the tender and engaged the builder at the February 2016 Council meeting. Building works completed and in final stages of hand over.	Active Communities	Completed
Complete construction of the civil works and pavilion for the Pepi's Land (Emerald) netball facility	Ministerial approval for the rezoning of the site received in late June 2017. Detailed design and tender documents completed.	Active Communities	Mar-18
Pepi's Land (Emerald) Master Plan – develop boardwalks, pathways and bird hides around dam	Planned revegetation works at Pepi's Land has been completed.	Infrastructure Services	Completed
Deep Creek Reserve (Pakenham) - Finalise detailed design of Eco Centre/Golf Club House along with all abilities play space for funding applications	Design works on Deep Creek Elements are completed.	Infrastructure Services	Completed
New tender in place for the management of the Officer Secondary College Indoor Stadium from 1 July 2016	Aligned Leisure appointed and managing the facility.	Active Communities	Completed

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Our People

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

We want to Achieve: Variety of recreation and leisure opportunities

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Comely Banks Reserve (Officer) – develop reserve master plan and work with the developer to complete detailed design	Master plan completed. Council to undertake detailed design in 2017/18.	Active Communities	Completed
Henry Road (Pakenham) Stage 2 Regional Soccer Facility – commence construction of pavilion and synthetic playing surfaces as identified in master plan	Synthetic surface construction completed. Pavilion completed.	Active Communities	Completed
Heatherbrae Recreation Reserve (Officer) – complete project by finalising the construction of the pavilion	Completed awaiting officially opening date.	Active Communities	Completed
Implement actions identified in Equestrian Strategy adopted in 2013–14, including Wrights Forrest (Cockatoo) perimeter track and road crossing in Huxtable Road Reserve (Pakenham) precinct	End date amended to March 2018.	Active Communities	Mar-18
Refurbish the Chandler Reserve pavilion (Avonsleigh) in accordance with Council's facility standards	Official opening 18 th March	Active Communities	Completed

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Our People

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

We want to Achieve: Variety of recreation and leisure opportunities

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Subject to the acquisition of the land Council commence appropriate planning scheme amendments to permit the permanent accommodation of the Pakenham Auto Club and the Koo Wee Rup Motorcycle Club	Awaiting response from Minister. Planning scheme amendment documentation prepared. Authorisation to be sought from Council in early 2017	Strategic and Economic Development	Dec-17
Identify and purchase land to accommodate a permanent home for the Pakenham Auto Club and the Koo Wee Rup Motorcycle Club	Land Purchased	Office of the GM - Corporate Services	Completed
Finalise land purchase of James Bathe Reserve	Land purchase completed.	Active Communities	Completed
James Bathe Reserve (Pakenham) – undertake detailed design for civil works at the reserve	Detailed Civil design completed. Architect engaged and design underway for pavilion.	Active Communities	Completed
On adoption by Council, advocate for external funds to assist with the implementation of the priorities of the Cardinia Shire Pedestrian and Cycle Strategy	\$5 million sought in March 2017 for the Princes Highway Pedestrian path from the State Government through GAIC (Growth Area Infrastructure Contributions) Draft Strategy presented to Council in June and to again be considered in August 2017. \$1 million from Federal government and \$545.0000 from State government received for the multi use trail.	Active Communities	Completed

