

Cardinia Shire Council

- **Annual Report 2016-17**

September 2017



## Highlights and achievements

### Our people

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

#### Achievements

- *Together We Can* Year of Action undertaken
- *Planning for Emergencies* video series delivered
- Integrated Arena Child and Family Centre opened
- Deep Creek Reserve development started

#### Challenges

- Reducing the impact of family violence on our community
- Meeting the increasing demand for services and infrastructure
- Managing community health and wellbeing in an expanding population

#### Looking forward

- Investment in sport and recreation
- Develop the integrated *Child, Youth and Family Strategy 2017-21*
- Implement the *Cardinia Safer Communities Framework*

(See page 37)

### Our community

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

#### Achievements

- Public artwork installed in Central Ward, *Mr Yakkerboo meets Blue*
- Inaugural Community Leadership program launched
- Township access map developed for Lang Lang
- *Disability (Access and Inclusion) Action Plan 2014-17* fully delivered

#### Challenges

- Timely delivery of infrastructure, transport options and services
- Managing the social and cultural impacts of population growth
- Encouraging residents to improve their health and wellbeing

#### Looking forward

- Progress and deliver major capital works projects
- Develop the new *Access and Inclusion Policy 2017-21*

(See page 55)

### Our environment

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

#### Achievements

- Kerbside flexible plastics collection launched
- School and kindergarten biodiversity program delivered
- New and renewed roads and pathways implemented
- Cockatoo-Gembrook multi-use trail extension started

### **Challenges**

- Reducing the impacts of climate change
- Managing the natural and built environment
- Timely delivery of infrastructure, transport options and services

### **Looking forward**

- Develop and adopt the *Sustainable Environment Strategy*
- Prepare the *Environmentally Sustainable Development (ESD) Strategy*
- Implement the *Westernport Green Wedge Management Plan* into the planning scheme

(See page 61)

### **Our economy**

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

### **Achievements**

- *Casey Cardinia Region Economic Development Strategy* adopted
- *Casey Cardinia Visitation Strategy* developed
- Business breakfast series and women's lunch hosted

### **Challenges**

- Creating employment
- Balancing agricultural productivity and development
- Boosting the economy through business development and tourism

### **Looking forward**

- Adopt and implement the *Casey Cardinia Visitation Strategy*
- Continue supporting and promoting business opportunities
- Continue to advocate for investment in region

(See page 75)

### **Our governance**

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

### **Achievements**

- *Council Budget 2017-18*
- *Council Plan 2017-21*
- Advocacy program
- Community consultation opportunities

### **Challenges**

- Impact of rate capping on long-term financial sustainability
- Encouraging community engagement in Council's decision making
- Managing impact of population growth on service and infrastructure demand

### **Looking forward**

- Commence review of Council's *Municipal Strategic Statement*
- Advocate for external investment
- Continue to deliver business improvements

(See page 79)

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**Prepared by:**

Cardinia Shire Council

**Acknowledgement**

Council wishes to acknowledge all who contributed to this annual report

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## Introduction

### 2016-17 at a glance

#### Fast facts

Service	2016-17	Service	2016-17
Birth notices	1,640	Animal registrations	17,358
Bridges and major culverts maintained	225	Parks and reserves maintained (ha)	1,329
Building permits lodged	2,647	Planning applications processed	837
Council kindergarten enrolments	1,533	Public facilities managed	59
Footpaths maintained (km)	642	Recycling collected (tonnes)	9,583
Garbage collected (tonnes)	18,667	Sealed roads maintained (km)	670
Immunisations administered	6,623	Unsealed roads maintained (km)	863
Increase in number of rateable properties (percentage based on previous year)	6.21%	Underground drains maintained (km)	735
Library items borrowed	719,603	Waste diverted from landfill (percentage)	47%
Maternal and Child Health consultations	16,147	Youth contacts with Council	29,507
Kindergarten places received	1,627	Playgrounds maintained	108

#### Your rates at work

Dollar amounts represent the amount in every \$100 of rates that Council used to deliver facilities, programs and services in 2016-17.



## Council's purpose

### What we do

To promote, develop and improve the wellbeing and prosperity of our growing community, Cardinia Shire Council provides a broad range of community services, programs and activities, and infrastructure renewal and development. We work with all residents – from newborn babies and young people, to families and seniors – and across business, industry and non-profit organisations.

Council is committed to building a sustainable shire for present and future generations. We work with the community and continue to balance the demands of meeting our financial responsibilities and addressing identified challenges, such as managing growth while maintaining our diverse rural communities.

The range of activities and initiatives Council delivers is diverse – with 62 major service categories each contributing to achieving Council's vision as set out in the Council Plan. The plan identifies five strategic objective areas: Our people, Our community, Our environment, Our economy and Our governance. The outcomes for 2016–17 in each of these areas is reported in *Reporting Council's performance* (see pages 37 to 90).

### Our vision

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

### Our commitment

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

### Our values

Underpinning Council's *Human Resources Strategy*, our values framework (see Figure 1) considers how staff work as individuals, across the organisation, and with the local community.

The framework also supports Council's vision with five key values: Teamwork, Respect, Accountability, Communication and Customer focus. Each of the values includes four key behaviours to demonstrate and call to account the way staff behave each day at work.

Figure 1. Cardinia Shire Council's values framework



**Feedback**

Council offers this annual report to the community as an open record of our activities and achievements in the 2016-17 year. We welcome feedback to support us in effectively reporting to our community in future years. To provide feedback, please contact our Customer Service Team on 1300 787 624 or [mail@cardinia.vic.gov.au](mailto:mail@cardinia.vic.gov.au)

## Year in review

### Mayor's foreword

On behalf of my fellow councillors, I am pleased to present Cardinia Shire Council's Annual Report for 2016-17. It has been a year of milestone achievements.

### Council elections

In October 2016, we welcomed our seventh elected Cardinia Shire Council, comprising nine councillors – five returning and four new to the role. I was honoured to be elected Mayor for 2016-17 and Cr Jodie Owen was appointed Deputy Mayor. Since then, the Councillors have been working with each other, the community and Council staff to support positive change and much needed services and facilities across the shire. The new Council is a mix of ages and genders, with some experienced in the role and some fresh faces. I believe together we can provide a dynamic approach and can help steer the organisation to ensure it remains focussed on and connected to the community we serve.

### Supporting our community in a year of action

The *Together We Can* Year of Action and pledge campaign were launched in July 2016, in a joint initiative between Cardinia Shire Council, Family Life, the University of Melbourne and the Australian Government's Department of Social Services. Over the year, these organisations worked together to help the community address the considerable family violence issue in Cardinia Shire. Cardinia Shire Council was privileged to have a visit from Minister for Women and the Prevention of Violence Against Women, the Honourable Fiona Richardson MP, who was impressed by the innovative collective impact model used and reinforced her commitment to continue to advocate for the rights of women and children by signing our pledge.

Throughout the year of action, Council teamed up with the *Together We Can* partners to plan and deliver the White Ribbon Day gathering and march on 25 November, with more than 500 residents participating in the activities. These events helped to connect survivors, victims, and a supporting community to raise awareness of the issue and foster attitudinal and behavioural change toward family violence. Other activities included the 16 Days of activism social media campaign, distributing coffee cups at cafes with key messages on stopping family violence and displaying posters at local venues and community facilities.

The work of this initiative is already benefiting our community; latest crime statistics (April 2017) revealed an 11 per cent decrease in the rate of family violence incidents reported to police across Cardinia Shire. Cardinia Shire was the only Local Government Area (LGA) in the Southern Metropolitan Region to have recorded a decrease in the rate of family violence offences. This is a complex social issue and a shared challenge, which our community has embraced, and together we are creating solutions to stop, prevent and end family violence.

A successful grant application for \$100,000 to the Department of Premier and Cabinet, will enable Council to continue working in partnership with Family Life, University of Melbourne and Victoria Police to implement family violence initiatives for 2017-18. For more information on this project, see performance reporting for *Our people* from page 37.

### Major projects

Council completed a number of major projects this year, delivering quality facilities that will serve our growing community now and into the future.

Arena Child and Family Centre opened to the new school year with almost full enrolments. The \$2.7 million centre was made possible with support from the Victorian Department of Education and

Training and provides an integrated service for local families, with pre-kindergarten, kindergarten, maternal and child health services, playgroups and more.

As part of the Council's commitment to providing community facilities and opportunities for active and passive recreation, Council in partnership with the Australian and Victorian Governments, local organisations and groups, successfully completed major projects at:

- Pakenham's premier regional soccer facility at IYU Recreation Reserve – Stage 2 construction (\$7 million)
- Officer's Heatherbrae Recreation Reserve's new pavilion fully constructed and officially opened (\$2.76 million)
- Emerald's Chandler Recreation Reserve pavilion extension and refurbishment completed and officially opened (\$1.657 million)
- Bunyip Recreation Reserve's new netball and tennis multi-use pavilion fully constructed and officially opened (\$820,000).

Also during the year, Council made significant progress and obtained grant funding to begin on-site works at:

- Lang Lang Community and Recreation Precinct – Stage 1 (\$11 million)
- Pakenham's Deep Creek Reserve development – Stage 1 (\$10.325 million).

For more information on our major projects, see *Major projects* on page 13 and performance reporting for *Our people* from page 37.

### **Budget and Council Plan adopted**

On 29 May 2017, after community consultation, Council adopted the Budget, Council Plan and the Strategic Resource Plan for the 2017–18 financial year. Since the Local Government election, Council has been developing a new Council Plan for the four-year term of this Council. This plan articulates 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 two 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.

For more information about the new Council Plan and Budget 2017–18, see performance reporting for *Our governance* from page 79.

I am proud of the work that Council has achieved throughout 2016–17, which is reported in this document, and I look forward to this next four-year Council term and to see all that can be achieved during this time.

**Cr Brett Owen**  
**Mayor 2016–17**

## CEO's report

Throughout the past 12 months, our organisation has worked steadily and with exceptional dedication to deliver a range of services and projects, develop and adopt new plans and policies, for the benefit of the whole Cardinia Shire community.

### Financial management

As mentioned in the Mayor's foreword, Council adopted the new Council Plan, Budget and Strategic Resource Plan for the 2017–18 financial year in May, following community consultation. With a strong focus on promoting and enacting organisational efficiencies, and increasing savings through effective management of contracts and other sources of expenditure, we have been able to deliver a budget that aligns to the Victorian Government's rate cap of two per cent.

We currently have a target of delivering two per cent of our salary budget in savings each year. Our target in 2016–17 for improvements was to deliver a minimum of \$616,000 in savings. We identified and delivered 55 improvement projects, delivering savings of \$708,070. Additionally, with more than \$44 million of capital works, the adopted budget emphasises Council's commitment to delivering major infrastructure projects and maintaining service provision to meet the needs of our growing population.

As demonstrated over the past year, Council has strived to think and do things differently to address the ongoing challenge of 'working with less'. During the 2016–17 financial year, Council submitted 57 grant applications for a total of \$38,255,091, of which 27 applications were successful. This success will provide Council with \$16,814,787 in additional, dedicated capital to fund necessary development that will support our community now and into the future.

### Highlights 2016–17

As part of Council's commitment to promoting community engagement, accountability, accessibility, and great customer service provision, Council launched its new website in 2017. Using the latest in responsive design and accessibility functions, the site has a major focus on customer experience allowing for speedy completion of tasks such as pet registration, applying for permits and paying rates.

Our statistics show around 65 per cent of website visitors are using a mobile device, so the website has a dynamic design that is both functional and visually appealing on a range of digital devices. The site also includes a wide range of online forms, giving residents more ways than ever before to transact online with Council. More inclusive and customer focussed, the website also meets the international AA Accessibility standards under the Web Content Accessibility Guidelines (WCAG2). For more information about our website, see page 33.

In December, we became one of the first councils in metropolitan Melbourne to launch an additional kerbside service to recycle plastic bags and soft, flexible plastic packaging. We are proud to be leading the way with this initiative supported by the Victorian Government's 'Metropolitan Local Government Waste and Resource Recovery Fund'. This is part of Council's continued commitment to conserve and improve our built and natural environments. The new service enables Council and the community to work together to reduce the huge amount of plastic that ends up in landfill. Find out more about our environmental sustainability and waste initiatives in our *Environmental overview* on from page 11.

### Organisational excellence

Early in 2017, I was very proud to announce that our organisation achieved White Ribbon accreditation, recognising all our work in preventing and responding to violence against women in the workplace and in the community.



Over the past 18 months, we have worked hard to create a safer and more respectful workplace, through education and training, enhanced resource allocation, improved workplace policies, and effective leadership. This internationally recognised accreditation acknowledges the initiatives we have put in place to educate staff about the many forms of family violence, how to seek assistance if they are either using violence or are the target of it, and how best to support someone in need.

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

Our organisation was also recognised in February 2017 for our organisational excellence, as we became the first Australian organisation to achieve Gold accreditation against the global Investors in People Standard. In place until 2019, this accreditation shows we have met a long list of criteria in how we support, lead and develop our staff, demonstrating our commitment to high performance through good people management.

Investors in People is the international standard for people management, defining what it takes to lead, support and manage people effectively to achieve sustainable results. The standard reflects the latest workplace trends, essential skills and effective structures required to outperform in any industry. This accreditation is international recognition of Council as an employer of choice and as a high performing workplace with commitment to excellence.

With almost 400 staff working collaboratively to achieve our shared organisational goals for the benefit of the community, investing in our people is paramount to success. We make a conscious effort to develop a skilled and professional workforce that continually strives to go from good, to great, to excellent. I am proud of Council's achievements in delivering professional, personal, and cultural development opportunities. It is a privilege to be leading an organisation of individuals who embrace and live the corporate values. For more on awards and recognition, see page 35.

These are just some of the highlights of this past year, and with much more detailed in this annual report, I trust our community will gain insight into how Council operates and the many services and initiatives we deliver.

**Garry McQuillan**  
Chief Executive Officer

## Financial summary

### Comprehensive Income Statement

The Comprehensive Income Statement identifies income and expenses for 2016–17. For the year ending 30 June 2017, Council's operating result was a surplus of \$89.7 million (see Figure 2); which was \$80.4 million higher than budgeted.

Revenue exceeded the budget by \$98.4 million. Contributions of non-monetary assets were \$50.5 million favourable due to higher than budgeted non-cash contributions of infrastructure assets, and cash contributions were \$24.4 million higher due to increased development activity within the shire. Operating and capital grants income was a combined \$13.2 million favourable due to the receipt of unbudgeted grants, including advance payment of part of the 2017–18 Victoria Grants Commission's (VGC) financial assistance grant of \$5.2 million and funding of \$4.1 million received from the Victorian Government's Growing Suburbs Fund (GSF).

Operating expenditure was \$18 million higher than the budget. This was mainly due to recognition of cash and non-cash contributions totalling \$13.7 million to Victorian Government entities for Developer Contribution Plan (DCP) projects. Additionally, expenditure on materials and services was over budget, primarily as a result of capital works, priority works and community capital works expenditure totalling \$6.3 million, which was budgeted in the capital works program.

The 2016–17 adjusted underlying result (the result for the year adjusted for non-recurring or one-off items of income or expenditure) is a surplus of \$6.6 million, compared to a \$3.5 million deficit in 2015–16. The variance between the two years is mainly due to the timing of receiving the annual VGC financial assistance grant.

Employee costs were \$383,000 over budget predominantly due to an increase in expenditure on casual labour. Staffing levels have slightly decreased over the year (see Figure 3).

**Figure 2. Operating result \$ million**

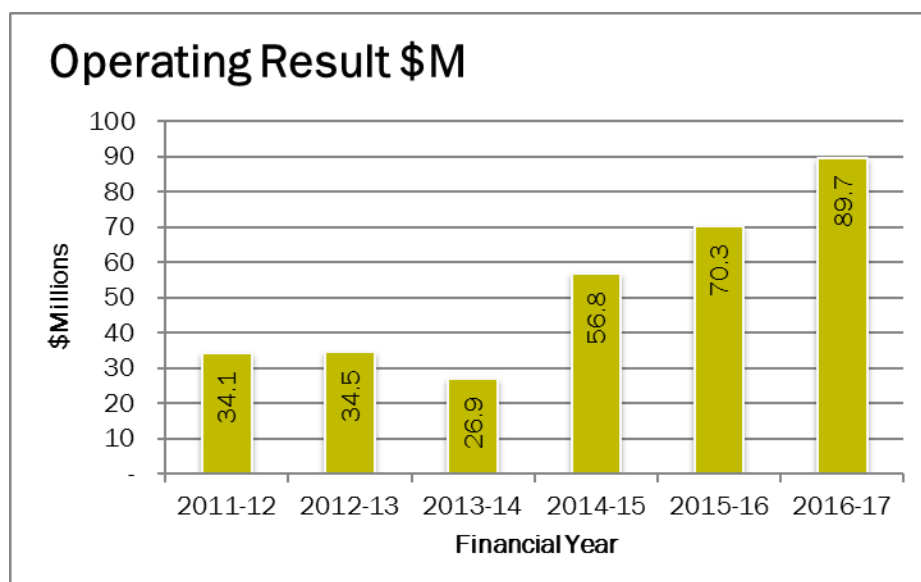
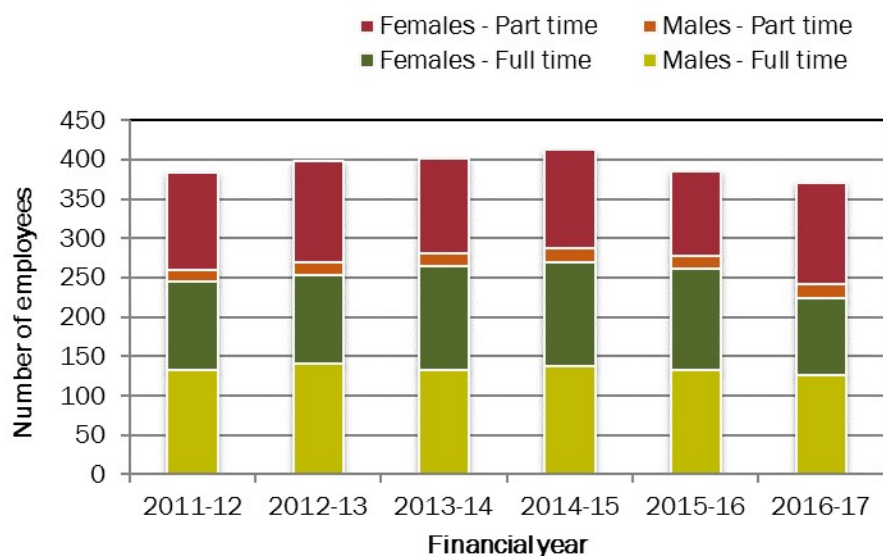


Figure 3. Staffing

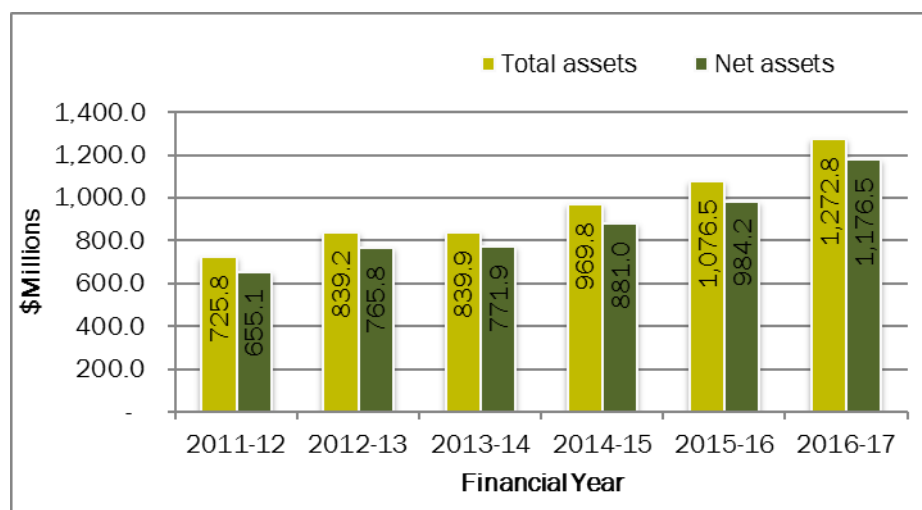


## Balance Sheet

The Balance Sheet represents the overall financial worth of Council (net assets). This comprises what Council owns as assets (total assets) less what it owes as liabilities (see Figure 4).