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Our People

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

We want to Achieve: Increased awareness of safety

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

Action	Progress Comments	Business Unit	Complete by
Refer planning applications to Vic Police for comment on Crime Prevention Through Environmental Design (CPTED) and traffic safety issues	Crime Prevention Through Environmental Design (CPTED) considered in all planning applications	Strategic and Economic Development	Completed
Establish the Safer Communities Committee and begin the development of the action plan in direct response to the consultation report	The Safer Communities Strategic Committee has formed and is meeting quarterly. The Crime Action Group continues to meet and developed a dynamic action plan. An Alcohol and Other Drugs Action Group and a Mental Health Action Group have also formed and are meeting monthly.	Community Strengthening	Completed
Support implementation of family violence projects in the shire at a local, regional and state level including the Challenge Family Violence project, Together We Can initiative and White Ribbon Accreditation	Risk Management Framework (RMF) Family Violence Project was rolled out to local councils and government departments in Southern Metro Melbourne. This has included a series of gender equity training sessions and auditing of organisations to develop action plans. Together we Can year of Action 2016 progress report completed and successful in grant application for \$100K to the Dept. of Premier and Cabinet submitted in partnership with Family Life, University of Melbourne and Victoria Police to implement family violence initiatives for 2017-18. Council is now recognised as a White Ribbon Organisation after successfully completing the accreditation process. White Ribbon day event successfully held on the 25th November with over 500 residents participating in the activities held at the Pakenham Hall and March through Main Street, Pakenham. Other activities included, 16 days of activism through social media, coffee cups at Cafe's with key messages on stopping family violence and posters displayed at local venues and community facilities. Hosted Afternoon Tea for World Elder Abuse Awareness Day on June 15th at Civic Centre for Council staff which was promoted in the Pakenham Gazette. Gary Ferguson from Senior Rights Victoria presented on Elder Abuse and Jenny Pace from Monash Health providing help advice on power of attorney. Council was successful in requiring \$5000k grant from Dept. Environment, Land and Planning to deliver the Listen, Learn and Lead Program which assesses and creates an action plan to address gender equality in local government.	Community Strengthening	Completed

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Our People

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

We want to Achieve: Increased awareness of safety


To achieve this we will: Improve awareness of township safety

Action	Progress Comments	Business Unit	Complete by
Facilitate community fire safety education programs and support Community Fireguard groups in fire-prone areas	<p>Council has been working with Community Fireguard groups through the Municipal Fire Management Planning Committee to promote fire awareness and planning.</p> <p>The Planning for Emergencies video series was a finalist in the Fire Awareness Awards. Ready2Go (supported by Cardinia Shire) was a winner in the Access and Inclusion category. During the recent Fire Danger Period Council promoted Country Fire Authority(CFA) information relating to fire awareness</p>	Community Strengthening	Completed

We want to Achieve: Minimised impact of emergencies

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

Action	Progress Comments	Business Unit	Complete by
<p>Lead the regular review and exercising of the various elements of Cardinia Shire Council's Municipal Emergency Management arrangements to ensure its relevance to its risk profile.</p> <p>Development of – Municipal Flood and Storm Emergency Plan Municipal Pandemic Plan Municipal Animal Welfare Plan Municipal Emergency Communications Plan</p> <p>Review of – Municipal Fire Management Plan (subject to guidance from Victorian Government) Assist Victoria Police with Emergency Traffic Modelling</p>	Development and review of these plans has been continuing throughout the year with plans being presented at senior leadership team (SLT) and endorsed through the Municipal Emergency Management Planning Committee	Community Strengthening	Completed

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Our People

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


We want to Achieve: Minimised impact of emergencies

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Development of the Settlement Protection Policy in consultation with Councillors and key community stakeholders	Scope has been developed which has enabled the development of a 10 year prescribed burning plan. A pilot burn was planned for Autumn 2017 but had to be withdrawn as the weather was not favourable for the burn to proceed. Candling has commenced in Garden City Estate in Cockatoo.	Community Strengthening	Completed

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

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

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Our Community

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

We want to Achieve: Our diverse community requirements met

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


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Undertake and update demographic data and trends annually. Revise website on demographic data and trends. Continue to update Cardistats so all data is current and relevant	Demographic data and trends updated each month and advocacy Factsheets developed. Cardistats data updated regularly as information is released and social research is undertaken and findings reported. Current and relevant information provided to Senior Leadership Team when required so that data is current at all times.	Community Strengthening	Completed

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Identify partnership opportunities and commence development of a demonstration social housing project in the shire	Partnership opportunities have been identified with a number of Housing Associations and providers. Discussions are currently underway with regards to the development of affordable housing in the Shire.	Community Strengthening	Completed

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Deliver public art at prominent sites across Shire - Central Ward	Art work in Main Street Pakenham completed and officially opened in May 2017.	Active Communities	Apr-18
Community Arts Facility - Design the facility	Detailed design completed.	Active Communities	Completed
Cardinia Arts Facility - Seek external funding to support the construction program	Discussion held with the State Government RE: Growth Area Infrastructure Contributions (GAIC) funding in March 2017. Advocacy undertaken as part of the recent Federal Government elections. Funding of stage 1 listed as a priority project for Cardinia as part of the advocacy by the Interface Councils Group	Active Communities	Completed

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Our Community

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

We want to Achieve: Engaged communities

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

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


To achieve this we will: Foster community leadership

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders	Community Leadership program delivered in partnership with Leadership Victoria. A wide and diverse range of community members across the shire are participating. Program delivered over the 2017 calendar year.	Community Strengthening	Completed

We want to Achieve: Increased levels of community participation

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement actions identified in the Access and Inclusion Action Plan adopted in 2014 including initiate a volunteer matching program to provide people with disabilities the opportunity to volunteer at local sporting clubs	Volunteers matching program on council website updated to include recreation.	Active Communities	Completed
Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian and Bicycle Strategy including continuation of footpath along the Princes Highway, Officer	Council's annual footpath program is complete.	Infrastructure Services	Completed

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Our Community

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

We want to Achieve: Increased levels of community participation

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Continue working with the community to seek funding (federal, state council philanthropic etc.) to address the 10 main projects/issues identified through the Cockatoo Collective Impact assessment	Working with Cockatoo Collective Impact steering committee to explore all opportunities to support the delivery of their identified projects including external funding. Regularly meeting with the group to deliver agreed outcomes. Actions identified by community have been completed from Council's sphere of input. Delivering information session regarding roads and footpaths as requested in February 2017. Community representatives will be involved in planning for review of Alma Treloar Master Plan.	Community Strengthening	Completed
Implement the Reconciliation Action Plan 2015–19 through the focus areas of relationships, respect and opportunities by increasing knowledge of Aboriginal culture across the organisation and community. Actions include to define when, where and how Welcome and/or Acknowledgement takes place and to consider appropriate signage/cultural symbols for council infrastructure	Cardinia Shire Council is currently working toward a more holistic and consistent approach towards garnering respect, creating opportunities, and fostering genuine and accountable relationships towards reconciliation. Progress has been reported accordingly in October 2016 to Reconciliation Australia. Currently, Officers are continuing to build relationships with Traditional Custodians including Wurundjeri Tribe Council, BoonWurrung Foundation, and the Bunurong Land Council, the Local Aboriginal Network (LAN), key Aboriginal organisations such as the Dandenong & District Aborigines Co-operative Ltd (DDACL) and Victorian Aboriginal Child Care Agency (VACCA), community members, neighbouring Local Government in Australia (LGAs) and State Government employees including the Koorie Engagement Support Officers (KESOs), LAN Brokers, Aboriginal Victoria staff and Koolin Balit staff who have been identified to be working toward similar goals. Work that has previously commenced on Welcome to Country and Acknowledgement to Country protocols is in review with appropriate content, policy and signage to be negotiated with Traditional Custodians. Council has committed to partner with Enliven as well as provide in-house ongoing Cultural Awareness Training for Senior Management, Councillors and Staff. Cardinia Shire Council's 2nd year action plan currently on track and progress will be reported accordingly to Reconciliation Australia.	Community Strengthening	Completed
Implement actions in the Access and Inclusion Plan which include the development of an employment pathway program and one township access map	The Access and Inclusion Committee completed its Annual general meeting (AGM) with several new members commencing. All positions on the committee are filled. A township access map has been developed for Lang Lang. Eco Dev participated in a forum with the minister talking about employment outcomes for all people but also focussed on Outlook and the work they do with people as well as promoted employment pathways for businesses to also consider employing people with a disability.	Community Strengthening	Completed