Net Assets as at 30 June 2017 totalled \$1.2 billion; an increase of \$192.4 million from 30 June 2016, mainly due to an increase in the value of property, infrastructure, plant and equipment assets as a result of the addition of new and contributed assets and the revaluation of existing assets.

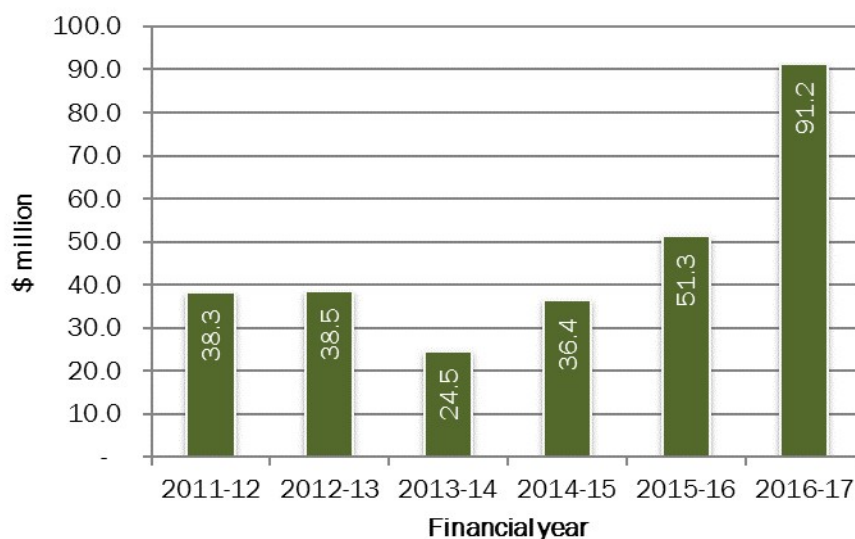
Figure 4. Assets \$ million



## Statement of Cash Flows

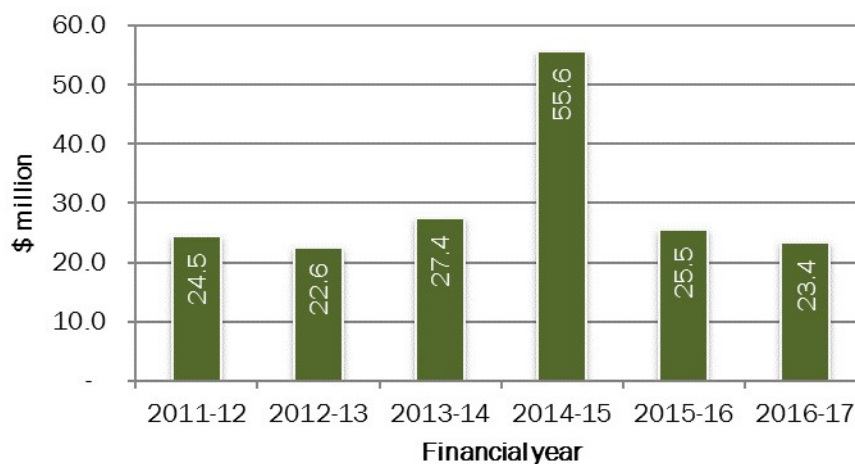
The Statement of Cash Flows provides a summary of Council's cash receipts (inflows) and cash payments (outflows) during the year.

The closing cash balance as at 30 June 2017 was \$91.2 million (see Figure 5) consisting of \$63.2 million cash and \$28 million call deposits. This represents a \$39.9 million increase from 2015-16 predominantly due to the receipt of developer levies, unbudgeted grants, and proceeds from the sale of land.

**Figure 5. Cash and investments \$ million**

## Statement of Capital Works

The Statement of Capital Works identifies costs of constructing or acquiring property, infrastructure and plant. Council spent \$23.4 million on capital works in 2016–17, which was a \$2.1 million decrease from the prior year (see Figure 6). Note: the purchase of the new civic centre in Officer is included in the amount for 2014–15 in Figure 6.

**Figure 6. Capital Works Program \$million**

## Grant funding

During 2016–17, Council received \$26.7 million in Australian and Victorian government funding, an increase of \$6.9 million on 2015–16. This primarily relates to advance payment of part of the 2017–18 VGC grant and GSF funding as outlined above. Grants received in 2016–17 also include funding for the Pakenham Health Centre (Pakenham) and Arena Child and Family Centre (Officer).

The full amount of grants received is reported in Note 6 of the Financial Report.

Council has received a clear audit of its financial statements (for details see *Financial Report*).

## Environmental overview

Council is committed to ensuring the long-term sustainability of our environment by reducing greenhouse emissions, water consumption and waste to landfill, as well as working to conserve our natural environment.

### Aspirational Energy Transition Plan

Council has been implementing the *Aspirational Energy Transition Plan* since its adoption in 2014. The plan explores ways Council can reduce greenhouse gas emissions by improving energy efficiency and using renewable energy. It also outlines an aspirational target of achieving zero net emissions for Council operations and a 36 per cent reduction in community emissions on a per capita basis by 2024. This year's implementation included those achievements listed in Table 1.

**Table 1. Energy improvement actions completed 2016–17**

Action	Location
Completed Stage 2 – Decorative Street Lighting Upgrade project Replaced 450 80W lights with new 32W energy-saving globes, saving approximately \$30,000 per year in energy and maintenance charges, and reducing emissions by over 150 tonnes of CO <sub>2</sub> e per annum.	<ul style="list-style-type: none"> <li>Lakeside estate</li> <li>Cardinia Lakes estate</li> <li>Blue Horizon estate</li> </ul>
Installed 30kW solar electricity systems The two systems installed will together save approximately \$18,000 per annum in energy costs and reduce emissions by approximately 90 tonnes of carbon dioxide equivalent (CO <sub>2</sub> e) per annum.	<ul style="list-style-type: none"> <li>Arena Children's Centre, Officer</li> <li>Toomah Community Centre, Pakenham</li> </ul>
Ensured outstanding level of environmentally sustainable design (ESD) incorporated into building design Building design features include a selection of solar electricity systems, well-insulated building, double-glazed windows, building orientation, rain water harvesting system, and LED lighting.	<ul style="list-style-type: none"> <li>Community and education centre at Deep Creek Reserve, Pakenham</li> <li>Emerald Netball Pavilion</li> </ul>
Opened the New Homes Energy Advisory Service. Free information service for residents building new homes.	<ul style="list-style-type: none"> <li>Officer</li> </ul>
Received grant funding for a 7kW solar electricity system. The new system will be installed in 2017–18.	<ul style="list-style-type: none"> <li>Gembrook Preschool</li> </ul>
Hosted an information session on solar energy for local schools.	<ul style="list-style-type: none"> <li>Cardinia Cultural Centre</li> </ul>
Received grant funding for the Solar Saver program In partnership between local governments and greenhouse alliances.	<ul style="list-style-type: none"> <li>Shire-wide</li> </ul>

### Biodiversity programs

A significant part of delivering on Council's commitment to plan and manage the natural and built environment for present and future generations is to protect and improve biodiversity in our shire. This includes increasing the area of natural ecosystems across the shire and preserving and improving our bushland and natural environment.

Some of the major highlights of our work in this area during 2016–17 include:

- **Revegetation** – through grants and advocacy, Council has worked with and supported community groups, such as Western Port Catchment Landcare Network and Emerald Star Bush Partnership, to implement a range of conservation projects (see 69).
- **School and kindergarten biodiversity program** – Council's biodiversity program was successfully delivered to four primary schools and a range of kindergartens across the shire. This was the first year the program has been implemented at kindergartens (see page 69).

- **Online indigenous plant guide** – with easy-to-understand information and images, Council's new online indigenous plant directory helps residents to learn about and cultivate indigenous plants in their own gardens.

## **Integrated Water Management Plan**

This was Council's first full year implementing the *Integrated Water Management Plan*, which provides a reframe for water management in the shire and considers the role, benefits and relationships between each element of the water cycle.

This year's achievements included:

- completed water audits on Council's two largest water using facilities; Cardinia Life and Holm Park Recreation Reserve
- recruited a part-time Water Sensitive Urban Design (WSUD) Officer, funded through Melbourne Water's Living Rivers program
- continued engagement with Melbourne Planning Authority in whole-of-water cycle assessment process for Precinct Structure Plans (PSPs)
- captured ad-hoc funding opportunities to carry out WSUD capital works projects, including design and construction for the Deep Creek Reserve wetlands
- ensured Melbourne Water's Healthy Waterways Strategy was considered in the preparation of works and activities along waterways.

## **Draft waste and resource recovery strategy development**

Throughout the year Council developed the draft *Waste and Resource Recovery Strategy 2018–27* (WRRS), replacing the *Waste Management Strategy 2010–15* and the *Litter Strategy 2012–17*. The new strategy identifies the waste and resource recovery issues facing the municipality and sets out a plan for how Council can maintain efficient and effective services, minimising waste to landfill and other impacts on the environment, as well as keeping costs low.

Actions within the draft WRRS build on the successes of the previous strategies and take advantage of recent advancements such as newer technologies and improved markets for products, resulting in improved financial outcomes for resource recovery. The draft document is available on Council's website and will be updated with the final version once it is adopted.

## **Waste and resource recovery**

Council has continued to deliver waste and resource recovery services, provide waste and litter education and undertake service planning, strategy development and waste and litter related advocacy for the community. Our waste management services once again rated as the top service provided by Council in the annual Local Government Community Satisfaction Survey (see page 91).

Council has delivered new innovative waste and resource recovery services and contracts, providing more opportunity to reduce waste to landfill, including:

- **Flexible plastics recycling** – a first for metropolitan Melbourne, Council was one of four councils involved in a program to implement a flexible plastic recycling service to every household in the shire in November. The service has received positive feedback and promising audit results since the launch (see page 69).
- **New organic processing contracts** – this milestone joint procurement project has secured three long-term organic waste processing contracts, which will help Council to explore ways to divert food waste from landfill (see page 70).
- **Dumped rubbish collection** – after completing a review of the dumped rubbish service, Council commenced trialling a new contracted pickup service from June. The service will help keep pace with demand and work to reduce illegal dumping (see page 70).

## Major projects

Council has progressed and delivered many projects throughout the 2016–17 year. The following are some of our major projects, having a value of more than \$500,000, which enabled Council to deliver improved amenity, ease-of-access, and quality facilities to the community.

### Deep Creek Reserve, Pakenham

•	• The project consists of developing an all-abilities play space, wetlands and a sustainably designed community and education centre, nursery, passive reserves, car parking and access roads.
• Update	<ul style="list-style-type: none"> <li>• The design of the building and civil works was completed by June 2017. Initial bulk earthworks are expected to be completed in July 2017, allowing the building to be tendered at that time.</li> <li>•</li> <li>• Construction work for the all-abilities play space, car park and access roads will commence in late-2017. The above works are expected to be completed early-2019 with the opening of the all-abilities play space, community and education building and associated infrastructure. Following stages will also include the development of a nursery and passive reserve.</li> <li>•</li> <li>• In 2016, Council successfully acquired \$2.825 million in funding toward the project through the Victorian Government's Growing Suburbs Fund.</li> </ul>
• Start	• March 2017
• End	• Mid-2021
• Cost	• \$10.325 million

### Lang Lang Community and Recreation Precinct

•	<ul style="list-style-type: none"> <li>• Developing a district-level sport, recreation and passive recreation reserve.</li> <li>• The development of two football ovals, four netball courts, car parking and access roads.</li> </ul>
• Update	<ul style="list-style-type: none"> <li>• Stage 1 of the project includes the construction of two football ovals, four netball courts, car parking and access roads, wetland and stormwater re-use system, oval irrigation and facility sports lighting. These civil works are underway and are expected to be completed mid-2018.</li> <li>•</li> <li>• The building works will follow with a scheduled completion for mid-2020.</li> <li>•</li> <li>• Council successfully acquired \$3 million in funding toward the project through contributions from Our Community Bank Ltd (Bendigo Community Bank).</li> </ul>
• Start	• March 2017
• End	• Mid-2020
• Cost	• \$10 million



### James Bathe Recreation Reserve, Officer

•	• Developing a district-level sport and recreation reserve involving the design and construction of two football ovals, two netball courts, car parking, access roads, basketball court, cricket nets and playground area.
• Update	<ul style="list-style-type: none"> <li>• The initial civil works package will include the construction of two football ovals, two netball courts, car parking, access roads, basketball court, cricket nets and playground area, adjacent to the Melbourne Water wetlands. Design was completed in June 2017.</li> <li>•</li> <li>• Design for the building works is underway and is expected to be constructed mid-2022.</li> </ul>
• Start	• September 2016
• End	• Mid-2022
• Cost	• \$10.3 million

### Cockatoo–Gembrook multi-use trail

•	• The detailed design and construction of a 6.5km extension of the Emerald – Cockatoo Trail through to Gembrook.
• Update	<ul style="list-style-type: none"> <li>• The construction of the 6.5km multi-use trail from Cockatoo to Gembrook will consist of both concrete and gravel path construction. The project has been awarded to a contractor with works to commence in August 2017.</li> <li>•</li> <li>• Council successfully acquired the following funding in support of this project: <ul style="list-style-type: none"> <li>• \$1 million from the Department of Infrastructure under the Australian Government's election commitment</li> <li>• \$545,000 under the Victorian Government's Growing Suburbs Fund.</li> </ul> </li> </ul>
• Start	• February 2017
• End	• February 2018
• Cost	• \$2.5 million

### Road pavement renewal program

•	• The 2016–17 road pavement renewal and rehabilitation program involving the complete rehabilitation of a number of roads across the municipality.
• Update	<ul style="list-style-type: none"> <li>• Reconstruction works associated with the deterioration of pavements at: <ul style="list-style-type: none"> <li>• Railway Avenue, Garfield</li> <li>• Spencer Street, Nar Nar Goon</li> <li>• Manks Road, Dalmore.</li> </ul> </li> <li>•</li> <li>• Works included the removal and/or stabilisation of existing pavement and an improved pavement make-up. All of the removed material was recycled locally.</li> <li>•</li> <li>• The works addressed the continual maintenance and repair costs associated with these roads, increasing time efficiency for Council's Road Maintenance Team, and improving the overall safety, ride-ability and appearance of the roads.</li> </ul>
• Start	• July 2016



• End	• June 2017
• Cost	• \$3.69 million

### Bridge replacement – Bunyip–Modella Road bridge

•	• Replacement of the Bunyip–Modella Road bridge in Bunyip, under the 2016–17 bridge replacement program.
• Update	<ul style="list-style-type: none"> <li>• The bridge replacement works have been completed with a new structure in place. Additional road works to improve the roads adjacent to the bridge are scheduled and expected to be completed by December 2017.</li> <li>• Council successfully acquired a \$694,000 grant in support of this project under the Australian Government’s Regional Bridge Program.</li> </ul>
• Start	• May 2016
• End	• December 2017
• Cost	• \$1.38 million

### Bridge replacement – Manestar Road bridge

•	• Replacement of the Manestar Road bridge in Upper Beaconsfield, under the 2016–17 bridge replacement program.
• Update	• Replacement of the existing timber structure with a new concrete structure at Manestar Road bridge is expected to occur in July 2017.
• Start	• April 2017
• End	• July 2017
• Cost	• \$415,000 (50% contribution from Yarra Ranges Council)

### Unsealed Road Resheeting Program

•	• Replenish crushed rock material on selected unsealed roads across the municipality under the 2016–17 unsealed road resheeting program.
• Update	• Approximately 39 kilometres of unsealed roads were replenished with new crushed rock material to replace materials diminished due to inclement weather conditions and general wear-and-tear.
• Start	• September 2015
• End	• April 2016
• Cost	• \$900,000

## Events in Cardinia Shire

### July 2016

- Ash Wednesday Bushfire Education Centre opening
- Community Capital Works Grants dinner
- Special Olympics 2016 launch
- The Neighbourhood Project launch
- Together We Can Year of Action launch

### August

- Casey Cardinia women's business lunch
- National Tree Day 2016 planting in Bunyip
- Wear It Purple Day 2016

### September

- Caretaker period commenced 21 September
- Casey Cardinia Business Awards 2016 – gala dinner
- Community planting day at IYU Recreation Reserve
- Final 2016 Business Breakfast – Stephanie Alexander AO

### October

- Casey Cardinia Foundation – annual charity dinner
- Council elections
- Flexible plastics recycling launch
- Reception for Matt Lewis, gold medallist in the 2016 Paralympic Games

### November

- Casey Cardinia Foundation – grants evening
- New Council sworn in and Cr Brett Owen elected Mayor
- MapIT! School challenge award
- FReeZA Open mic night in the hills
- Volunteers of bushland reserves end-of-year event
- White Ribbon Day 2016

### December

- 2016 Fire Awareness Awards
- Pakenham Carols by Candlelight
- Community Wellbeing and Support Grants announced
- Richmond Football Club open training session – Christmas in Cardinia

### January 2017

- Australia Day celebrations and awards reception
- Pakenham Skate Competition 2017 and street art project celebration

### February

- Investors in People Gold accreditation
- Richmond Football Club's Community Camp 2017 launch
- Summer Music Series 2017

## March

- Cardinia Shire Solar Schools program launch
- Council makes TAKE2 pledge
- Emerald Lake Park Easter treasure hunt
- H30 Challenge 2017
- Harmony Day 2017
- Inaugural Age Friendly Alliance meeting
- Mobile March 2017
- Ride2School Day 2017

## April

- Arena Child and Family Centre opening
- National Youth Week 2017
- South Eastern Metro Series SPL Skate, Scoot and BMX Competition 2017
- Youth Services' *Marcus* film launch

## May

- Budget and Council Plan adopted
- First 2017 Business Breakfast – Graeme Joy
- Pakenham Health Centre opening
- Stan Henwood Award (2017 recipient) and Annual Volunteer Reception

## June

- Capital Works Grants and Major Equipment Grants 2017 presentation
- Cardinia Community Leadership Program 2017 launch
- Richmond Football Club's first Cardinia Shire VFL match
- World Refugee Day 2017

## Our Council

### Shire profile

Located 55 kilometres south-east of Melbourne's central business district, Cardinia Shire is one of 10 'interface councils' around the perimeter of metropolitan Melbourne, where urban and rural areas meet. The Princes Highway and Gippsland railway corridor run east-west through the centre of Cardinia Shire, providing key road and rail links between Melbourne and West Gippsland. The western end of this corridor comprises about 10 per cent of Cardinia Shire's land area and is the main area of growth, containing Beaconsfield, Officer and Pakenham.

Outside this growth area, Cardinia Shire's large rural population resides in 27 townships; this dispersed population provides unique service provision challenges for Council. The northern part of the shire is set in the foothills of the Dandenong Ranges, and includes Bunyip State Park and Cardinia Reservoir. Koo Wee Rup swamp and Westernport Bay are significant features of the southern part of Cardinia Shire.

### History

Cardinia Shire covers an area of about 1,280km<sup>2</sup> and has a rich diversity of both natural and cultural sites, from the waters of Western Port Bay to the foothills of the Dandenong Ranges, comprising places of local and state significance. These heritage places reflect the different periods and people who have shaped the shire's landscape; from Indigenous Australians, the first people to use and shape the rugged landscape, to logging and gold mining of the foothills, draining of the former Koo Wee Rup Swamp, and pastoral settlement. The landscape is again under a period of change as new development and new people move into the area every week.

Cardinia Shire derives from four main development periods:

- Indigenous cultural landscape at first contact (c1835-c1860)
- pastoral era and land settlement (c1838-c1870)
- selection era and establishment of service communities (c1860-c1940)
- post-war residential expansion (c1945 to present day).

### Population

- Cardinia Shire is one of the fastest growing Local Government Areas (LGAs) in Victoria.
- An average of five families move into Cardinia Shire every day – 35 a week.
- As of 2017, Cardinia Shire's estimated population is 99,192<sup>1</sup>.
- The shire's population is expected to increase by approximately 46,000 over the next 10 years (2027) and 81,000 over the next 20 years, to approximately 180,300 by 2036.
- The median age of residents is 34 which is two years younger than Greater Melbourne (36).
- The largest percentage of the population are 'parents and homebuilders' aged 35-49 (21%), followed by young people aged 12-24 (17.5%) and our 'young workforce' aged 25-34 (15%).
- Growth areas in Cardinia Shire have a much higher proportion of young children aged 14 years and under compared with Greater Melbourne.

The Victorian Government has nominated the Casey-Cardinia Region as one of five regions around the fringe of metropolitan Melbourne where new housing and population growth is to be concentrated. As a result, rapid population growth will happen for the next 20 years within the shire's designated growth area.

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<sup>1</sup> (<http://forecast.id.com.au/cardinia>, 2017)

**Table 2. Estimated 2017 population and projected 2027 and 2037 population, by service age group.**

Age group	2017		2027		2036		Change: 2017 to 2036
	N	%	N	%	N	%	
Babies and preschoolers (0-4)	8,160	8.2	12,252	8.4	15,066	8.4	+6,906
Primary schoolers (5-11)	10,888	11	16,243	11.2	20,122	11.2	+9,234
Secondary schoolers (12-17)	8,024	8.1	12,061	8.3	15,305	8.5	+7,280
Tertiary education and independents (18-24)	9,312	9.4	13,515	9.3	16,903	9.4	+7,591
Young workforce (25-34)	14,741	14.9	21,887	15.1	26,040	14.4	+11,299
Parents and homebuilders (35-49)	20,617	20.8	29,351	20.2	36,411	20.2	+15,794
Older workers and pre-retirees (50-59)	11,228	11.3	15,141	10.4	18,216	10.1	+6,989
Empty nesters and retirees (60-69)	8,468	8.5	11,995	8.3	14,695	8.1	+6,227
Seniors (70-84)	6,426	6.5	10,725	7.4	14,116	7.8	+7,690
Elderly aged (85 and over)	1,327	1.3	2,201	1.5	3,435	1.9	+2,108
<b>Total people</b>	<b>99,192</b>	<b>100.0</b>	<b>145,370</b>	<b>100.0</b>	<b>180,308</b>	<b>100.0</b>	<b>+81,117</b>

Cardinia Shire has a higher proportion of young families than the Melbourne average. In contrast, the proportion in the 60-plus age group is lower when compared with metropolitan Melbourne. These patterns are typical of growth areas on the fringe of large cities where young couples often move out from rental accommodation in inner suburbs in search of more affordable housing and larger family-sized dwellings.

However, an estimated 16,221 residents aged 60 and over live in Cardinia Shire, representing 16.3 per cent of the total population. The number of senior residents (aged 60-plus) living in Cardinia Shire is expected to increase to approximately 32,246 over the next 20 years (2036). This increase in the number of older residents will have a corresponding impact on the demand for community and aged services, health services, public transport and local infrastructure.

At the time of the 2016 census, 50 per cent of Cardinia Shire's population identified as having a Christian faith, and Catholic was the most prominent denomination chosen by residents. Just 5 per cent of residents identified with a non-Christian religion, the most common being Buddhism. Over one third of residents (36.5%) said they had no religion, which is a higher proportion compared with Greater Melbourne (31%). Since the 2011 Census the greatest increase has been in the number of 'non-religious persons'.

While CALD (culturally and linguistically diverse) communities comprise only a small proportion of the overall Cardinia Shire population, in line with current population growth this number is increasing. By the 2016 Census, the number of residents from non-English speaking backgrounds represented 11 per cent of the Cardinia Shire population; an increase from 7 per cent in 2011. The most common countries of birth for non-Australian born residents are the United Kingdom, India, New Zealand, Sri Lanka, the Netherlands, and Philippines.

In line with Victorian trends, Cardinia Shire has an Aboriginal population of 780, representing 0.8 per cent of the population. This has increased from 429 in 2011.

### **Households and housing**

- The number of households in Cardinia Shire is estimated to be approximately 35,300.
- Around 40 per cent of households are couples with children; more than the Melbourne average.
- The shire's remaining households are comprised of couples without children (approximately 28%), one-parent families (11%) and lone households (19%).
- Approximately 25 per cent of the population own their dwelling, 50 per cent have a mortgage, and 25 per cent are renting.

### **Education**

In general, Cardinia Shire residents are achieving lower levels of educational and training attainment than elsewhere in metropolitan Melbourne. At the time of the 2016 Census, 45 per cent of residents had completed Year 12 or equivalent, compared to the metropolitan Melbourne average of 60 per cent. At present, no university campus and only limited TAFE courses are available in Cardinia Shire, which limits the availability of post-secondary education opportunities for residents.

### **Industry and economy**

- Almost all (95%) of the population who are able to work are employed and five per cent of the population are unemployed, which is lower than metropolitan Melbourne (5.5%).
- Of those who are employed, 65 per cent work full time and 35 per cent part time.
- Almost one third of the population (27.5%) work in either the manufacturing and construction industry, followed by retail trade (11.5%).
- Technician and trade work are the dominant occupations in Cardinia Shire.
- As of 2016, about 26,990 jobs were located in Cardinia Shire and over half of Cardinia Shire's working population were travelling outside the area to work (55%).



## Council wards

Cardinia Shire is divided into three wards, with:

- three Councillors representing Ranges Ward, including Beaconsfield, Beaconsfield Upper, Emerald, Cockatoo, Officer, Pakenham Upper and Gembrook.
- two Councillors representing Port Ward, including Koo Wee Rup, Bunyip, Nar Nar Goon, Tynong, Garfield, Lang Lang and part of Pakenham
- four Councillors representing Central Ward, which covers most of Pakenham.

Figure 7. Council ward map



## **Councillors**

Nine Councillors were elected in October 2016 and will serve for a four-year term until October 2020.

### **Ranges Ward**

#### **Cr Brett Owen (Mayor 2016–17)**

First elected 2005. Mayor 2012–13, Deputy Mayor 2013–14.

Council delegate:

- Audit Committee
- Australia Day Reference Group
- Casey Cardinia Foundation
- Chief Executive Officer Appraisal Committee
- Town Planning Committee.
- Municipal Association of Victoria
- National Growth Areas Alliance
- South East Metro Mayors and CEOs group
- Victorian Local Governance Association
- Interface Councils Group
- International Safer Cities Steering Committee

#### **Cr Leticia Wilmot**

First elected 2012. Mayor 2014–15. Deputy Mayor 2015–16.

Council delegate:

- Audit Committee
- Arts and Culture Reference Group
- Chief Executive Officer Appraisal Committee
- Town Planning Committee
- Tourism Advisory Committee

#### **Cr Jeff Springfield**

First elected 2016.

Council delegate:

- Arts and Culture Reference Group
- Emerald Lake Park Advisory Committee
- Grants Evaluation Committee
- Mt Shamrock Quarry Extension Environmental Review Committee
- Town Planning Committee

### **Central Ward**

#### **Cr Collin Ross**

First elected 2008.

Council delegate:

- Casey Cardinia Library Corporation (sub)
- Metropolitan Local Government Waste Forum
- Town Planning Committee

#### **Cr Jodie Owen (Deputy Mayor 2016–17)**

First elected 2012, Mayor 2015–16.

Council delegate:

- Access and Inclusion Advisory Committee
- Australia Day Reference Group



- Casey Cardinia Library Corporation
- Communities that Care
- International Safer Cities Steering Committee
- Town Planning Committee
- Chief Executive Officer Appraisal Committee
- Municipal Association of Victoria (sub)
- Victorian Local Governance Association (sub)

**Cr Carol Ryan**

First elected 2016.

Council delegate:

- Casey Cardinia Local History Reference Group
- Grants Evaluation Committee
- Communities that Care
- Youth Strategy Reference Group
- Town Planning Committee

**Cr Michael Schilling**

First elected 2016.

Council delegate:

- Access and Inclusion Advisory Committee
- Town Planning Committee
- Youth Strategy Reference Group
- Arts and Culture Reference Group

**Port Ward****Cr Graeme Moore**

First elected 2011. Mayor 2013–14, Deputy Mayor 2014–15.

Council delegate:

- Australia Day Reference Group
- Herb Thomas Memorial Trust
- Town Planning Committee

**Cr Ray Brown**

First elected 2016.

Council delegate:

- Casey Cardinia Library Corporation (sub)
- Grants Evaluation Committee
- South East Business Park Project Control Group
- Town Planning Committee
- Westernport Catchment Implementation Committee
- Yallock Drainage Advisory Committee to Melbourne Water
- Youth Strategy Reference Group (sub)

The following Councillors served from 1 July 2016 until the election:

- **Cr Kate Lempriere** – Elected 2012. Previously elected 2003–08, Mayor 2003–04 and 2006–07.
- **Cr George Blenkhorn** – First elected 2008. Mayor 2010–11.
- **Cr David Young** – First elected 2012.
- **Cr Tania Baxter** – First elected 2012.

## Volunteers

Volunteers lend their time and talents, for no reward or remuneration, to support, encourage and enhance the lives of others in the community. Volunteering is a strong component of the Australian way of life and enriches the community and individuals in a range of ways and settings.

Cardinia Shire has more than 500 volunteer organisations and Council is proud to support them in a number of ways. Community development officers work across the shire with residents, groups, progress associations, halls, neighbourhood houses and township committees.

Volunteers operate in a range of sectors across the shire including:

- community and welfare
- arts, culture and heritage
- parks and environment
- recreation and sport
- emergency services
- education and training
- aged care and disability
- animal welfare
- youth and children's services.

### Volunteer database

Council's online volunteer database matches people wanting to volunteer with community organisations seeking volunteer support. Available via Council's website ([www.cardinia.vic.gov.au/volunteering](http://www.cardinia.vic.gov.au/volunteering)), the database is free for organisations and community members; organisations can register volunteering opportunities and people seeking to become volunteers can search the database for suitable opportunities to contribute to this vital community support network.

### Volunteer training

Council also supports volunteering by subsidising volunteer training programs delivered by local neighbourhood houses, community centres and Universities of the Third Age (U3A) each term. Courses are designed to enhance volunteers' skills in a range of areas including fire extinguisher, warden training, food handling, CPR, first aid, bookkeeping and computer related courses.

Seventy-six people participated in the training program in 2016-17; Central Ward (27), Ranges Ward (27), and Port Ward (22). Courses included CPR (3), first aid (27), food handlers (25), computer courses (3), and RSA (16).

### Annual volunteer reception

Coinciding with National Volunteer Week (9-15 May), Council hosted the Annual Mayoral Volunteer Reception on 11 May, to proudly recognise, support and value the contributions of volunteers in Cardinia Shire across all community sectors.

The event gave Council and the community an opportunity to acknowledge and thank the hundreds of volunteers across 560 organisations in the shire for their vital contribution to our community.

### Stan Henwood Award 2017

Now in its 13th year, the Stan Henwood Award recognises the dedication and achievements of those who make a valuable contribution to the Cardinia Shire community. The award is named in commemoration of the lifetime of achievements of the late Stan Henwood; a Tynong resident who gave much to his community through charity work, sporting and volunteer roles.

As Council's annual volunteer award, it is a way for Council and community to acknowledge similarly motivated individuals from across the shire for their significant contributions to the Cardinia Shire community.

Presented as part of the annual volunteer reception, the 2017 recipient of the Stan Henwood Award was Nar Nar Goon resident Ray Coombs. Ray has long been regarded by his community as a quiet achiever who has been supporting his community in one way or another for more than 50 years.

For more information about this year's recipient, see *Awards and recognition* on page 35.

### **Staff volunteering**

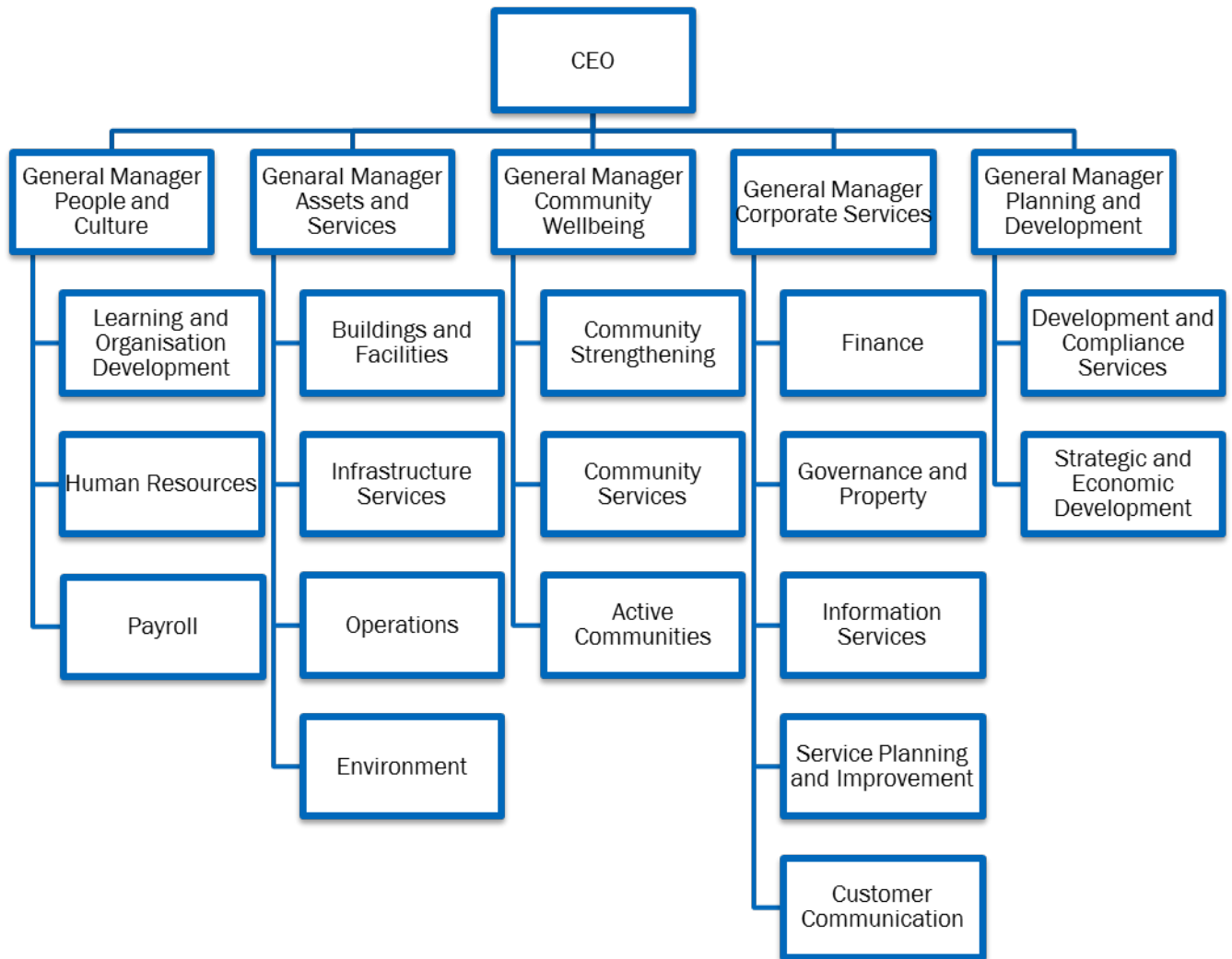
Council also supports the volunteer efforts of staff members through its staff volunteering program. Staff can apply for one day paid leave (per year) for the purposes of volunteering in the community or with a nationally recognised organisation that supports the municipality. Staff can seek approval for additional volunteer days, which is granted at the CEO's discretion.

Twenty-five staff accessed the program in 2016–17 and volunteered for a range of organisations in Cardinia Shire and beyond, between them committing to a total of almost 13 leave days.

# Our organisation

## Organisation structure

Figure 8. Cardinia Shire Council organisation structure at 30 June 2017.



## Senior Leadership Team

### **Garry McQuillan – Chief Executive Officer**

Garry has a long history in local government in Victoria and NSW and has held the position of CEO at Cardinia Shire Council for over 10 years. He is chairperson of the Southern Metropolitan Regional Development Australia Committee and is a member of the Interface and South East Metropolitan group of Councils.

Also a member of the Foodprint Melbourne Stakeholder Advisory Group, Garry advocates for the interests of Cardinia Shire as a significant area of food production on Melbourne's fringe and Australia's 'asparagus capital'. In his role as CEO, he actively promotes agriculture in the region and works to increase access to recycled water for the region's farmers.

Garry is passionate about supporting our growing community and has been influential in promoting healthy living for Cardinia's residents. In particular, he has helped foster a new partnership between Council and Sustain Australian Food Network, which aims to create a fair and sustainable food system and reduce the obesity rates in Cardinia Shire by 30 per cent over the next 10 years.

In his support of the *Together We Can* initiative and White Ribbon campaign, Garry is a strong advocate for promoting awareness and support services for preventing and ending family violence. In addition, he encouraged and supported his staff to achieve recognition as a White Ribbon accredited workplace in 2016.

He believes in supporting all Council staff to reach their potential and seeks to position Cardinia Shire Council as an innovative, progressive and responsive organisation that meets the demands of a rapidly growing community. In 2017, Garry proudly received the Investors in People Gold Accreditation on behalf of Cardinia Shire Council for its commitment to high performance through good people management.

### **Michael Ellis – General Manager Assets and Services**

With more than 37 years' of knowledge and experience in local government and the private sector, Mike joined Cardinia Shire Council in March 2000. He has management and engineering qualifications and is a member of both LGPro and the Institute of Public Works Engineering Australasia.

A major priority for Mike is maintaining and renewing the shire's existing assets while ensuring long-term sustainability. With a focus on empowering his staff, he leads his teams to achieve timely delivery of new assets and infrastructure to provide facilities and services that meet the demands of our rapidly growing community.

### **Business unit areas**

- Engineering services and capital works
- Environment and heritage
- Operations
- Parks and gardens
- Public buildings
- Roads and drainage
- Waste management

**Derek Madden – General Manager Corporate Services**

Derek joined Cardinia Shire Council in 2010 with 10 years' experience in two other Victorian local government organisations. A qualified accountant and a Chartered Management Accountant (ACMA), Derek also holds qualifications in Organisational Dynamics (MSC) and Business Administration (MBA).

As General Manager Corporate Services, Derek is focussed on managing the organisation's resources to deliver systems and services that support the organisation as it strives to best meet the needs of our community.

***Business unit areas***

- Communications
- Corporate and business alignment
- Customer service
- Finance
- Governance
- Information management
- Information technology
- Insurance
- Property and rates

**Jenny Scicluna – General Manager Community Wellbeing**

Having worked in the local government sector for 16 years, Jenny led a broad range of community services in the eastern and northern regions of Victoria before joining Cardinia Shire Council in February 2015.

Jenny's foundation qualifications are in the education sector and she is particularly interested in organisational leadership, change management and cultural development. She has recently completed a Master of Human Resources Management at Deakin University.

Passionate about supporting the health and wellbeing of Cardinia Shire's residents, Jenny is proud to lead accomplished teams that work on the frontline in our community.

***Business unit areas***

- Arts and culture
- Cardinia Cultural Centre
- Child, family and youth services
- Community development
- Community grants
- Social inclusion
- Emergency management
- Libraries
- Maternal and child health
- Ageing well
- Community engagement
- Recreation
- Social and community planning

**Andrew Paxton – General Manager Planning and Development****(from July 2016)**

Andrew joined Cardinia Shire Council in 2016, holding qualifications in landscape architecture and a Master of Business, and bringing with him experience from other councils and the Victorian Government in planning, building, health and local laws, design, park management and sustainability.