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Our Community

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

We want to Achieve: Increased levels of community participation

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


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

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

Action	Progress Comments	Business Unit	Complete by
Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire	Reception held in May 2017	Governance	Completed

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

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

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Our Environment

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


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

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

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

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Finalise the Open Space Developer Guideline Handbook to ensure sustainable development. - Commence the delivery of first stage of the McBride Street (Cockatoo) laneway development - Complete infrastructure renewal/upgrade at Thwaites Park (Lang Lang), includes park furniture, feature fence and the rotunda - Complete infrastructure renewal of the picnic area within RJ Chambers Reserve (Upper Pakenham) - Complete erosion control/vegetation renewal with Bob Burgess Reserve (Beaconsfield)	Infrastructure renewal works and upgrade has been completed at Thwaite reserves Lang Lang. Erosion control at bob burgess reserve was investigated and no action was required on Council Managed land. Weed control has been completed as part of the peri urban project to allow natural revegetation of indigenous species to occur.	Operations	Completed

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Our Environment

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

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

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Hills Hub (Emerald) - Finalise the facility design, undertake associated tender process and commence construction	Final design being finalised. Schedule of works updated. Tender process and final recommendation to Council will occur before end of calendar year 2017.	Community Strengthening	Completed
Pakenham Health Hub – work with Monash Health to deliver the multi-agency integrated Pakenham Health Centre in Pakenham – opening mid 2017	Council has been working with Monash Health on the re-development of the Civic Offices in Pakenham. Construction on the Pakenham Health Hub is now completed. Approximately 35 health services will be delivered in this new integrated co-locational facility. This facility was officially opened by the Minister in May.	Community Strengthening	Completed
Depot Master Plan (Pakenham) – commence Stage 3 – further establishment of ground floor and construction of second floor mezzanine in former laundry building to cater for operational staff and construction of under-cover canopy between existing amenities block and new administration centre (note: this stage will be completed over 2016–17 and 2017–18)	Tenders have been reviewed, recommendations identified and report to Council at August Council meeting.	Buildings and Facilities	Completed
As part of the Council buildings plan, improve accessibility and meet enhanced Disability Discrimination Act requirements for 2016–17 – program to be determined by outcomes of building audits and recommendations from the Access and Inclusion Committee including Garfield, Nar Nar Goon and Cockatoo Community Centres	All works identified for the 16/17 Financial Year, except Upper Beaconsfield pre-school and Nar Nar Goon Community Centre have been completed. The Upper Beaconsfield pre-school will be finalised mid July 2017. Nar Nar Goon Community Centre was not an identified project for 16/17 Financial Year and has subsequently been deferred to be addressed and completed as part of the 17/18 Financial Year works.	Buildings and Facilities	Completed

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Our Environment

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


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

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

We want to Achieve: Transport linkages connecting towns

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

Action	Progress Comments	Business Unit	Complete by
Commence construction of the Lang Lang Bypass from Westernport Road to McDonalds Track, including Milner's Road	This project is still awaiting legal proceedings and funding to proceed. It is proposed to defer the completion date for this action until June 2018. Tender documents and drawings for the bypass have been completed, however developments with adjacent quarry has resulted in some design modifications. Construction to commence once funding is secured from sand extraction operators or alternatively substantial government grants being available. Council's application for funds through the National Stronger Regions Fund (NSRF) has not been successful.	Infrastructure Services	Jun-18
McGregor Road (Pakenham) - Construct McGregor Road rail crossing and intersection upgrade, subject to successful advocacy for external funding	Discussions with Victorian Government representatives is ongoing to secure funding for this project. Funding has again not been made available through the state election. Project at this stage will not go ahead, however advocacy will continue for the works to occur.	Infrastructure Services	Completed
Implement the 2015-18 road safety strategy including undertaking consultation across the shire as part of the Victorian Government Speed Review Program	Road Safety Strategy has now been endorsed. Speed zone reviews are currently under way in a number of locations including Bridge Road / Henry Road Officer.	Infrastructure Services	Completed