Andrew is a member of the Australian Institute of Company Directors (AICD), LGPRO and the Victorian Planning and Environmental Law Association (VPELA). He is focussed on ensuring the planning and systems are in place to support the timely delivery of services that consider and prepare for meeting the needs of our community and future generations.

**Business unit areas**

- Building
- Compliance services
- Economic development
- Planning enforcement
- Statutory planning
- Strategic planning

**Phil Walton – General Manager Planning and Development****(July–August 2016)**

Phil joined Council in 1995 and had been in the role of general manager for 10 years. Phil is a qualified planner who also holds qualifications in business management.

As leader of Council's planning and development division, Phil's responsibilities involved a wide range of activities from strategic planning to compliance services. Phil had a strong focus on supporting Council in developing Cardinia Shire in a planned manner; balancing the needs of our growing population with the preservation of Cardinia Shire's unique environmental characteristics.

**Business unit areas**

- Building
- Compliance services
- Economic development
- Planning enforcement
- Statutory planning
- Strategic planning

**Waudi Tahche – General Manager People and Culture**

Waudi joined Cardinia Shire Council in September 2015, bringing with him more than 20 years of human resources experience in the private sector and across diverse industries. Waudi is a Certified Australian Human Resources Institute (CAHRI) member, LGPro member, and has completed a Bachelor of Business.

With a passion for improving the performance of people and organisations, Waudi leads his team in supporting Council to develop and evolve. Waudi's major focus is on cultivating a positive organisational culture through leadership development, people programs, policies, and the implementation of the activity-based working model.

**Business unit areas**

- Human Resources
- Learning and Organisational Development
- Payroll

## **Staff information and development**

In 2016, Council proudly received Gold Accreditation by the global *Investors in People* organisation for our continued investment in the personal and professional development of our people. Our aim is to continue to provide the optimal employee experience throughout their employee lifecycle.

### ***A smarter way of working***

Over the past 12 months, Council has continued to implement numerous development initiatives that embed activity-based work (ABW) practices, including a review of induction and on-boarding processes and designing a *Learning and Development Strategy* that promotes our philosophy of learning for anyone, anytime, anywhere.

Working in a mobile and flexible environment both commands and fosters autonomy and accountability in our employees and through their behaviours at work. This year, the Learning and Organisation Development team took the opportunity to deliver the Mindfulness program in-house; now providing a monthly program that is accessible to all staff and with the aim of developing an online delivery format in the coming year. This program is an immense support to staff providing them with the ability to manage their energy rather than just their time. Of those who responded to our 2017 employee Pulse survey, 94 per cent stated they feel more resilient and adaptable to change in and outside of work.

### ***Leading the way***

With a focus on building leadership capabilities at all levels across the organisation, we promoted the introduction of our Leadership Capability Framework. This framework delivers clarity around performance expectations and develops our leaders consistently, which contributes to creating stronger leadership.

The Leadership Fundamentals Program is dedicated to building leadership capacity, team effectiveness and a more cohesive organisation culture, and each year 20 new and emerging leaders complete the program. Consideration for segmented leadership programs are in progress for 2018 to continue to develop our leaders and thrive as a leading Council in the local government sector.

### ***Valuing each other***

To maximise performance, a Reward and Recognition Framework was developed by staff offering a suite of recognition activities. This includes everyday acknowledgement, team and project recognition, and the formal all-staff excellence awards event, which is now hosted in February each year, rewarding leadership, innovation, long-term projects and teamwork.

### ***Lifelong learning***

We have continued to expand our corporate training calendar, offering a range of learning and development programs for all staff, aligned to the Leadership Capability Framework. Popular topics this year have included genuine conversations, speed reading, email mentoring and time management.

A particular focus has been on raising awareness of family violence with information and support provided to all staff, which also contributed to Council's White Ribbon Accreditation. Mandated child safety awareness training commenced as part of Council's commitment to being a child-safe organisation.

Additional development opportunities available to our employees throughout the year included:

- a range of LGPro offerings, staff coaching and mentoring
- support to undertake formal education, from certificate level courses to post-graduate qualifications, under Council's Education Support Program



- the delivery of Council's 18-month traineeship program offering youth placement opportunities for trainees to experience working in various business units across Council.

### Looking forward

Leadership, performance, change, and innovation will continue to be the areas of focus for the People and Culture Unit and for all staff development into the future. Council looks forward to the future with its cohesive, flexible and engaged workforce to deliver excellent outcomes for the community.

### Staffing at 30 June 2017

- 62.9 per cent of Council staff were female (including casuals)
- 37.2 per cent of Council staff were male (including casuals)
- 56.3 per cent of full time positions were held by males
- 88.4 per cent of part time positions were held by females
- 31.9 per cent of Council staff worked part time

**Table 3. Staffing numbers**

Classification	Males	Females	Total
Full time	126	98	224
Part time	17	129	146
Casual	27	61	88
Total employees	170	288	458

**Table 4. Detailed staffing breakdown**

Employee type/gender	CEO	People and Culture	Assets and Services	Community Wellbeing	Corporate Services	Planning and Development	Totals
Full time Female		2	14	28	27	26	97
Full time Male	1	1	76	9	23	16	126
Part time Female		6	9	36	17	61	129
Part time Male			4	0	1	12	17
Casual Female			5	35	6	15	61
Casual Male		1	4	13	1	9	28
<b>Totals</b>	<b>1</b>	<b>10</b>	<b>112</b>	<b>121</b>	<b>75</b>	<b>139</b>	<b>458</b>

**Table 5. Staff demographics by age**

Age	Percentage
15-19	0.7
20-24	5.2
25-34	21.2
35-44	22.4
45-54	25.6
55-64	16.2
65 and over	8.7

**Note:** Council's payroll system provides the above data, which includes staff on extended leave without pay and parental leave. Where this is the case, employee numbers may be exaggerated due to extended position coverage. The data does not include contractors employed by other parties.

### **Equal Employment Opportunity statement**

Cardinia Shire Council is an equal opportunity employer committed to providing a safe and supportive work environment that is free from unlawful discrimination, bullying, harassment, sexual harassment, and vilification, and where all individuals associated with the organisation treat each other with respect.

All our employees are expected to behave in a professional manner and to treat each other with dignity and respect when they are at work. Council will take reasonable and proportionate measures to prevent and eliminate unlawful discrimination, bullying, harassment, sexual harassment, and vilification.

Council will ensure reports relating to experiencing or witnessing inappropriate workplace behaviours such as unlawful discrimination, bullying, harassment, sexual harassment, and vilification will be treated seriously, and will be investigated thoroughly and confidentially in accordance with Council's Managing Workplace Complaints and Grievances Procedures.

Victimisation will not be tolerated. Any employee who feels they are being treated poorly or victimised because of reporting a concern or for being involved in the investigation process should report this treatment immediately.

Substantiated allegations of inappropriate workplace behaviours or victimisation will result in disciplinary action in accordance with Cardinia Shire Council's Managing Conduct and Performance Policy.

Council aims to ensure the most efficient and equitable use and development of the skills and talents of all staff in the organisation. To achieve this, Council will, in consultation with staff, develop strategies to ensure equality at all stages of employment, including recruitment, selection and appointment, promotion, training and all other terms and conditions of employment.

All new Council staff complete induction training in workplace behaviours including equal opportunity, sexual harassment and bullying. Refresher training is coordinated for all staff every two years and councillors also undertake this training.

## Customer service

Cardinia Shire Council works to provide information to residents courteously and efficiently, and in a timely manner. All Council business units are encouraged to make customer service a priority as we deliver a wide range of services and work to meet the needs of our growing community.

Council's customers include residents, ratepayers, local businesses, and visitors to the shire. Information is readily available, accessible to all, and of a high standard.

### Customer Service Centre

Council's Customer Service team aims to provide end-to-end service, with an all-inclusive approach to delivering Council services; responding to customer requests for information, products and services that are received via telephone, fax, email, mail, and direct face-to-face contact.

We also have an after-hours service, which operates 5pm–8.30am, Monday to Friday, as well as on weekends and public holidays. Outside of business hours, callers receive the option to either leave a message requesting a call back on the next business day or to be transferred to the after-hours service for urgent matters, such as a dog pick up, fallen trees on the road, or a natural disaster or emergency. The after-hours service provider has contact details for our on-call officers from the Operations, Compliance, Health, Building and Council's Municipal Emergency Response Officer (MERO) teams.

Scope of services:

- input of customer requests for service via customer request management system
- maintaining information, promotion and displays at the Customer Service Centre
- managing and operating Council's call centre
- promoting a positive image of Council services
- providing information on Council and referral services
- receipting payment of accounts and fees.

**Table 6. Calls taken and managed 2016–17**

Number of calls received	Average wait time	Average call length
137,306	2 minutes, 10 seconds	2 minutes, 55 seconds

**Table 7. Requests and mail items managed 2016–17**

Requests logged	Percentage completed on time	total inwards mail items
47,054	92%	104,548

## Online communications

### Website

On 18 January, Council launched its new website at [www.cardinia.vic.gov.au](http://www.cardinia.vic.gov.au). The new website is designed to be easy for our residents to find information and transact with us online.

Content is presented as tasks and transactions, such as 'Enrol for kindergarten', 'Renew pet registration', 'Apply for a planning permit', 'Pay your rates' and 'Find your legal point of discharge'.

The site's online forms and payment options make it possible for residents to do the vast majority of their business with us online if they so choose, at a time that suits them. Forms can be signed using a mouse or touchscreen, and supporting photos and documents can be easily uploaded with applications.

With approximately 65 per cent of visitors to Council's website using a mobile device, Council opted for a 'mobile first' design, offering a great user experience on a mobile phone or tablet. Given so many of our residents have long commutes to work and are busy raising families, it is important that they can interact with us while they are 'on-the-go' at a time that suits them.

The website is compliant with international WCAG2 AA standards for accessibility. Content is written in plain English so it is easy for people of all literacy levels to understand.

The site's excellent search functionality and logical, customer-focussed information architecture makes it quick and easy for users to find the information they need. Content is arranged under a strong, clear heading structure so pages are easy for readers to scan quickly.

Special features include widgets, which enable customers to enter their street address to get customised information such as bin collection days and nearby services, and an extensive indigenous plant guide.

**Table 8. Website usage 2016-17**

Sessions	Users	Page views	Average session duration
534,338	313,009	1,570,153	2 minutes, 24 seconds

**Table 9. Average website visitor experience 2016-17**

Pages viewed per session	Mobile device used (mobile or tablet)	Accessed via search engine (organic search)	Viewed in English
2.9	52.6%	71.4%	98.4%

### Social media

Council continues to have an active presence on social media. We post regularly to Facebook, Twitter, LinkedIn and YouTube. These accounts are used to promote Council news, events and activities, employment opportunities, highlight information on Council's website and share news from local organisations. In addition, our customers are increasingly using Facebook messaging as a way to contact us and make requests.

Facebook continues to be our most successful platform with the highest level of engagement. In 2017 we started broadcasting live video posts to Council's Facebook page, which generated high page engagement and video views. Facebook advertising continued to be a cost-effective and high-impact promotional platform.

As of 30 June 2017, Council had 5,205 likes on Facebook, 4,144 followers on Twitter, 1,100 LinkedIn followers and 35 subscribers on the YouTube Cardinia TV channel. Our YouTube videos had 7,189 views in the financial year.

## **Awards and recognition**

### **Organisational awards**

#### **Investors in People Gold Accreditation**

Cardinia Shire Council achieved the *Investors in People* Gold Accreditation, demonstrating our ongoing commitment to developing our people and our leaders, and creating a workplace of choice.

#### **White Ribbon Accredited workplace**

In the lead up to White Ribbon Day (25 November), Council became one of the first councils in Australia to receive White Ribbon Accreditation; offering a message of commitment to our community and our people that we will not tolerate violence of any kind. This was the result of more than 18 months' work to create a safer and more respectful workplace, through education and training, enhanced resource allocation, improved workplace policies, and effective leadership.

#### **2016 Fire Awareness Awards**

The Ready2Go program, led by Echo Youth and Family Services and Cardinia Shire Council, was awarded the Access and Inclusion Award and the RACV Insurance Award for Excellence at 2016 Fire Awareness Awards.

#### **2016 International Safety Media Awards**

Council's six-part *Planning for emergencies in Cardinia Shire* video series received the Bronze award in the Campaign category at the 2016 International Safety Media Awards. Developed by Council, the series was filmed at various locations across the shire and features local actors and community volunteers. The videos aim to assist community members to prepare for emergencies and were endorsed by Emergency Management Commissioner for Victoria Craig Lapsley.

#### **Nominations and finalists**

Council was a finalist in two categories in the 2016 LGPro Awards for Excellence, with the Bless Collective Project nominated in the Community Partnerships category and a staff member nominated in the Young Achiever category. In addition, one of Council's managers was announced a state-level finalist in the Leadership category in the Australian Institute of Management Awards.

### **Community awards**

#### **Stan Henwood Award 2017**

Council is grateful for the time, effort and commitment of volunteers across Cardinia Shire. Council presented the Stan Henwood Award, which acknowledges this contribution, at the annual volunteer reception in May.

This reception is one way Council can publically praise all volunteers across the shire for their passion and achievements; whether they are volunteering for a sporting club, community group, emergency and support services, a school or kindergarten committee, it all makes a difference.

The 2017 recipient of the Stan Henwood Award was Nar Nar Goon resident Ray Coombs. Now in his 70s, Ray is regarded by his community as a quiet achiever and has been supporting his community through more than 50 years of charity work and involvement in many sporting and volunteering roles.

Having undertaken various committee roles for Nar Nar Goon Football Club since his 20s, he has also been a delegate for West Gippsland Football League (30 years), and is still helping out at Nar Nar Goon Recreation Reserve. Ray has volunteered at the community centre, is a founding member of the bingo club, and has given 42 years to Nar Nar Goon Fire Brigade.

Other nominees this year included Maurice Potter, Brian Hannan, Nancy Boura, Sharyn Thomas, and Frank Cramer.

**Australia Day Awards 2017**

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

***Citizen of the year***

Emerald resident Wayne Collins, awarded Citizen of the year 2017, volunteers seven days per week and is a regular speaker at emergency planning and resilience forums. Since establishing the Emerald Centre for Youth and Outreach (ECHO) more than 30 years ago, Wayne has dedicated himself to improving the lives of others, through developing and delivering youth programs, effective disaster relief support services, and programs designed to strengthen family life. Even in retirement, Wayne continues to head up ECHO's Emergency Services Team.

***Senior citizen of the year***

Senior citizen of the year 2017 was awarded to Michael Allery who, for more than 30 years, has been dedicated to significantly improving the lives, confidence, resilience and prospects of those impacted by disasters or disadvantage. For almost a decade, Michael has coordinated the Emerald Men's Shed, and helped local groups and those who lost everything in the Black Wednesday and Black Saturday bushfire disasters. Combining his trade knowledge and skills with a passion for helping others, Michael has also helped young people obtain trade skills at Emerald Secondary College, promoted tourism, and participated in U3A.

***Young citizen of the year***

At just 16 years of age Young citizen of the year 2017 Emily Bloxidge has an admirable work ethic, which is demonstrated in her studies, her commitment to scouts and her netball team, and in her paid employment, which she begins each weekday at 4.30am before attending school. Having already achieved a Duke of Edinburgh Award and winning an Australian Scout Medallion, Emily consistently expresses her true talent and passion for leading and inspiring others. With the respect of her community, peers and other leaders, Emily has been applauded for her outstanding contributions as a member of the local scouting community, with which she has been involved since 2008, and as a student representative on school council.

***Community event of the year***

The Community event of the year 2017 was awarded to Cardinia Relay for Life, which has continued to grow in support, engagement and funding year-on-year; raising \$113,469 in 2016. The event brings together passionate and dedicated volunteers, impacted families, and community members for a day of shared support, entertainment and hope for a brighter future. Since 2013, Relay for Life events in Cardinia Shire have raised more than \$315,000 toward the Cancer Council's research, prevention and support services and benefitted the 300+ Cardinia Shire residents diagnosed with cancer each year.

## Our performance

### Reporting Council's performance

Council's performance is measured in a variety of ways. At a service level, Council monitors demand and delivery quality, and monitors and audits financial management. Importantly, Council regularly consults residents and ratepayers to gain an understanding of their perceptions of what is important and how the organisation performs.

Quarterly performance reports provide detailed progress on actions undertaken to deliver the Council Plan, major projects, improvement activities and key service provision and growth indicators. These reports are available to the public via Council's website as part of the Council meeting agenda documents.

Council's *Connect* magazine continues to provide all residents with updates on Council's activities in a narrative style, complementing the data provided in the quarterly performance reports.

This annual report provides an overall view of Council's activities in the 2016–17 financial year. Council has continued its focus on independent auditing of both its financial practices and other key processes to identify areas to both reduce Council's risk and to improve service delivery. These audits complement the internal focus on service improvement.

### Our people

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

We want access to a variety of services for all		
Action	Result	Status
We will do this by continually reviewing services to ensure those provided by Council meet community needs		
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 local planning.	Draft strategy has been presented to Council and was distributed to stakeholders for comment. This will be adopted by Council at the August Council Meeting.	Ongoing
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 in Pakenham Health Centre.	Monash Health services now relocated to the new Pakenham Health Centre. Monash is now working with Council around outreach of particular services into other centres.	Achieved
Arena Children's Centre, Officer – complete construction and fit-out of the facility and open January 2017.	The construction of the Children's Services Centre is complete. Services commenced in January 2017 as planned and centre was officially opened in April 2017.	Achieved
Comely Banks Integrated Children's Facility, Officer (interim name: Gum Scrub Creek Integrated Child and Family Centre) – design	Detailed designs completed and tender advertised late-2016. Construction commenced in January 2017 and expected	Achieved



facility and tender construction.	to be completed by January 2018.	
In line with World Health Organisation Guidelines, work in partnership with older people to develop and implement key actions from the <i>Age Friendly Strategy 2015-19</i> . The focus for 2016-17 will be a place-based project in Lang Lang.	<p>Sessions facilitated with seniors from Lang Lang Historical Society and grades 5 and 6 from Lang Lang Primary School to explore early life in Lang Lang. Students worked closely with seniors and developed their own self-expression piece of artwork depicting their interpretation of Lang Lang in days gone by.</p> <p>Through 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, Men's Sheds, Senior Citizens clubs, U3As, community houses, libraries, and 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 provided valuable insights into the needs of older members of the Lang Lang community.</p>	<b>Achieved</b>

### We want access to support services and programs for young people

Action	Result	Status
We will do this by advocating for increased locally based health services to support young people		
Undertake playground upgrades at Garfield Recreation Reserve, Rotary Park, Garfield.	Playground has been successfully installed.	<b>Achieved</b>
Work with the Youth Strategic Reference Group to identify priorities to be reflected in <i>Child, Youth and Family Strategy</i> and ensure a focus on vulnerable young people and families.	Youth Strategy Reference Group reviewed the 2012-16 Youth Strategy in June 2016. Key outcomes were consolidated to inform the development of the new <i>Child, Youth and Family Strategy</i> , which will be presented for adoption at the August 2017 Council meeting.	<b>Achieved</b>
We will do this by investigating opportunities for allied services to be co-located with Council facilities		
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 Centre.	<p>Meeting held with EACH (Headspace Lead Agency), Manager of Headspace and Primary Health Network to advocate for the needs of young people in Cardinia Shire and ensure they can access mental health services locally.</p> <p>Advocacy and discussions to be tabled at consortium meetings for future planning of a satellite site in Pakenham.</p> <p>Youth Mental Health Expression of Interest was distributed and the successful applicant was Windermere. Mid-year</p>	<b>Achieved</b>



	<p>review highlighted that outcomes of the pilot are being achieved and Windermere's contract will be extended until June 2018.</p> <p>Youth Services represented on Early in Life Mental Health Stakeholder Committee.</p> <p>Youth Services successful in obtaining Vic Health Funding to increase support to Gay, Lesbian, Bisexual, Transgender and Intersex (GLBTI) Young people.</p>	
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### We want learning opportunities for all ages and abilities