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Our Environment

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

We want to Achieve: Transport linkages connecting towns

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


Action	Progress Comments	Business Unit	Complete by
Consult and undertake the statutory process for the construction of a special charge scheme for O'Sullivan's Road, Hill Street & Peet Street (Pakenham) following on from completion of design phase	Design details including cost estimates have been provided to the land owners. Notice of intention report was presented to the February 2017 Council meeting. Submissions were considered with the declaration report presented to May 2017 Council Meeting. The Declaration report was approved by Council and no objections received by Victorian Civil and Administrative Tribunal (VCAT) after 28day appeal period. Project can now proceed to construction phase.	Infrastructure Services	Completed
Wheeler's Road (Maryknoll) - Construction of	This project was tendered in January 2017. There were limited submissions provided. The tender assessment recommended that the prices did not represent value for money and that the project be retendered in 2017/18 financial year. The Project was tendered in May and a report is being prepared for the August Council Meeting.	Infrastructure Services	Jun-18
Wadsley Avenue (Pakenham) - Finalisation of scheme costs and statutory process	The scheme process associated with Wadsley Avenue was completed in May with the finalisation report presented to Council.	Infrastructure Services	Completed

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

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

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

Action	Progress Comments	Business Unit	Complete by
Cockatoo-Gembrook Trail – prepare tender documentation for construction of the trail and complete land acquisition	Tender documents were advertised and closed in June. A report is being presented at the July Council meeting for the engagement of a contractor. Works are on track for commencement in August 2017.	Infrastructure Services	Completed

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Our Environment

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

We want to Achieve: Transport linkages connecting towns


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

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

We want to Achieve: Enhanced natural environment

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Support the South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. expanding the Save it for the Game project)	South East Councils Climate Change Alliance (SECCCA) has commenced work on the concept of developing a Zero Emissions Strategy (ZES) for the South East. A concept paper has been distributed to start a discussion on this. The strategy would look at options for the South East region of Melbourne to achieve Zero Greenhouse Gas Emissions. Work on the SECCCA ESD Matrix has commenced, with the majority of SECCCA member Councils making a financial contribution to the program. Both these project will continue into 2017/18.	Environment	Completed

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Our Environment

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


We want to Achieve: Enhanced natural environment

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement the Aspirational Energy Transition plan including completion of phase 1 of the decorative street lighting retrofit with energy efficient lighting	Implementation of the plan over the past 12 months has included completion of the second stage of the decorative street lighting upgrade, 770 decorative street lights have now been retrofitted with energy savings globes over the past 2 years. In addition, there are a number of projects that have begun and will continue into 2017/18. These include: *Schools solar systems program delivered in partnership with Bhive. * A solar electricity system for the Emerald Library has been designed and an installer engaged. The installation is expected to be completed in mid July. * Recruitment of households to participate in the Solar Saver program has commenced. The program will provide 10 pensioner households in Cardinia Shire with solar electricity systems that they will pay for over 10 years through a special rates charge. the rates repayments will be less than the energy cost savings they will obtain. The program is being delivered to over 20 Councils across Victoria through Victorian Greenhouse Alliances with a \$760,000 Victorian Government grant.	Environment	Completed

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Introduce flexible plastics recycling into the kerbside recycling collection. Continue and review initiatives including the provision of 80-litre garbage bins and subsidised compost bins. Continue Council's e-waste drop off recycling and kerbside green waste collection service	The implementation of flexible plastics has now been implemented.	Infrastructure Services	Completed
Continue working with Metropolitan Waste Resource Recovery Group and Sustainability Victoria and partnering councils to advocate advances in resource recovery	Council Officers are continuing to work with the Metro Waste Group regarding resource recovery options.	Infrastructure Services	Completed