Action	Result	Status
We will do this by advocating to the Victorian Government to develop new and upgraded primary and secondary schools		
Identify need for new schools annually and advocate to the Victorian Government and local MPs for the allocation of funding in the state budget.	Continued advocacy for the acquisition of new school sites to support our communities. Continue in planning with the Department of Education and Training for the acquisition of new school sites and their design within new subdivisions to support new communities. Precinct Structure Plans include identification of school sites to support future communities.	<b>Achieved</b>
We will do this by advocating to the Victorian and Australian governments for post-compulsory and vocational training that meets the needs of local employers and residents		
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 the civic centre. Design process for hub underway with Design Inc. Design process has been completed and advocacy sheets updated to inform lobbying activities.	<b>Achieved</b>
We will do this by supporting learning opportunities for all ages and abilities		
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 U3As 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.	<b>Achieved</b>

We want improved health and wellbeing for all		
Action	Result	Status
We will do this by sourcing funding and delivering a range of initiatives that promote healthy living		
Deliver a range of healthy living initiatives in the shire with a focus on priorities set in Municipal Public Health and Wellbeing Plan.	<p>A key healthy living initiative has been the facilitation of the Bless Collective Food Van project. The initiative, led by Follow Church, supports vulnerable people in the shire experiencing hardship. The food van provides meals twice a week at Bourke Park Pakenham on Tuesday and Thursday. The initiative also sees the co-location of Orange Sky mobile laundry service and Clean as Casper mobile shower on Thursday evenings. Participation has increased to over 60 people each week since commencement and includes a number of additional community service and volunteer groups providing supportive services.</p> <p>Council has partnered with Sustain: The Australian Food Network to establish the Cardinia Food Movement, a collective impact approach to increasing food literacy and security in the shire.</p> <p>Council partnered with Family Life, Victoria Police and University of Melbourne to deliver <i>Together We Can</i> – a collective impact initiative aiming to stop, prevent and end family violence in Cardinia Shire.</p>	<b>Achieved</b>
We will do this by reviewing existing, and developing new Municipal Public Health and Wellbeing plan		
Develop the annual action plan by November 2016 and commence development of the 2017–21 Municipal Public Health and Wellbeing Plan (MPHWP). Ensure the new priorities align with the Victorian Health and Wellbeing Plan but also reflect local needs and priorities.	The 2016–17 MPHWP action plan has been implemented. A Partnership Steering Group was established to guide the development of the new MPHWP, entitled <i>Cardinia Shire's Liveability Plan 2017–29</i> . An innovative framework was adopted based on liveability research undertaken by University of Melbourne. Community consultation was completed in February 2017 and the draft liveability plan was available for public exhibition from June 2017. The final plan will be endorsed at the September 2017 Council Meeting.	<b>Achieved</b>
We will do this by reviewing community health and wellbeing issues		
Undertake social health research with communities in the growth and rural areas of the shire.	Social health research undertaken in the rural areas was completed in July 2016 to complement research undertaken in the growth areas in 2015. A health and social	<b>Achieved</b>

	<p>data profile was developed in partnership with the Liveability Plan Steering Group to inform the development of the <i>Liveability Plan 2017-29</i>. From these two pieces of work, seven health and social priorities were identified for Cardinia Shire including:</p> <ul style="list-style-type: none"> <li>• mental health and wellbeing</li> <li>• social cohesion</li> <li>• safety</li> <li>• obesity</li> <li>• financial vulnerability</li> <li>• family violence</li> <li>• harm from tobacco, alcohol, drugs and gambling.</li> </ul> <p>Fact sheets summarising data on each of these priority areas are available on Council's website.</p>	
We will do this by supporting children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities		
<p>Identify the outcomes for vulnerable and 'at risk' children being achieved through the work of the Area Partnership. Ensure 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.</p>	<p>Work has progressed on the health and wellbeing of children receiving out-of-home care. 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 on a second priority area; 'Non-School Attendance by young people'.</p> <p>Aligned Leisure has provided vouchers to out of home care providers to increase children and young people's participation in sport/recreation locally.</p> <p>Other strategies will be explored based on forum with case managers in 2017-18.</p>	<b>Achieved</b>

### We want variety of recreation and leisure opportunities

Action	Result	Status
We will do this by providing active and passive recreational facilities to meet the needs of our residents		
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.	<b>Achieved</b>
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.	<b>Achieved</b>
Pepi's Land, Emerald Master Plan – develop boardwalks, pathways and bird hides around dam.	Planned revegetation work at Pepi's Land is ongoing.	<b>Achieved</b>

Stage 2 Regional Soccer Facility, Henry Road, Pakenham – commence construction of pavilion and synthetic playing surfaces as identified in master plan.	IYU Recreation Reserve – Synthetic surface construction completed. Pavilion completed.	<b>Achieved</b>
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.	<b>Achieved</b>
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.	<b>Achieved</b>
Heatherbrae Recreation Reserve, Officer – complete project by finalising the construction of the pavilion.	Completed and officially opened 24 March 2017.	<b>Achieved</b>
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.	<b>Ongoing</b>
Refurbish the Chandler Reserve pavilion, Avonsleigh in accordance with Council's Facility Standards.	Completed and officially opened 18 March 2017.	<b>Achieved</b>
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 distributed. Council's Environment team 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 landholders along Cannibal Creek.	<b>Achieved</b>
Implement actions identified in <i>Equestrian Strategy</i> (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.	<b>Ongoing</b>
Officer Secondary College indoor stadium – complete construction.	Construction completed and facility in use. The facility will be officially opened in 2017-18.	<b>Achieved</b>
Deep Creek Reserve, Pakenham master plan – design development. Undertake earthworks and drainage using contributed fill.	Master plan complete. Grant funding from the Growing Suburbs Fund (GSF) has been successful. Earthworks contract has been awarded and works have commenced.	<b>Achieved</b>
Design and construct extension to the Cardinia Reserve pavilion to ensure it complies with Council's facility standards.	Works complete and building officially opened.	<b>Achieved</b>
We will do this by increasing opportunities for our residents to participate in a range of sport, recreation and leisure activities		
James Bathe Reserve, Pakenham – undertake detailed design for civil works at the reserve.	Detailed civil design completed. Architect engaged pavilion design underway.	<b>Achieved</b>

On adoption by Council, advocate for external funds to assist with the implementation of the priorities of the <i>Cardinia Shire Pedestrian and Cycle Strategy</i> .	Council sought \$5 million in March 2017 for the Princes Highway pedestrian path from the Victorian Government through the Growth Area Infrastructure Contributions fund (GAIC). Draft strategy presented to Council in June and to again be considered in August 2017. \$1 million from the Australian Government and \$545,000 from the Victorian Government received for the multi-use trail.	<b>Achieved</b>
Identify and purchase land to accommodate a permanent home for Pakenham Auto Club and Koo Wee Rup Motorcycle Club.	Land purchased.	<b>Achieved</b>
Subject to the acquisition of the land, Council to commence appropriate planning scheme amendments to permit the permanent accommodation of Pakenham Auto Club and Koo Wee Rup Motorcycle Club.	Awaiting response from Minister. Planning scheme amendment documentation prepared.	<b>Ongoing</b>
Finalise land purchase of James Bathe Reserve.	Land purchase completed.	<b>Achieved</b>

### We want increased awareness of safety

Action	Result	Status
We will do this by working with the police, the Victorian Government and the community to improve community safety in homes, businesses, public places and roads		
Support implementation of family violence projects in the shire at local, regional and state levels including Challenge Family Violence project, Together We Can initiative and White Ribbon Accreditation.	<p>Regional Management Forum (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.</p> <p><i>Together We Can</i> year of action 2016-17 progress report completed. The governance group was successful in a grant application for \$100,000 to the Department of Premier and Cabinet submitted in partnership with Family Life, University of Melbourne and Victoria Police to implement community-led family violence initiatives for 2017-18.</p> <p>Council successfully accredited as a White Ribbon organisation. White Ribbon Day event held on 25 November with over 500 residents participating in the activities held at Pakenham Hall and the march through Main Street, Pakenham. Other activities included 16 days of activism through social media, coffee cups at cafes with key messages on stopping family violence, and posters displayed at local venues and community facilities.</p>	<b>Achieved</b>

	<p>Hosted afternoon tea for World Elder Abuse Awareness Day on 15 June at civic centre for Council staff, which was promoted in the <i>Pakenham Gazette</i>. Gary Ferguson from Seniors' Rights Victoria presented on Elder Abuse and Jenny Pace from Monash Health provided help and advice on power of attorney.</p> <p>Council was successful in securing a \$5,000 grant from the Department of Environment, Land, Water and Planning (DELWP) to deliver the Listen, Learn and Lead Program, which assesses and creates an action plan to address gender equality in local government.</p>	
Refer planning applications to Victoria Police for comment on Crime Prevention Through Environmental Design (CPTED) and traffic safety issues.	Crime Prevention Through Environmental Design (CPTED) is considered in all planning applications.	<b>Achieved</b>
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 has developed a dynamic action plan. An Alcohol and Other Drugs Action Group and a Mental Health Alliance have also formed and are meeting monthly.	<b>Achieved</b>
We will do this by improving awareness of township safety		
Facilitate community fire safety education programs and support Community Fireguard groups in fire-prone areas. Review and update the <i>Municipal Emergency Management Plan</i> and <i>Municipal Flood Emergency and Relief and Recovery Plan</i> .	<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 <i>Planning for Emergencies</i> video series was a finalist in the Fire Awareness Awards 2016. Ready2Go (supported by Council) was a winner in the Access and Inclusion category.</p> <p>During the last fire danger period Council promoted Country Fire Authority (CFA) information relating to fire awareness.</p>	<b>Achieved</b>
<b>We want the impact of emergencies minimised</b>		
<b>Action</b>	<b>Result</b>	<b>Status</b>
We will do this by implementing plans that support people in times of emergency		
Exercise the various elements of Cardinia Shire Council's Municipal Emergency Management arrangements to ensure its relevance to its risk	Development and review of these plans has been continuing throughout the year with plans being presented at Senior Leadership	<b>Achieved</b>

<p>profile through:</p> <p>Developing:</p> <ul style="list-style-type: none"> <li>• <i>Municipal Flood and Storm Emergency Plan</i></li> <li>• <i>Municipal Pandemic Plan</i></li> <li>• <i>Municipal Animal Welfare Plan</i></li> <li>• <i>Municipal Emergency Communications Plan</i>.</li> </ul> <p>Reviewing:</p> <ul style="list-style-type: none"> <li>• <i>Municipal Fire Management Plan</i> (subject to guidance from Victorian Government).</li> </ul> <p>Assisting:</p> <ul style="list-style-type: none"> <li>• Victoria Police with Emergency Traffic Modelling.</li> </ul>	<p>Team (SLT) and endorsed through the Municipal Emergency Management Planning Committee.</p>	
<p>We will do this by implementing effective plans and procedures that minimise the impact of emergencies in the shire</p>		
<p>Develop the Settlement Protection Policy in consultation with Councillors and key community stakeholders.</p>	<p>Scope has been completed, 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. Candling has commenced in Garden City Estate in Cockatoo.</p>	<p><b>Achieved</b></p>
<p>We will do this by protecting against risk through effective bushfire and flood preparation</p>		
<p>Work with VICSES to convert the risk profile for all hazards to the Community Emergency Risk Assessment (CERA) framework.</p> <p>Develop fuel management strategy of the Season Preparation Plan.</p>	<p>Workshops were conducted to review the Community Emergency Risk Assessment for communities and risks across the municipality.</p>	<p><b>Achieved</b></p>

### ***Together We Can year of action***

The *Together We Can* initiative is one of Council's major partnership collaborations with Family Life, the University of Melbourne and the Australian Government's Department of Social Services. This initiative has brought about real change in the community through uniting and educating the community to reduce, prevent and end family violence.

As a result of the actions arising from the community convention in April 2016, the *Together We Can* Year of Action and pledge campaign were launched in July 2016. At the launch event, *Together We Can* ambassador and family violence survivor Kristy McKellar spoke of her pride to be an ambassador for the cause and to work with Council, Family Life and other support services to listen to victims of family violence and inform community leaders to take action. The pledge was a public declaration that family violence was not acceptable in Cardinia Shire and the community was committed to making change.

The work of this initiative is paying dividends already, with latest crime statistics revealing an 11 per cent decrease in the rate of family violence incidents reported to police across Cardinia Shire. During the period January to December 2016, Cardinia Shire experienced a rate of 1,436 family violence incident police callouts per 100,000 population; down from 1,608 during the same period of the



previous year, as reported in April 2017 by the Crime Statistics Agency. Cardinia Shire was the only Local Government Area (LGA) in the Southern Metropolitan Region to have recorded a decrease in the rate of family violence offences during this time. Council strongly believes that this is, in part, is a result of the combined efforts of the collective impact initiative Together We Can, and changes in the focus of governments and local organisations to actively stop, prevent and end family violence in Cardinia Shire.

Throughout this past year:

- Cardinia Shire and *Together We Can* launched the first *Together We Can* Year of Action – July 2016
- the late Honourable Minister Fiona Richardson, the first Australian Minister for the Prevention of Family Violence, visited Cardinia Shire in support of our local effort to end family violence – 2 August
- an increased number of Family Violence packages were made available to residents through Windermere and other service providers
- the number of ‘warm-referrals’ increased due to strong family violence local networks
- community awareness sessions were held with many community groups and services, including township committees, Scouts, Rotary and other networks
- Cardinia Shire Council and Outlook became White Ribbon Accredited organisations
- 254 people signed the *Together We Can* pledge and around 140 people became members of the *Together We Can* Facebook group
- Council’s Maternal and Child Health Nurses received Trauma Informed Practice Training – September 2016
- local businesses were provided information to help them build family violence policies and procedures into their workplace practices
- ‘Respect’ posters (with HELP phone numbers) were distributed to local sport and recreation clubs
- under a media partnership arrangement with *Together We Can*, Star News Group and Council’s *Connect* magazine promoted 55 public awareness messages to the community
- the Community Advisory Committee, led by victim, survivor and ambassador Kristy McKellar was established.

The latest crime statistics reposition Cardinia Shire from the second highest, to the fourth highest rate in the Southern Metropolitan Region. However, a report from November 2016 showed that Cardinia Shire has the highest number of recurring victims in Victoria and under-reporting is estimated to be at around 30 per cent of all cases. Council recognises that as a community we have a long way to go but these changes show we are headed in the right direction. It is important that our governments, local organisations, businesses, and our community continue to collaborate, advocate and motivate each other. Together we can stop, prevent, and end family violence in Cardinia Shire.

### **Safer communities**

Council has continued its strong emphasis on working to cultivate safer communities throughout 2016–17. Council believes it requires a collaborative community response to address safety issues across the municipality. The Cardinia Safer Communities Strategy provides a framework for implementing solutions that aim to improve safety and perceptions of safety in the shire.

The most recent Crime Statistics Agency report revealed that overall reported offences are down by 11.8 per cent in the Cardinia Shire Local Government Area (LGA). In total, 915 fewer offences occurred in the 12-month period from April 2016 to March 2017 than the previous year. Strong partnerships between Council, Victoria Police, other agencies in the public safety domain and prominent community groups, such as Cardinia Neighbourhood Watch, have been integral to this result.

During 2016–17, the Safer Communities Strategic Committee was formed and is now meeting quarterly; the Crime Action Group was established late in 2016 and continues to meet and has



developed a dynamic action plan. An Alcohol and Other Drugs Action Group and a Mental Health Alliance were also formed and are meeting monthly.

Chaired by Victoria Police, the Crime Action Group is working towards reducing crime rates, improving social inclusion, increasing community participation and addressing antisocial behaviour. This group is currently focusing on crime among and impacting young people, who are over-represented in crime statistics as both offenders and victims of crime. Working to increase recreational opportunities and advocating for improved alternative education options are some of the ways the group aims to address the factors that cause young people to become involved in criminal activities.

In addition, Council has implemented improvements through environmental design at a number of locations to diminish crime and anti-social behaviour and encourage community recreation and participation. Pakenham's Bourke Park has been equipped with a CCTV network of surveillance cameras providing coverage of the park, and with a grant from the Victorian Government, Council has installed 13 new lights, a three-phase power outlet, and landscaping to improve passive surveillance and community safety.

### **Emergency planning and management**

Emergency planning and management is another critical area in building safer communities as it helps communities to prepare for safety, other risks and the subsequent consequences of emergency events. Cardinia Shire has a long history of flooding and bushfires that have resulted in property loss and damage, stock loss and even loss of life. To address these risks, Council has invested time in developing a number of new strategic plans, including the *Municipal Flood and Storm Emergency Plan*, *Pandemic Plan*, *Animal Welfare Plan*, and *Emergency Communications Plan*. These plans were presented to Council's Senior Leadership Team in 2016-17 and both the *Municipal Flood and Storm Emergency Plan* and the *Pandemic Plan* have been adopted. The remaining work will be presented to the Municipal Emergency Management Planning Committee for adoption in 2017-18.

Council has also developed a 10-year prescribed burning plan and has been working with Community Fireguard groups through the Municipal Fire Management Planning Committee to promote fire awareness and planning. During the 2016-17 fire danger period Council promoted Country Fire Authority (CFA) information relating to fire awareness and delivered the *Planning for Emergencies in Cardinia Shire* six-part video series in 2016. The video series was nominated as a finalist in the Fire Awareness Awards 2016 and received the Bronze award in the Campaign category at the 2016 International Safety Media Awards (see page 35).

### **Major recreation projects**

Cardinia Shire Council genuinely values the role sport plays in the community, from providing opportunities for social engagement and mateship, to encouraging young people to take up physical activity and set goals. In consultation and collaboration with local sporting groups across the shire, Council completed the following major recreation reserve projects during 2016-17.

Project description	Funding investment	Status
<b>Bunyip Recreation Reserve netball and tennis pavilion, Bunyip</b> New multi-use pavilion with home and away change rooms, accessible toilet, social spaces, umpires' change room, office, kitchen, and storage space.	\$820,000 – jointly funded by Council and Sport and Recreation Victoria's Community Sports Infrastructure Fund – Female Friendly Facilities category.	Officially opened March 2017
<b>Cardinia Recreation Reserve pavilion extension, Cardinia</b> Existing pavilion extended and refurbished to meet accessibility requirements. Now includes: new change rooms and improved toilets, accessible change space, new	\$810,000 – fully funded through Council's Capital Works Program 2015-16.	Officially opened December 2016

Project description	Funding investment	Status
kitchen/canteen, referees rooms and additional storage.		
<p><b>Chandler Recreation Reserve pavilion extension and upgrade, Emerald</b>            Extended pavilion to include second storey, providing a larger function area, kitchen, office, storage areas and toilet facilities.</p> <p>Existing change rooms and toilet facilities were refurbished, and the canteen, umpires' room, public access toilet and storage space upgraded.</p>	<p>\$807,000 – pavilion extension jointly funded by the Australian Government, Council, and Emerald Sporting Club and Recreation Reserve Committee.</p> <p>\$843,000 – upgrades to change rooms and existing pavilion fully funded by Council.</p>	Officially opened in March 2017.
<p><b>Heatherbrae Recreation Reserve pavilion, Officer</b>            New pavilion with change and umpires' rooms, social, meeting and storage spaces, kitchen, offices and a full suite of facilities catering to football, cricket, tennis, and netball</p> <p>Commencing in 2014, Council has also constructed two football and cricket ovals, with flood lights, as well as two netball courts, two cricket nets, a half-court basketball court, play space, public table tennis table and a tennis hit-up wall. The facility also includes car parking, associated roadways and wetlands area.</p>	\$2.767 million pavilion project forming part of the complete \$6.9 million project – jointly funded by Council's capital works program, the Victoria Government's Growing Suburbs Fund, and Sport and Recreation Victoria's Community Facility Funding Program Major Facilities.	Officially opened March 2017
<p><b>IYU Recreation Reserve – Stage 2, Pakenham</b>            The premier regional soccer facility now includes a new pavilion, an all-weather synthetic soccer pitch and floodlighting. An interactive public art piece (table tennis table) was also installed in 2017.</p> <p>Previous works in Stage 1 of the development (June 2016) provided a full-sized senior soccer field, multi-use pitch, playground, half-court basketball court, and gravel parking.</p>	Complete \$7 million project – jointly funded by Council, and the Victoria Government's Growing Suburbs Fund, and Sport and Recreation Victoria.	Works completed in June 2017

Council also made milestone progress on three other major projects throughout the year as detailed below. For more major projects, see *Major projects* from page 13.

Project description	Works commenced	Funding investment
<p><b>Deep Creek Reserve – Stage 1</b>            48-hectare Greenfield site at Cameron Way, Pakenham.</p>	<p>Preliminary site works commenced June 2017.</p> <p>Preparing the site for construction, these works include weed removal, drain improvements, protection of native vegetation, and other bulk earthworks.</p>	Jointly funded by Council's capital works program over the next five years (\$7.5 million) and the Victorian Government's Growing Suburbs Fund (\$2.825 million).
<p><b>Lang Lang Community and Recreation Precinct – Stage 1</b>            36-hectare greenfield site at the intersection of Soldiers Road and Caldermeade Road.</p>	<p>Stage 1, preliminary site works commenced April 2017.</p> <p>Preparing the site for access, preliminary earthworks, services, playing field construction, and lighting.</p>	Jointly funded by Our Community Bank Ltd (Lang Lang Community Bank Branch of Bendigo Bank) (\$3 million) and Council (\$9.8m).

Project description	Works commenced	Funding investment
<b>Cockatoo to Gembrook multi-use trail</b> 6.5km multi-use trail, extension of the Emerald–Cockatoo trail through to Gembrook.	Tenders were advertised 13 May to 6 June 2017 and contract will be awarded in July 2017.  Construction will commence August 2017.	Jointly funded with grants from the Department of Infrastructure (\$1 million) and the Victorian Government's Growing Suburbs Fund (\$545,000).

## Challenges

Cardinia Shire Council is facing challenges associated with rapid population growth and urban sprawl, dietary-related illness, and transport, to name a few. Over the next 10 years, we expect the population to increase by almost 50 per cent, adding to the demand on our community infrastructure and services, and placing greater importance on a holistic approach to sustainably managing and planning for this growth.

Along with the challenges presented by reduced revenue through rate capping and cost shifting, effectively managing population growth continues to be a major focus for Council this year. As one of the state's fastest growing municipalities, Cardinia Shire has up to 40 new families moving into our shire each week with the largest proportion of the population (by age) being aged four years or under. For these reasons it is crucial that Council continue to advocate for and work in partnership with other levels of government and organisations to deliver community services and facilities that will cater to the specific needs of this demographic.

Cardinia Shire's newest early learning centre, Arena Child and Family Centre in Officer, officially opened in April 2017. The \$2.7 million project was jointly funded through Council's capital works budget (\$2.135 million) and grant support from the Victorian Government's Department of Education and Early Childhood Development (\$650,000). Offering maternal and child health, pre-kindergarten, kindergarten and extended after care services, the new centre provides a hub for families and young children to connect and grow together, enjoy social contact, access support and expertise, and take part in a wide range of programs and activities. An extensive engagement and consultation process with the community, service providers, maternal and child health staff, and early year's facilitators, ensured that this facility will meet the needs of our expanding community. In the next 12 months Council will look to measure the uptake and effectiveness of the 'wrap-around model' of support used at the Arena Child and Family Centre and commence the construction of another Integrated Children's Centre at Comely Banks (interim name: Gum Scrub Creek Integrated Child and Family Centre).

In May 2017, Council partnered with Monash Health to deliver the new Pakenham Health Centre, addressing the mounting demand on health services due to population growth in the area. Developed to meet varied health needs, the centre delivers a suite of community-based, medical and allied health services from one central location. The \$6.2 million project was funded by the Victorian Government through a grant application by Council to the Department of Environment, Land, Water and Planning (\$1 million) and another grant application by Monash Health to the Department of Health (\$5.2 million). Council provided the land and building at the former municipal offices in Henty Way, Pakenham, to Monash Health on a lease agreement and Monash Health operates the centre.

This facility has been designed to meet the needs of both existing and new residents and has the flexibility to respond to the changing needs of our growing community. Among the services provided, the range of prenatal, neonatal and maternal child health services located under the one roof is a much needed amenity; particularly given an average of 120 babies are born in our shire each month, and a record 172 babies were born in March 2017. It also houses a number of mental health services for our community – removing the need for our residents to travel outside the shire to access these vital services.

## Looking forward

Council has continued to invest in sporting and recreation facilities to provide opportunities for the growing population, particularly in the growth corridor. Having commenced earthworks in 2017, Council expects to start construction during 2017–18 at Deep Creek Reserve, Pakenham, and Lang Lang Community and Recreation Precinct, Lang Lang. Progress continues on implementing the priorities of the *Cardinia Shire Pedestrian and Cycle Strategy* with the construction of the Cockatoo–Gembrook multi-use trail scheduled for August 2017. Council will also prepare to commence civil works for ovals and car parks at James Bathe Recreation Reserve, Pakenham, and commence construction of netball courts, car parking and pavilion at Pepi's Land, Emerald.

Following extensive consultation and development of *Cardinia Shire's Liveability Plan* in 2016–17, Council will adopt and launch the plan by December 2017. This plan will span 2017–21 and will set the course for many of Council's health and wellbeing-related endeavours. Hence, a strong focus moving into the new *Council Plan 2017–21* will be to develop strategies and plans that align to the *Liveability Plan*. This includes the development of the integrated *Child, Youth and Family Strategy 2017–21*, which will support key priorities to ensure that children, young people and families are safe, healthy and happy, connected, realising their potential, and achieving economic wellbeing. In addition, Council will coordinate health and wellbeing initiatives across the shire, including establishing a Mental Health Working Group, and launching the Food Circles collective impact initiative to enhance food security and literacy within the community.

Council will continue its work to build a safer community and improve perceptions of safety and risk mitigation in the community. In 2014, Council adopted the World Health Organisation's International Safe Communities model – an internationally-recognised, evidence-based, best practice model premised on collaboration, partnerships and community capacity building to reduce injury and enhance safety. Throughout 2016–17, Council partnered with multiple agencies, organisations and groups to implement the *Cardinia Safer Communities Strategy*, and will continue to work towards achieving designation as an International Safe Community through the World Health Organisation's accreditation process in 2017–18. Only a small number of municipalities across Australia have achieved this designation (14), and upon designation Cardinia Shire would be the third International Safe Community in Metropolitan Melbourne and the fourth in all Victoria.

## Performance indicators

### Aquatic facilities

Service indicator	2014–15	2015–16	2016–17	Material variation
Service standard Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities]	2.00	3.00	2.40	Variance attributable to milder summer causing shorter swim season for outdoor pools and no inspection outcomes requiring additional inspections.
Health and safety Reportable safety incidents at aquatic facilities [Number of WorkSafe reportable aquatic facility safety incidents]	0.00	0.00	1.00	
Service cost Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received/Number of visits to indoor aquatic facilities]	-\$0.42	-\$0.45	-\$0.21	Council has a guaranteed contract for the operation of its Indoor Aquatic Facility. A changeover of facility management occurred for the 2016–17 financial year.

Service indicator	2014-15	2015-16	2016-17	Material variation
Service cost Cost of outdoor aquatic facilities [Direct cost of outdoor aquatic facilities less income received/Number of visits to outdoor aquatic facilities]	\$13.23	\$11.70	\$10.49	A change in facility management contractors saw slightly different operating parameters.
Utilisation Utilisation of aquatic facilities [Number of visits to aquatic facilities/Municipal population]	9.78	9.73	6.26	The facility management at Cardinia Life changed to a new contractor on the 1 July 2016. As part of the new contract, people counter hardware was installed at the centre in September 2016. While membership numbers have remained steady, the people counter hardware provides a more accurate reflection of attendances at aquatic facilities.

### Animal management

Service indicator	2014-15	2015-16	2016-17	Material variation
Timeliness Time taken to action animal management requests [Number of days between receipt and first response for all animal management requests/Number of animal management requests]	-	7.28	4.02	Change to the CRM system and increased focus on first response updates.
Service standard Animals reclaimed [Number of animals reclaimed/Number of animals collected] x100	43.38%	34.99%	49.61%	This measure now includes animals registered on release from the pound, not just animals that were registered when collected then impounded.
Service cost Cost of animal management service [Direct cost of the animal management service/Number of registered animals]	\$26.39*	\$30.89	\$28.69	
Health and safety Animal management prosecutions [Number of successful animal management prosecutions]	15.00	22.00	26.00	This increase reflects a higher number of attacks reported to Council during the reporting period. The increase does not appear to be caused by any change of Council process or practice.

### Food safety

Service indicator	2014-15	2015-16	2016-17	Material variation
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Service indicator	2014-15	2015-16	2016-17	Material variation
<p>Timeliness</p> <p>Time taken to food complaints [Number of days between receipt and first response for all food complaints/Number of food complaints]</p>	-	1.52	2.06	<p>From 1 July 2016, 'Time taken to action food complaints' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.</p> <p>Several cases have been recognised to have been reported by customers late on a Friday afternoon. If determined not to be of immediate risk, the complaint is dealt with on the Monday morning. The complaint is then registered as 4 days to initiate action causing increase to the average. Data is not indicative of any decrease in responsiveness.</p>
<p>Service standard</p> <p>Food safety assessments [Number of registered Class 1 food premises and Class 2 food premises that received an annual food safety assessment in accordance with the Food Act 1984/Number of registered Class 1 food premises and Class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100</p>	100%	100%	100%	
<p>Service cost</p> <p>Cost of food safety service [Direct cost of the food safety service/Number of food premises registered of notified in accordance with the Food Act 1984]</p>	\$336.35*	\$331.63	\$305.19	
<p>Health and safety</p> <p>Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</p>	100%	100%	100%	<p>From 1 July 2016, 'Critical and major non-compliance outcome notifications' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.</p>



**Libraries**

Service indicator	2014-15	2015-16	2016-17	Material variation
Utilisation Library collection usage [Number of library collection item loans/Number of library collection items]	7.89	7.28	7.69	
Resource standard Standard of library collection [Number of library collection items purchased in the last five years/Number of library collection items] x100	79.83%	76.22%	73.79%	
Service cost Cost of library service [Direct cost of library service/Number of visit]	\$2.84	\$3.75**	\$4.55	The overall cost of service has changed due to increase in CPI, service and supply costs. There has been a small decrease in the number of physical visits to our library branches; however, virtual visits which are not included in this metric have increased. This demonstrates change in the way the community is using library services. It is worth noting the average cost per visit to CCL remains at the low end of the expected range of \$3 - \$15 for Measure LB3.
Participation Active library members [Number of active library members/Municipal population] x100	14.51%*	13.48%	12.44%	

**Maternal and child health (MCH)**

Service indicator	2014-15	2015-16	2016-17	Material variation
Satisfaction Participation in first MCH visit [Number of first MCH home visits/Number of birth notifications received] x100	103.23%	101.86%***	99.45%	
Service standard Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received)/Number of birth notifications received] x100	100%	100.26%***	100.74%	
Service cost Cost of MCH service [Direct cost of MCH service/Hours]	-	\$65.49	\$62.97	

Service indicator	2014-15	2015-16	2016-17	Material variation
worked by MCH nurses]				
Participation Participation in the MCH service [Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service] x100	76.76%	75.34%***	74.52%	
Participation Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year)/Number of Aboriginal children enrolled in the MCH service] x100	72.78%	69.83%***	71.86%	

\* The 2014-15 results for *Cost of animal management service*, *cost of food safety service*, and *Active library members* have been updated from \$23.27, \$252.26 and 19.32% respectively. The results were erroneously calculated in the 2014-15 Annual Report.

\*\* The 2015-16 result for *Cost of library service* has been updated from \$2.91. The results were erroneously calculated in the 2015-16 Annual Report.

\*\*\* In 2016 there was an initiative to transition the majority of Victorian councils offering Maternal and Child Health services to a new database. The database was not expected to provide reliable information until the end of September 2016. Therefore, Council was unable to report this data in the 2015-16 Annual report.



## Our community

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

We want our diverse community requirements met		
Action	Result	Status
We will do this by monitoring and researching demographic trends to assist in planning for residents needs		
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.	<b>Achieved</b>
We will do this by promoting access to a mix of housing types to cater for the varying needs of people		
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 underway with regard to developing affordable housing in the shire.	<b>Achieved</b>
We will do this by supporting opportunities for participation in a diverse range of artistic and cultural pursuits and tourism		
In conjunction with the Public Art coordination team, deliver public art works at prominent sites across shire, focusing on Central Ward.	Artwork in Main Street, Pakenham completed and officially unveiled May 2017.	<b>Ongoing</b>
Cardinia Arts Facility – design the facility.	Detailed design completed.	<b>Achieved</b>
Cardinia Arts Facility – seek external funding to support the construction program.	Discussion held with the Victorian Government regarding Growth Area Infrastructure Contributions (GAIC) funding in March 2017.  Funding of Stage 1 listed as a priority project for Cardinia Shire as part of the advocacy by the Interface Councils Group. Council plans to apply for \$4 million in grant funding under the Victorian Government's Growing Suburbs Fund in 2017-18.	<b>Achieved</b>

We want engaged communities		
Action	Result	Status
We will do this by promoting community participation in Council policy and strategy development		
Coordinate a range of community engagement activities in the shire. Undertake a Cockatoo	Community engagement phase completed for the Cockatoo collective impact project.	<b>Achieved</b>

collective impact initiative to meet community needs.	Community priorities and projects identified. Continuing to work with the steering committee to achieve outcomes and support initiatives. Final project meeting held in October 2016. Project actions now completed and handover to community occurred as planned.	
We will do this by embracing and supporting community leadership		
Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders.	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.	<b>Achieved</b>

We want increased levels of community participation		
Action	Result	Status
We will do this by promoting initiatives by the community and Council that connect and strengthen our communities		
Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised <i>Pedestrian and Bicycle Strategy</i> including continuation of footpath along the Princes Highway, Officer.	Council's annual footpath program is complete.	<b>Achieved</b>
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, Pakenham, into a multifunctional space with information in a range of languages, a small meeting area and three office cubicles.</p> <p>Another key priority in the action plan is social cohesion, which fosters cohesive communities and celebrates cultural and religious diversity.</p> <p>Supported Cardinia's Interfaith Network, with the Victorian Multicultural Commission, to produce a 2017 Celebration of Faith – Multifaith Calendar, which highlights world religions and their significant events throughout the year.</p> <p>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</p>	<b>Achieved</b>

	<p>faiths.</p> <p>Council hosted both Taste of Harmony and Refugee Week events.</p>	
<p>Implement actions in the Access and Inclusion Plan which include the development of an employment pathway program and one township access map.</p>	<p>Cardinia Access and Inclusion Advisory Committee completed its Annual General Meeting (AGM) with several new members commencing. All positions on the committee are filled.</p> <p>A township access map has been developed for Lang Lang.</p> <p>Council's Economic Development team participated in a forum with the minister talking about employment outcomes for all people, which also focussed on Outlook and the work it does with people, and promoted employment pathways for businesses to consider employing people with a disability.</p>	<b>Achieved</b>
<p>Implement actions identified in the Access and Inclusion Action Plan adopted in 2014 including initiate a volunteer matching program to provide people with disabilities with opportunities to volunteer at local sporting clubs.</p>	<p>Volunteer matching program on Council website was updated to include recreation volunteer opportunities.</p>	<b>Achieved</b>
<p>Implement the <i>Reconciliation Action Plan 2015-19</i> through the focus areas of relationships, respect and opportunities by increasing knowledge of Aboriginal culture across the organisation and community. Actions include to define when, where and how Welcome and/or Acknowledgement takes place and to consider appropriate signage/cultural symbols for Council infrastructure.</p>	<p>Council is working toward a more holistic and consistent approach to garnering respect, creating opportunities, and fostering genuine and accountable relationships towards reconciliation. Progress has been reported accordingly in October 2016 to Reconciliation Australia.</p> <p>Officers are continuing to build relationships with:</p> <ul style="list-style-type: none"> <li>• traditional custodians including Wurundjeri Tribe Council, BoonWurrung Foundation, and the Bunurong Land Council</li> <li>• the Local Aboriginal Network (LAN)</li> <li>• key Aboriginal organisations such as the Dandenong and District Aborigines Co-operative Ltd (DDACL) and Victorian Aboriginal Child Care Agency (VACCA)</li> <li>• community members</li> <li>• neighbouring local governments</li> <li>• Victorian 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.</li> </ul> <p>Work that has previously commenced on Welcome to Country and Acknowledgement to Country protocols is in review with</p>	<b>Achieved</b>

	<p>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.</p> <p>Council's second year action plan is on track and progress will be reported accordingly to Reconciliation Australia.</p>	
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 feedback derived from the Cockatoo Collective Impact project. Council's Open Space team is managing the master plan and will continue to work with the community to ensure feedback is considered wherever possible.	<b>Achieved</b>
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.	<p>Working with Cockatoo Collective Impact steering committee to explore all opportunities to support the Community Strengthening team in delivering identified projects including external funding. Regularly meeting with the group to deliver agreed outcomes. Actions identified by the community have been completed from Council's sphere of input.</p> <p>Information session regarding roads and footpaths delivered in February 2017 as requested.</p> <p>Community representatives will be involved in planning for the review of Alma Treloar Master Plan.</p>	<b>Achieved</b>
We will do this by recognising support and value volunteerism		
Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire.	Reception held in May 2017 and Stan Henwood Award winner announced.	<b>Achieved</b>
We will do this by strengthening Council's community engagement through development, implementation and promotion of an effective community engagement policy		
Review and update Community Engagement Framework and toolkit.	Community engagement policy and toolkits reviewed and updated. Policy framework and toolkit available on Council's website. Training being undertaken across the organisation with specialised support through the Community Engagement Facilitator role appointed in 2016.	<b>Achieved</b>

### **Disability Action Plan**

In accordance with Section 38 of the *Disability Act 2006*, Council is required to prepare a Disability Action Plan, and in compliance with the *Disability Amendment Act 2012* is required to report on the implementation of the action plan in its annual report.

Council has prepared and used the *Access and Inclusion (Disability) Action Plan (DAP) 2014–17* to reduce the barriers experienced by people with a disability, including attitudinal barriers, and promote equal and equitable access to Council services, programs, facilities and employment.

Throughout 2016–17, Council implemented the remaining seven actions within this plan:

- ensured an access and mobility consultant was appointed as a member of the consultant design team on all of Council's new facilities
- commissioned a AAA independent assessment during the design phase of priority access upgrades for all large projects
- worked with Marillac Disability Service to increase the participation of young people (12–17 years) with additional needs into holiday program activities
- initiated a volunteer matching program to provide people of all abilities with the opportunity to volunteer at local sporting clubs
- ensured consideration was given to persons with a disability or special needs in the *Municipal Relief and Recovery Plan*
- developed a township access map for Lang Lang
- developed an inclusive employment pathways program in partnership with local service providers for job placements and work experience.

With the launch of Council's new website this year, Council has further delivered on its commitment to provide equitable access to services and resources. The website adheres to the Web Content Accessibility Guidelines (WCAG2 AA accessibility guidelines) and offers all residents and website visitors opportunities to engage with Council in more ways than ever before. Aside from being able to make payments and obtain, complete, and submit forms online, website users can easily access information in plain English, in other languages via Google Translate, or using assistive technologies such as screen readers and magnifiers.

### **Cardinia Community Leadership Program**

Cardinia Shire Council recognises the significant contributions made by our community's local leaders, mentors, engaged citizens, passionate community groups, and committed volunteers. These people play an integral role in advocating for and supporting our community to be diverse, to grow, to change, and to be active.