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Our Environment

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

We want to Achieve: Enhanced natural environment

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

Action	Progress Comments	Business Unit	Complete by
Liaise with and support schools in the areas of waste minimisation, litter and recycling	Council officers have recently collaborated with a local school on a litter prevention project. Council officers are also preparing a waste minimisation tool kit in collaboration with our recyclables process provider for school education.	Infrastructure Services	Completed

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


Action	Progress Comments	Business Unit	Complete by
Implement the Integrated Water Management Plan including completing water-efficiency audits at Cardinia Life (Pakenham) and Cardinia Cultural Centre (Pakenham)	Implementation of IWMP over the past 12 months has included <ul style="list-style-type: none"> * Completion of water audits of Cardinia Life and Holm Park * Successful funding from Melbourne Water for a part time Water Sensitive Urban Design officer. * Council engineering staff continue to ensure Melbourne Water's Healthy Waterways and Bays document is taken into account in all developments. * Tracking of utilities has been contracted to Smart Power. 	Environment	Completed

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

Action	Progress Comments	Business Unit	Complete by
Liaise with water authorities to discuss mandated property connections	Discussions with relevant authorities occur throughout planning process	Development and Compliance Services	Completed
Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program and mandate property connection in 2016-17	Council Environmental team continue to meet and advocate with external water authorities- when assessing applications for Septics, if sewer is available it is compulsory to connect	Development and Compliance Services	Completed

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

Action	Progress Comments	Business Unit	Complete by
Enhance biodiversity across the shire including liaising with DELWP (Department of Environment, Land, Water and Planning) to become the committee of management for Toomuc Creek	DELWP officers have completed a first draft survey of the area and need to resurvey two final boundary alignments. Melbourne Water have been working with the local friends group (Toomuc Valley Landcare) to undertake weed control and tree planting along the creek area. Holcim Quarries in collaboration with the Depot have donated pipes and gravel to enable greater maintenance vehicle access over three drainage lines at the site. The landcare group have been mowing the fire break prior to the site coming over to Council. Melbourne Water recently completed \$100,000 of works along the creek.	Environment	Completed

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Our Environment

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

We want to Achieve: Enhanced natural environment

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Improve high conservation roadsides by participating in the Emerald Starbush Partnership	<p>This project received funding of \$47,000 to undertake education, on ground works and scientific research to further conserve the Emerald Starbush. This project is now complete, with the following being undertaken:</p> <ul style="list-style-type: none"> * Weed control along Council roadsides and reserves containing Emerald Star Bush (ESB). * Signage developed and installed to educate the community about significant ESB sites. * Research and propagation of significant quantities of the Emerald Star Bush <p>The community have undertaken 400 volunteer hours on ESB conservation projects this financial year. This has included, mapping, weed removal, community liaison, propagation and planting.</p>	Environment	Completed

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

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

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


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

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

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

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

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

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Our Environment

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

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

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Undertake review of the Cardinia Road Precinct developer contributions plan	<p>Continuing the process to access content of Developer contribution plan (DCP)</p> <p>The last part of the exercise is to determine which infrastructures projects, currently included in the Cardinia Road DCP, are now unlikely to be delivered and redistribute these funds into identified projects that we now know are underfunded. It is currently intended to have this work completed by November this year.</p> <p>Background work undertaken. Preliminary review of project list and scope of completed projects undertaken by Assets & Development. Scope of document review, process and resourcing of completion of project to be confirmed. Draft process prepared end June for General Manager approval</p>	Strategic and Economic Development	Completed
Complete Pakenham East precinct structure plan / developer contributions plan	Precinct structure plan to be finalized prior to DCP	Strategic and Economic Development	Jun-18
Introduce schedules for the new residential zones in Beaconsfield Upper	Awaiting outcome of Government review of residential zones	Strategic and Economic Development	Jun-18
Complete planning scheme amendments for the Pakenham East Precinct Structure Plan	Awaiting finalisation of Precinct Structure Plan before commencement of planning scheme	Strategic and Economic Development	Jun-18
Implement approved structure plans for the growth area. Progress acquisition of land required for district open space in the Officer Precinct Structure Plan	Have identified land as part of Precinct structure plan (PSP). Implementation of Precinct structure plan is untaken through planning permit process	Strategic and Economic Development	Completed

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Our Environment

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


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

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Finalise Tynong Township Strategy	Not progressing until State Government supports development in the Green Wedge. Advise from the Planning minister on Tynong strategy will be reconsidered once Western Green Wedge Action Plan (WGWMP) is incorporated into the Cardinia Planning Scheme	Strategic and Economic Development	Completed
Finalise the Westernport Green Wedge Management Plan and commence Precinct Structure Amendment	Planning scheme amendment has been exhibited and planning panel appointed to hear submissions in late 2016	Strategic and Economic Development	Completed
Review the Emerald township strategy	Action deferred	Strategic and Economic Development	Deferred
Review the Cockatoo township strategy	This CP has been deferred. Review still being undertaken.	Strategic and Economic Development	Deferred

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

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

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Our Economy

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

We want to Achieve: Increased business diversity in Cardinia Shire

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


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

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Finalise planning scheme amendment to incorporate Pakenham South Precinct Structure Plan into the Cardinia Planning Scheme	Continuing to work with Metropolitan planning area (MPA) to draft PSP	Strategic and Economic Development	Jun-18
Develop conceptual framework for Officer South Precinct	Awaiting data and background studies from voluntary planning agreements (VPA).	Strategic and Economic Development	Dec-17

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Finalise car parking strategy for Pakenham Town Centre. Work with ISPT to facilitate the development of the mixed use precinct adjoining Pakenham Railway Station	Reference group meeting, reference group now engaged.	Strategic and Economic Development	Feb-18
Facilitate development in accordance with the Officer Town Centre Urban Design Framework. Work with Places Victoria to facilitate development with the Officer Town Centre	Discussions continuing with Places Victoria and potential investors.	Strategic and Economic Development	Completed

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Our Economy

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

We want to Achieve: Increased business diversity in Cardinia Shire


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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Identify and advocate on infrastructure issues to support the business community and facilitate investment	Continuing to work with National broadband network (NBN) to deliver broadband services, working with Ball Hill Road businesses to improve the Bald Hill/Racecourse Road roundabout	Strategic and Economic Development	Completed
Work with Southern Regional Development Australia, Department of State Development, Business and Innovation, Melbourne South East and Casey Cardinia Investment Strategy to advocate for our region	Will continue to advocate with the relevant agencies. Plan Melbourne has now come out with Airport considerations and guidance. Port of Hastings is now been dealt with by infrastructure Vic.	Strategic and Economic Development	Completed

We want to Achieve: Maintained strong agricultural activities

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

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

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Our Economy

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

We want to Achieve: Diverse and resilient business community

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


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement actions from the Tourism Strategy adopted in 2014 as prioritised in conjunction with the Tourism Advisory Committee. Work with Tourism Advisory Committee to prioritise improvements from Mystery Shopper Program	Council has endorsed the draft Strategy and consultation complete. To be presented to Council for adoption.	Strategic and Economic Development	Completed

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

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

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Seek and promote training opportunities for local businesses. Provide business breakfast series and conduct 3 business forums in relation to industry developments	The first of the business breakfast series will take place in May 2017	Strategic and Economic Development	Completed

	<h2>Performance Report</h2>	<p>Quarter 4 Apr - Jun</p>
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Our Governance

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

We want to Achieve: Open governance

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

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

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

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


We want to Achieve: Long-term financial sustainability

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Develop annual budget and Five-year Financial Plan which will deliver on the actions presented in the Council plan and maintain long-term financial goals	The proposed budget was adopted by council on Monday 29th May	Finance	Completed

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

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

	<h2>Performance Report</h2>	<p>Quarter 4 Apr - Jun</p>
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Our Governance

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

We want to Achieve: Long-term financial sustainability

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	The proposed budget was adopted by council on Monday 29th May	Finance	Completed