As part of its commitment to embrace and support community leadership and engage communities, Council partnered with Leadership Victoria during 2016–17 to plan and launch the inaugural Cardinia Community Leadership Program. Launched in June 2017, this program will see 17 local community members encouraged and supported to grow their skills as community leaders, create new networks, and inspire local change. Through the program, participants will improve their ability to be knowledgeable, inspiring, and engaging community mentors with a focus on promoting health, wellbeing, connection and high participation in community life.

The large-scale impact of equipping our community leaders in this way, and empowering them to enact positive change, will be the strengthening of the democratic process with increased, broader participation on community advisory committees, community activities, groups, projects, volunteering, advocacy and in decision-making processes.

### **Community engagement through arts and culture**

Art has the immense power to engage people, reflecting the landscape, culture and history of the artist, and providing an opportunity for people to connect on a deeper level, with the ideas, stories, and visions shared in the artwork. As a proud sponsor and provider of public artworks, art and cultural events, and public shows and performances, Council recognises the noteworthy role that art plays in connecting and shaping a community and its culture.

Public art in particular provides an opportunity for anyone in the community to experience and engage with art, regardless of their background, education or financial circumstance. In 2016–17, through its annual public art program, Council commissioned and delivered the artwork *Mr Yakkerboo meets Blue* in Main Street, Pakenham. This piece was a great example of Council working with the community; the bronze and steel sculpture was conceived by artist Julie Squires who worked with local school children to create Mr Yakkerboo's scales. Mr Yakkerboo is the shire's famous bunyip-style swamp character and the blue heeler creatively references the shire's pastoral history.

Council has also continued to work towards delivering modern facilities that enable the community to come together to enjoy and engage with art, music, and culture, locally and affordably. During 2016–17, a planning permit was issued and design work commenced for the redevelopment of the Cardinia Cultural Centre, which will include a new flexible art space. The building was completed around 14 years ago and since this time both the community and the centre's business have matured to the extent that an expansion is required. Council has committed funds to this project in the 2017–18 capital works program and will also be seeking grant support from the Victorian Government.

### **Challenges**

As our shire continues to grow and change, Council's ongoing challenge is in providing timely and cost-effective infrastructure and services that meet the needs of our rapidly expanding population. From increasing use of our roads, pathways, recreation facilities, buildings and other infrastructure to the growing demands on health, kindergarten, waste management and other Council services, this necessitates innovation and planning that also takes into account the social and cultural impacts of population growth.

Advocating and working with other levels of government, Council encourages a collaborative approach to delivering all-inclusive facilities such as recreation precincts, health hubs and co-located education districts. Such projects provide for greater service provision, business and employment opportunities, as well as assisting and promoting health and wellbeing, and social linkages across our community.

Further, to help shape positive social and cultural change, Council has facilitated and participated in collective impact partnerships with organisations and community groups, such as in the Cockatoo Collective Impact initiative. Such partnerships work to empower and unite a community, enabling community members and Council to communicate and act on specific issues that matter to them. Given the financial constraints of a rate capping environment and the community's desire for greater engagement, these collective impact partnerships are a powerful tool for enacting change.

### **Looking forward**

Council will continue to advocate to and work with other levels of government for investment and development of core infrastructure and services. Over the next 12 months, Council will progress and deliver the annual major capital works program and continue developing precinct structure plans and township strategies which are inclusive in design, to support a planned approach to meeting the diverse needs of our growing community.

With a focus on effectively managing the social impacts of population growth, Council will look to implement the Cardinia Safer Communities Framework. This will provide a basis for planning and implementing programs, in partnership with key stakeholders, which will work to improve overall safety and social cohesion in Cardinia Shire.

Building on the strengths of the *Access and Inclusion (Disability) Action Plan 2014–17*, Council has developed a new plan – the *Cardinia Disability, Access and Inclusion Plan 2017–21*, which encompasses 30 actions that will:

- continue to improve Council's processes and procedures around access and inclusion for the benefit of people with a disability



- ensure Council's compliance with its legislative requirements
- affirm Council's leadership in the area of access and inclusion commitment and innovation.

With the early stages of development of *Cardinia Shire's Liveability Plan 2017-29* underway throughout the first half of 2017, Council will be in a position to review, adopt and begin implementing the plan in 2017-18. Outlining the primary areas of focus, key challenges, and strategic objectives, this plan will help guide Council and the community in improving the health and wellbeing of our residents into the future. Another initiative closely related to this work is the upcoming Food Circles Collective Impact project, which Council has partnered with Sustain Australia to deliver in 2017-18.

## Our environment

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

We want provision and maintenance of assets on a lifecycle basis		
Action	Result	Status
We will do this by maintaining all Council roads and supporting infrastructure in accordance with the <i>Roads Management Act 2004</i>		
Inspections and maintenance of the road network in accordance with the Road Management Plan (RMP). Enhanced monitoring and reporting of road conditions using new Maintenance Management System (MMS).	<p>All road and road-related assets are now maintained through the new MMS, REFLECT.</p> <p>A reporting framework has been established to monitor Council's performance against the requirements of the <i>Road Management Act 2004</i>. 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.</p> <p>This action is now completed.</p>	<b>Achieved</b>
We will do this by developing new and maintaining existing parks, gardens and reserves in a sustainable manner		
<p>Commence the delivery of first stage of the McBride Street (Cockatoo) laneway development.</p> <p>Complete infrastructure renewal/upgrade at Thwaites Park (Lang Lang), includes park furniture, feature fence and the rotunda.</p> <p>Complete infrastructure renewal of the picnic area in RJ Chambers Reserve (Upper Pakenham).</p> <p>Complete erosion control/vegetation renewal with Bob Burgess Reserve (Beaconsfield).</p>	<p>Infrastructure renewal works and upgrades have been completed at Thwaite Park, Lang Lang.</p> <p>Erosion control at Bob Burgess Reserve was investigated and no action was required on Council-managed land.</p> <p>Weed control has been completed as part of the peri-urban project to allow natural revegetation of indigenous species to occur.</p>	<b>Achieved</b>

We will do this by providing accessible facilities to meet identified community needs		
As part of the Council buildings plan, improve accessibility and meet enhanced <i>Disability Discrimination Act 1992</i> (DDA) requirements for 2016-17. The 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 2016-17 financial year, except Upper Beaconsfield preschool and Nar Nar Goon Community Centre have been completed. Upper Beaconsfield preschool will be finalised mid-July 2017. Nar Nar Goon Community Centre was not an identified project for the 2016-17 financial year and has subsequently been deferred to be addressed and completed as part of the 2017-18 financial year works.	<b>Achieved</b>
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.	<b>Achieved</b>
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 undercover canopy between existing amenities block and new administration centre (this stage will be completed over 2016-17 and 2017-18).	Tenders have been reviewed; recommendations identified and will be reported to Council at August 2017 Council meeting.	<b>Achieved</b>
Pakenham Health Centre – 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 re-developing the former civic offices in Pakenham. Construction of the Pakenham Health Centre 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.	<b>Achieved</b>
We will do this by managing Council's assets using a life-cycle approach that ensures adequate maintenance over the life of the asset		
Conduct a program of resurfacing playing surfaces at recreation reserves – Mountain Road Reserve (Cockatoo) – drainage, irrigation and shaping including athletics.	Works completed.	<b>Achieved</b>
Implement new detailed design guidelines for streetscape improvement on Council projects this year and subsequent years.	<i>Landscape Developer Guidelines</i> has been completed and endorsed by Senior Leadership Team (SLT). It was released and implemented in January 2017 and is available on Council's website.	<b>Achieved</b>



<b>We want transport linkages connecting towns</b>		
<b>Action</b>	<b>Result</b>	<b>Status</b>
We will do this by upgrading local roads to improve safety while considering the traffic demand		
Commence construction of the Lang Lang Bypass from Westernport Road to McDonalds Track, including Milners Road.	Tender documents and drawings for the bypass have been completed; however, developments with adjacent quarries have 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.	<b>Ongoing</b>
Construct McGregor Road, Pakenham, rail crossing and intersection upgrade, subject to successful advocating for external funding.	Discussions with Victorian Government representatives are 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.	<b>Achieved</b>
Implement the <i>Road Safety Strategy 2015-18</i> including undertaking consultation across the shire as part of the Victorian Government Speed Review Program.	Road safety strategy has now been endorsed. Speed zone reviews are currently underway in a number of locations including Bridge Road/Henry Road, Officer.	<b>Achieved</b>
We will do this by continuing the use of special charge schemes to finance road, drainage and footpath improvement programs		
Wadsley Avenue (Pakenham) – finalisation of scheme costs and statutory process.	The scheme process associated with Wadsley Avenue was completed in May and the finalisation infrastructure services report presented to Council.	<b>Achieved</b>
Consult and undertake the statutory process for the construction of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham).	Design details including cost estimates have been provided to land owners. Notice of intention report presented to the February 2017 Council meeting. Submissions were considered and declaration report presented to May 2017 Council Meeting. The declaration report was approved by Council and no objections received by VCAT after 28-day appeal period. Project can now proceed to construction phase.	<b>Achieved</b>
Construction of Wheelers Road, Maryknoll.	Tendered in January 2017, this project received limited submissions. The tender assessment recommended that the prices did not represent value for money and that the project be re-tendered in 2017-18 financial year.  The project was tendered in May and a report is being prepared for the August 2017 Council meeting.	<b>Ongoing</b>

We will do this by developing transport networks that incorporate effective public transport		
Advocate for a new 'park and ride' railway station facility in Officer.	Successfully advocated with VicTrack for this work.	<b>Achieved</b>
We will do this by prioritising multi-use pathways, where practicable, to create networks that connect destinations		
Cockatoo-Gembrook trail – prepare tender documentation for construction of the trail and complete land acquisition.	Tender documents were advertised and closed in June 2017. A report will be presented at the July 2017 Council meeting to engage a contractor. Works are on track for commencement in August 2017.	<b>Achieved</b>
We will do this by advocating for and facilitating improved public transport options and major arterial roads to help link employment, educational, recreational and retail activities between rural and growth areas		
Provide information when required to the Interface Councils Group and South Eastern Metro Integrated Transport Group as part of aiming to enhance the frequency and coverage of public transport in Cardinia Shire and the south-east region.	Information provided at the last quarterly meeting. Council officers will continue to provide relevant information throughout the year.	<b>Achieved</b>

#### We want an enhanced natural environment

Action	Result	Status
We will do this by adapting to the impacts of climate change by working in partnership with South East Council's Climate Change Alliance and State and Federal governments		
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).	<p>South East Councils Climate Change Alliance (SECCCA) has commenced work on the concept of developing a Zero Emissions Strategy (ZEST) for the south-east. The strategy would look at options for the south-east region of Melbourne to achieve zero greenhouse gas emissions.</p> <p>Work on the SECCCA ESD Matrix has commenced and the majority of SECCCA member Councils made a financial contribution to the program. Both these projects will continue into 2017-18.</p> <p>In partnership with South East Councils Climate Change Alliance (SECCCA) a new home advisory service was established in Officer. This service provides new home buyers with design tips and information to achieve homes that use less energy. The program is funded through a Victorian Government grant.</p>	<b>Achieved</b>

We will do this by reducing Council's energy consumption and help the community do likewise		
<p>Implement the <i>Aspirational Energy Transition Plan</i> including completion of the decorative street lighting retrofit with energy efficient lighting.</p>	<p>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 two years.</p> <p>In addition, a number of projects have begun and will continue into 2017-18, including:</p> <ul style="list-style-type: none"> <li>• schools solar systems program delivered in partnership with Bhive Group.</li> <li>• solar electricity system for the Emerald Library has been designed and an installer engaged</li> <li>• 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.</li> </ul>	<p><b>Achieved</b></p>
We will do this by promoting practices that result in reducing the amount of household waste going to landfill		
<p>Liaise with and support schools in the areas of waste minimisation, litter and recycling.</p>	<p>Council has collaborated with a local school on a litter prevention project and is preparing a waste minimisation tool kit in collaboration with our recyclables process provider for school education.</p> <p>In 2016, Council facilitated 22 sessions of the 'Beyond the bin' schools recycling incursions program, which received positive feedback from participated schools. Sessions covered the journey taken by recycled items from the bin and through the recycling process, as well as fun activities that reinforce important things to do and not do for correct recycling.</p>	<p><b>Achieved</b></p>
<p>Introduce flexible plastics recycling into the kerbside recycling collection.</p> <p>Continue and review initiatives including the provision of 80-litre garbage bins and subsidised compost bins.</p> <p>Continue Council's e-waste drop-off recycling and kerbside green waste collection service.</p>	<p>The implementation of a kerbside flexible plastics recycling service has now been delivered.</p> <p>In May, Council engaged a new contractor for an improved biannual green and hard waste service, which helped Council to achieve a record resource recovery rate of 29 per cent. The collection and recycling of the two new streams of couches and e-waste contributed to this increased rate, adding to the existing green waste, mattresses and steel that we previously collected and recycled.</p>	<p><b>Achieved</b></p>

Continue working with Metropolitan Waste Resource Recovery Group and Sustainability Victoria and partnering councils to advocate advances in resource recovery.	Council is continuing to work with the Metro Waste Group regarding resource recovery options, and landfill alternatives.	<b>Achieved</b>
We will do this by managing water in an integrated manner, including the reduction of potable water consumption by Council and households		
Implement the <i>Integrated Water Management Plan</i> including completing water-efficiency audits at Cardinia Life (Pakenham) and Cardinia Cultural Centre (Pakenham).	Implementation of IWMP over the past 12 months, including: <ul style="list-style-type: none"> <li>• completion of water audits of Cardinia Life and Holm Park</li> <li>• successful funding from Melbourne Water for a part-time Water Sensitive Urban Design Officer</li> <li>• Council continued to ensure Melbourne Water's Healthy Waterways and Bays document is taken into account in all developments</li> <li>• Tracking of utilities has been contracted to Smart Power.</li> </ul>	<b>Achieved</b>
We will do this by promoting water catchment management practices to improve the water quality of natural systems		
Liaise with water authorities to discuss mandated property connections.	Discussions with relevant authorities occur throughout planning process	<b>Achieved</b>
Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program and mandate property connection in 2016-17.	Council officers continue to meet and advocate with external water authorities – when assessing applications for Septics, if sewer is available it is compulsory to connect.	<b>Achieved</b>
We will do this by protecting and enhancing biodiversity by increasing the area of natural ecosystems across the shire		
Enhance biodiversity across the shire including liaising with Department of Environment, Land, Water and Planning (DELWP) 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 has been working with local friends group (Toomuc Valley Landcare) to undertake weed control and tree planting along the creek area. Holcim Quarries in collaboration with Council's Operations team has donated pipes and gravel to enable greater maintenance vehicle access over three drainage lines at the site. The Landcare group has been mowing the fire break prior to the site coming over to Council. Melbourne Water recently completed \$100,000 of works along the creek.	<b>Achieved</b>
We will do this by preserving and improving our bushland and natural environment by implementing weed management strategies and programs and continuing activities on high conservation bushland reserves and roadsides		
Improve high conservation roadsides by participating in the Emerald Star Bush Partnership.	This project received funding of \$47,000 to undertake education, on-ground works and scientific research to further conserve the Emerald star bush. This project is now complete, with the following being undertaken:	<b>Achieved</b>

	<ul style="list-style-type: none"> <li>weed control along Council roadsides and reserves containing Emerald star bush (ESB).</li> <li>signage developed and installed to educate the community about significant ESB sites.</li> <li>research and propagation of significant quantities of ESB</li> <li>the community has undertaken 400 volunteer hours on ESB conservation projects this financial year; including mapping, weed removal, community liaison, propagation and planting.</li> </ul>	
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### We want natural and built environments that support the improved health and wellbeing of our communities

Action	Result	Status
We will do this by planning and developing built environments that support improved health and wellbeing		
Advocate to implement the Healthy by Design framework into planning review processes.	A checklist has been prepared for use by planning staff in the assessment of planning applications. A planning scheme amendment is being undertaken to reference the Healthy by Design guidelines into the <i>Municipal Strategic Statement</i> .	<b>Achieved</b>
We will do this by raising awareness of the impact of our environment on health and wellbeing		
Deliver the Sustainability Expo in conjunction with local suppliers and exhibitors to be held in Pakenham.	In the past the Sustainability Expo successfully attracted a small and select cohort of the community predominantly already engaged in environmental sustainability activities. To address this and to engage with a more diverse cross-section of the community, rather than hosting an expo, Council has diversified its programs to include initiatives such as the Gardens for Wildlife Program, Indian Myna trapping program and online interactive indigenous plant guide.	<b>Achieved</b>

### We want to balance the needs of development, the community and the environment

Action	Result	Status
We will do this by reviewing the <i>Municipal Strategic Statement</i> and the <i>Cardinia Planning Scheme</i> regularly to ensure it continues to meet Council objectives		
Undertake an amendment of the <i>Cardinia Planning Scheme</i> to correct anomalies and streamline the scheme.	Planning scheme amendments are undertaken each year.	<b>Achieved</b>

We will do this by planning 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		
Complete planning scheme amendments for the <i>Pakenham East Precinct Structure Plan</i> .	Awaiting finalisation of precinct structure plan before commencement of planning scheme.	Ongoing
Introduce schedules for the new residential zones in Beaconsfield Upper.	Awaiting outcome of government review of residential zones.	Ongoing
Implement approved structure plans for the growth area. Progress acquisition of land required for district open space in the <i>Officer Precinct Structure Plan</i> .	Have identified land as part of precinct structure plan (PSP). Implementing PSP is undertaken through the planning permit process.	Achieved
Undertake review of the <i>Cardinia Road Precinct Developer Contributions Plan</i> .	Continuing the process to access content of developer contribution plan (DCP).  The final 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. This work is intended to be completed by November 2017.  Background work undertaken. Preliminary review of project list and scope of completed projects undertaken by Council. Scope of document review, process and resourcing of completion of project to be confirmed.  Draft process prepared end June for approval.	Achieved
Complete Pakenham East precinct structure plan/developer contributions plan.	Precinct structure plan to be finalised prior to DCP.	Ongoing
We will do this by providing for the sustainable development of rural townships while taking into account their existing character and community needs		
Review the <i>Emerald Township Strategy</i> .	Action deferred.	Deferred
Review the <i>Cockatoo Township Strategy</i> .	Action deferred. Review still being undertaken.	Deferred
Finalise <i>Tynong Township Strategy</i> .	Not progressing until Victorian Government supports development in the Green Wedge. Advice from the Planning Minister on Tynong strategy will be reconsidered once Western Green Wedge Action Plan (GWMP) is incorporated into the Cardinia Planning Scheme.	Achieved
Finalise the <i>Western Port Green Wedge Management Plan</i> and commence precinct structure amendment.	Planning scheme amendment was exhibited and planning panel heard submissions in late 2016.	Achieved

We will do this by ensuring the planning of rural (green wedge) areas protects and enhances important agricultural, environmental, natural resource, infrastructure and recreational values		
Prepare and adopt the <i>Western Port Green Wedge Action Plan</i> .	The Green Wedge Management Plan was adopted by Council in 2016. Panel hearing in early 2017.	<b>Achieved</b>

### **Statutory planning**

For 2016–17, Council issued 66 per cent of decisions within the ‘statutory timeframe’ (as determined by Department of Environmental, Land, Water and Planning). Although slightly lower than previous years, this is still higher than the metropolitan average (55%) and the growth area average (49%). The percentage has dropped primarily due to staff resources.

Council received 935 new planning applications in 2016–17, slightly down from 956 in the previous year. Eight planning application decisions were appealed to VCAT, up on 6 in 2015–16; of these, six findings were in favour of Council, a 75 per cent success rate. Furthermore, of the eight appeals, Council staff dealt with five, resulting in significant savings to Council in the order of tens of thousands of dollars.

Other achievements included:

- 2,183 statements of compliance for lots issued, significantly up on 1,854 the previous year
- 915 customer logged written requests processed, down from 1,018 the previous year plus 2,373 phone requests
- 229 report and consent applications processed, down from 232 the previous year
- 125 building regulatory matters inspected, down from 171 the previous year.

### **Environmental sustainability**

#### **Climate change projects**

During the year, Council partnered with South East Councils Climate Change Alliance (SECCCA) to deliver the new home advisory service in Officer. This service provides new home buyers with design tips and information to achieve homes that use less energy. The program is funded through a Victorian Government grant.

#### **Revegetation**

Council has supported community groups with grants and advocacy to implement conservation projects on eight private properties throughout the year. This included planting 13,300 indigenous plants and 2.4 kilometres of fencing to protect remnant vegetation. Over 2,000 indigenous plants have also been planted on Council public lands. In addition, Council’s new website included an online indigenous plant directory, which provides information about indigenous plant species, growing conditions, flower colour, plant size and photographs.

Council encourages residents to grow indigenous plants (those that occur naturally in a local area), as these plants require less maintenance and consume less water. Indigenous plants also provide valuable habitat for native animals and assist with weed control.

#### **School and kindergarten biodiversity program**

This year’s schools and kindergarten biodiversity program was a success and included four primary schools participating in the bush detectives program. This was the first time Council has delivered a biodiversity program to kindergartens. Participating schools received a visit by a licenced wildlife handler who introduced the basic concept of biodiversity and shared information about local indigenous animals. A follow-up visit from Landcare offered students a chance to carry out plantings. Kindergarten children received an interactive talk about plant germination and growth, the benefits



of plants as food and shelter for animals and insects, and engaged in activities including handling seed pods and using the senses of touch and smell to discover and plant new plants in their wildlife gardens.

### **Waste and resource recovery**

Council has continued to deliver waste and resource recovery services, provide waste and litter education and undertake service planning, strategy development and waste and litter related advocacy for the community.

Maintaining high quality service provision in keeping with the ever increasing household numbers is an ongoing service challenge. However, this year some new innovative waste and resource recovery services and contracts have been delivered, providing more opportunity to reduce waste to landfill.

From November 2016, a new kerbside flexible plastic service was introduced to every household in the shire. A first for metropolitan Melbourne, this innovative service was delivered through a partnership project with three other councils, with funding from SKM recycling and the Metropolitan Waste and Resource Recovery Group. The service allows residents to recycle flexible plastics such as plastic shopping bags, packaging, cling wrap, and other 'scrunchable' plastics, contained in a plastic bag in their yellow lidded recycling bin. The service has received considerable positive feedback and supplementary audits have revealed the service is well-used.

A milestone was achieved in approving and implementing new contracts for organic waste processing (green waste). This joint procurement project has been over five years in the making, seeing Cardinia Shire, along with the other south-east councils secure long-term organic waste processing across three contracts. Establishing these contracts paves the way for Council to explore ways to divert food waste from landfill, a key action within the draft waste and resource recovery strategy.

The draft waste and resource recovery strategy identified increased levels of illegally dumped rubbish as a significant issue within the shire. An action arising from this included a review of the dumped rubbish service and as a result, Council commenced trialling a contracted service from June. Faster collection times are expected, resulting in less waste and a cleaner and more amenable physical environment. The initial results have been promising and will allow Council to keep pace during peak service demand periods.

### **Roads and pathways**

Having undertaken consultation across the shire as part of the Victorian Government Speed Review Program, Council endorsed the *Road Safety Strategy 2015-18* and commenced speed zone reviews in a number of locations, including Bridge Road/Henry Road, Officer.

Providing timely and cost-effective infrastructure to meet the needs of the growing community is a constant challenge for Council. This is especially the case with ageing infrastructure and missing structures from pre-existing developments. In some cases, Council may employ a special rate and charge scheme to coordinate construction and fairly distribute, on a proportionately equitable basis, the cost of these essential infrastructure works between all benefiting landowners. This ensures residents have access to trafficable roads and constructed drains, electricity, water supply and sewerage infrastructure.

During 2016-17, Council focussed on two special charge schemes in particular:

- **Wadsley Avenue, Pakenham** – this scheme was completed in May 2017 and the finalised infrastructure services report, including final scheme costs, was presented to Council. Residents now benefit from the surfacing, pavement, kerb and channel, footpath and underground drainage implemented to approximately 100 metres of Wadsley Avenue, south of Rogers Street.
- **O'Sullivan's Road, Hill Street and Peet Street, Pakenham** – through consultation, Council provided land owners with design details, including cost estimates, and the notice of intention

report was presented at a Council meeting in February 2017. Submissions received were considered, with no objections to VCAT, and the declaration report was approved by Council in May 2017. The project will now proceed to construction phase and will involve the development of sealed roads, intersections, kerb and channel, reticulated water and sewerage services, underground drainage, underground electricity, street lighting and telecommunications.

With limited submissions provided during the tender process in January 2017, construction of Wheelers Road, Maryknoll has been delayed. The project was re-tendered in May 2017, with the hope of achieving submissions that represent better value for money, and a report is being prepared for consideration at the August 2017 Council meeting.

Council finalised the land acquisition and advertised the tender to construct the Cockatoo–Gembrook multi-use trail extension – a program with significant benefits to public health and wellbeing. A report will be presented at the Council meeting in July 2017 to engage a contractor for the works, which are expected to commence early in 2017–18. Promoting active travel and social connectivity within and across communities, this extension will provide a key walking and cycling link across the shire’s ‘hills’ townships.

### **Challenges**

Managing the natural and built environment is a significant responsibility for Council and will have ongoing impact for future generations. Council’s greatest challenge is to support the community to sustainably manage the diverse urban and rural areas with the multifaceted impacts of population growth on infrastructure, services, and social and cultural life within the shire.

Managing the asset renewal gap presents Council with the ongoing task of maintaining and renewing deteriorating infrastructure, which is exacerbated by increased usage and the effects of extreme weather conditions. Council has addressed this issue in 2016–17 by establishing a reporting framework that enables Council to monitor its performance in relation to implementing the *Road Management Plan* (RMP). Reports provide complete transparency on compliance with RMP, to the extent that operational staff can see the status and details of all tasks, including the timeframe for completion. This ensures Council can adapt to changing conditions, evaluate data and make improvements to workflow, and directly benefits the community by enhancing safety as defects are resolved more quickly. Council has also implemented a cyclic maintenance program to ensure appropriate service levels are maintained for the road network.

Advocating for external funding is an essential and ongoing activity for Council, particularly with the challenges presented by the rate cap and a rapidly growing population. Council continues discussions with Victorian Government representatives to secure funding for the construction of the McGregor Road, Pakenham rail crossing and intersection upgrade. This project cannot proceed without additional funding, which was not forthcoming in the state election. Council also continues to advocate for improved public transport and parking facilities at stations through ongoing discussions with VicTrack for a new ‘park and ride’ railway station facility in Officer.

Managing the impacts of climate change and the development that comes with population growth, Council recognises the importance of conservation efforts and preserving our natural environment. Throughout the year, Council worked closely with the community on the Emerald Star Bush Partnership to safeguard the endangered Emerald star bush. The project received \$47,000 in funding and was successfully completed through 400 volunteer hours and the delivery of education, on-ground works and scientific research to protect and proliferate the local beauty.

### **Looking forward**

Council commenced work in 2016 to develop the high level, overarching *Sustainable Environment Strategy*. As a two-year project that will provide a framework for environmental sustainability in the shire, Council aims to complete this work in 2017–18. The strategy will outline principles, policies

and plans to guide Cardinia Shire Council into an environmentally sustainable future; major themes include climate change, biodiversity, water and waste.

Throughout the next financial year, Council will continue to implement the actions of the *Aspirational Energy Transition Plan*. A number of the projects that commenced in this financial year will continue into 2017-18, including the school solar system program, the delivery of a solar electricity system at the Emerald Library, and the recruitment of pensioner households to participate in the Solar Saver program.

With upgrades to Nar Nar Goon Community Centre deferred in 2016-17, Council will look to schedule these works in 2017-18. The changes at this location will improve accessibility and meet enhanced requirements under the *Disability Discrimination Act 1992*.

Extensive community consultation took place in 2015 on the draft Western Port Green Wedge Management Plan. Council adopted the current management plan; however, following a panel hearing, a revised plan is being developed.

Our green wedge management plans (GWMP) identify the values, features and environmental, social and economic assets of green wedge areas. Council made significant progress on the *Cardinia Western Port Green Wedge Management Plan* in 2016-17 which was adopted in May 2017. The plan provides a strategic planning framework that enables Council to take advantage of opportunities and proactively attend to specific challenges occurring in the Cardinia Western Port Green Wedge over the next 20 years. Council expects Planning Scheme Amendment C215 to implement this plan into the Cardinia Planning Scheme which will be enacted early in 2017-18.

## Performance indicators

### Roads

Service indicator	2014-15	2015-16	2016-17	Material variation
<b>Satisfaction of use</b> <i>Sealed local road requests</i> [Number of sealed local road requests/Kilometres of sealed local roads]	44.23	44.15	55.97	Council maintain 670 kilometres of sealed roads. A number of these roads within the shire planned for rehabilitation during 2016-17 received an increase in pothole complaints leading up to these roads being permanently rehabilitated. Increased inspections of these roads occurred during this period to ensure these roads were safe for roads users.
<b>Condition</b> <i>Sealed local roads below the intervention level</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council/Kilometres of sealed local roads] x100	97.25%	98.62%	97.61%	
<b>Service cost</b> <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road	\$200.82	\$74.79	\$31.92	The 2015 rate was extremely high due to the high cost of relocating

reconstruction/Square metres of sealed local roads reconstructed]				<p>Telstra services as part of one project.</p> <p>The 2016 unit rate was lower but did reflect high costs for reconstructing the urban industrial pavement of Bald Hill Rd, which required a much deeper and stronger pavement with costs that are 2-3 times the cost of the average road reconstruction.</p> <p>The 2017 unit rate is a reflection of a reconstruction program that did not include any industrial pavements which resulted in a further decrease in the average unit rate.</p>
<p><b>Service cost</b>  <i>Cost of sealed local road resealing</i>          [Direct cost of sealed local road resealing/Square metres of sealed local roads resealed]</p>	\$16.36	\$7.26	\$10.64	<p>This unit rate can vary from year to year based on the proportion of asphalt resurfacing versus spray seal treatments. The cost of a spray seal treatment is approximately 25-35% of the cost for an asphalt overlay. The 2016 unit rate was lower than normal as a result of resealing an extra 50km of roads as part of the Connecting Cardinia Contract.</p> <p>2016-17 saw a return to normal levels of asphalt overlays versus reseal treatments with total expenditure split evenly between them. As a result, the average unit rate returned towards a level that would normally be expected.</p>
<p><b>Satisfaction</b>  <i>Satisfaction with sealed local roads</i>          [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]</p>	55	57	54	

**Statutory planning**

Service indicator	2014-15	2015-16	2016-17	Material variation
<b>Timeliness</b> <i>Time taken to decide planning applications</i> [The median number of days between receipt of the planning application and a decision on the application]	94	84	97	Staff shortage throughout the year resulted in higher workloads. Council is actively recruiting staff.
<b>Service standard</b> <i>Planning applications decided within 60 days</i> [Number of planning application decisions made within 60 days)/Number of planning application decisions made] x100	75%	74%	66.41%	From 1 July 2016 this indicator will be updated to include VicSmart planning applications which should be assessed within 10 days. This may result in some variances year on year.  Staff shortages throughout the year resulted in higher workloads. Council is actively recruiting staff.
<b>Service cost</b> <i>Cost of statutory planning service</i> [Direct cost of statutory planning service/Number of planning applications received]	\$1,296.71	\$1,223.02	\$1,529.84	With shortage of staff throughout the year consultants were required.
<b>Decision making</b> <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/Number of VCAT decisions in relation to planning applications] x100	77.78%*	66.67%	50.00%	Council planning decisions appealed at VCAT remain low with half being upheld by the tribunal. Two more applications were heard at VCAT this year than were heard in the previous year. While this is a small increase, with the low numbers of appeals, any variance represents a greater percentage.

**Waste collection**

Service indicator	2014-15	2015-16	2016-17	Material variation
<b>Satisfaction</b> <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests/Number of kerbside bin collection households] x100	164.01	190.30	199.40	
<b>Service standard</b> <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling	6.34	10.23	9.90	

collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000				
<b>Service cost</b> <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins]	\$122.06	\$119.29	\$119.34	
<b>Service cost</b> <i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins]	\$22.63	\$22.02	22.47	
<b>Waste diversion</b> <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100	46.24%	46.05%	47.00%	

\* The 2014–15 result for *Council planning decisions upheld at VCAT* has been updated from 80 per cent. The result was erroneously calculated in the 2014–15 Annual Report.

## Our economy

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

We want increased business diversity in Cardinia Shire		
Action	Result	Status
We will do this by supporting the development of existing and new businesses		
Work with the lending and real estate industries to facilitate investment.	Council's Investment Attraction Officer has and will continue to build relationships with developers and real estate industries.	<b>Achieved</b>
We will do this by planning for a staged development of the Officer–Pakenham employment precinct		
Develop conceptual framework for Officer South Precinct.	Awaiting data and background studies from Voluntary Planning Agreements (VPA).	<b>Ongoing</b>
Finalise planning scheme amendment to incorporate <i>Pakenham South Precinct Structure Plan (PSP)</i> into the Cardinia Planning Scheme.	Continuing to work with Metropolitan Planning Authority (MPA) to draft PSP.	<b>Ongoing</b>

We will do this by facilitating the development of Officer and Pakenham town centres		
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 now engaged and meeting.	Ongoing
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.	Achieved
We will do this by advocating to Victorian and Australian governments and industry to develop more local employment opportunities		
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 Bald Hill Road businesses and lobbying the Victorian Government for funding to upgrade the Bald Hill/Racecourse Road roundabout.	Achieved
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. <i>Plan Melbourne</i> has released considerations and guidance for an airport in Melbourne's south-east.  Port of Hastings is now being dealt with by Infrastructure Victoria.	Achieved

### We want strong agricultural activities maintained

Action	Result	Status
We will do this by supporting our farmers and growing agricultural industry in adapting to the changing economy and climate		
Implement the actions of the <i>Casey Cardinia Attracting Employment and Investment Strategy</i> following the review. Further develop the staging of a Bunyip Food Belt proposal.	Updated joint <i>Casey Cardinia Region Economic Development Strategy</i> , which was adopted by Council at the December 2016 Council Meeting.	Achieved

### We want a diverse and resilient business community

Action	Result	Status
We will do this by encouraging the establishment of tourism and hospitality activities and facilities in appropriate areas of the shire		
Implement actions from the <i>Tourism Strategy</i> , 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 <i>Casey Cardinia Visitation Strategy 2017-20</i> and consultation has been completed. Final draft strategy will be presented to Council for adoption in 2017-18.	Achieved



We will do this by advocating for the delivery of small and large scale projects that enhance and drive economic activity		
Assist businesses to develop in the Casey-Cardinia region.	Collaboration with City of Casey under the Casey Cardinia Region partnership will continue.	<b>Achieved</b>
We will do this by supporting businesses and organisations to enhance their skills		
Seek and promote training opportunities for local businesses. Provide business breakfast series and conduct three business forums in relation to industry developments.	<p>The 2016 Casey Cardinia Women's Business Lunch was held in August 2016, as part of the Small Business Festival Victoria 2016. Guest speaker at this event was Naomi Simson, who is a nationally recognised business woman with a successful online company, a panel member on Channel 10's Shark Tank, and an author of two motivational books.</p> <p>The last in the 2016 business breakfast series was held in September with culinary expert Stephanie Alexander AO as key speaker.</p> <p>In April 2017, nominations for the annual Casey Cardinia Business Awards opened, with 12 industry-specific categories, and the Casey Cardinia Business of the Year Award and People's Choice Award categories. Finalists will be announced at the September 2017 business breakfast and winners will be announced at a gala dinner in October 2017.</p> <p>The first of the 2017 business breakfast series successfully took place in May 2017, with guest speaker and well-known leader and motivational speaker Graeme Joy.</p>	<b>Achieved</b>

### **Focus on business**

Council has continued its partnership with City of Casey to develop and promote City of Casey and Cardinia Shire as a region for business, investment and tourism opportunities. The regional approach is focussed on delivering investment into the local economy with a primary outcome of creating employment close to where our residents live.

This partnership continued during the year with a number of key activities:

- The *Regional Food Plan* is being used to support a funding application to investigate water re-use from local water treatment plants for farmers.
- The *Casey Cardinia Economic Development Strategy* was completed and adopted, and highlights regional economic development activities focussed around investment attraction.
- The joint Casey Cardinia Business Awards and breakfast programs continued highlighting various networking, training and promotional opportunities for local businesses.
- A fast-track, facilitated planning procedure was developed to assist businesses that may employ many locals to be established quickly and provide planning certainty.
- *Casey Cardinia Visitation Strategy 2017-20* (a joint tourism strategy with the City of Casey) was developed to promote and grow tourism in the region.

## **Advocating for investment and employment attraction**

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

Council also welcomed the Victorian Government's proposal to identify a site for an airport for Melbourne's south-east region within the next five years through its *Plan Melbourne* and *Plan Melbourne Refresh* documents. The development of this facility will drive growth and new jobs in transport, logistics, tourism and agriculture in the region.

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

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

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

## **Challenges**

A critical issue for Council and the region continues to be ensuring increased local employment within the region over the next 20 years. Currently, more than 70 per cent of residents travel outside of the shire for work and this is likely to increase as our population continues to grow. Council continues to advocate for increased local employment opportunities and acknowledges a considerable number of jobs will be needed if all of the shire's resident labour force is to find local employment.

Acknowledged as one of Australia's most fertile and valuable agricultural areas, Cardinia Shire plays an increasingly vital role in providing food for Victoria's population. This is a valuable advantage that Cardinia Shire must make full use of, both in attracting investment, promoting local work, and in enhancing food security and local knowledge about food. However, having such rich agricultural areas on the urban fringe does create a challenging tension between Melbourne's residential land needs and securing fertile land to provide a nationally significant food supply. Council must consciously plan for and balance these competing priorities to ensure urban growth and economic progress do not come at the cost of upholding the environmental and socio-cultural character and agricultural strength of our shire.

## **Looking forward**

The *Casey Cardinia Economic Development Strategy* will continue to focus on increasing the number of jobs in the region so fewer residents need to leave the region for work. This includes a number of locally based initiatives as well as advocating to the Victorian and Australian governments for project funding and marketing the region as a great place to invest.

The Victorian Government has recognised the land to the south of the Pakenham Bypass as 'state significant employment land'. With over 2,400 hectares of available employment land, this precinct

will potentially provide over 55,000 jobs. In addition, the prospect of an airport development in Cardinia Shire bodes well for attracting employment, investments, and visitation to the area. Council will continue to advocate to and partner with the Victorian Government and other agencies to facilitate investment into the region.

Over this past year, the draft *Casey Cardinia Visitation Strategy 2017-20* was developed by Casey-Cardinia partner Councils in close consultation with the Casey Cardinia Tourism Advisory Committee, which comprises tourism operators from across the region. The final draft strategy will be presented for adoption in 2017-18. Led by industry and supported by City of Casey and Cardinia Shire Council, the strategy's recommendations will aim to lay the foundations for increasing regional jobs and growing Casey Cardinia's visitation, to the benefit of local businesses, the community and both councils.

Council's partnership with City of Casey and the joint delivery of business and training opportunities, through the business breakfast series and other programs over the past few years, has been well received by the local business community. Cardinia Shire Council will continue to nurture this partnership and deliver these worthwhile programs into 2017-18.

## Our governance

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

We want open governance		
Action	Result	Status
We will do this by embracing and demonstrating effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential		
Monitor compliance with statutory reporting requirements.	Requirements are regularly monitored.	<b>Achieved</b>
Maintain and update the register of information to be available to the public.	Register is updated as required.	<b>Achieved</b>
We will do this by governing and making decisions in the best interests of the Cardinia Shire community		
Following adoption of the Councillor Code of Conduct and Protocols, monitor adherence to commitments and take appropriate action if required.	Adherence to the code is being monitored.	<b>Achieved</b>

We want long-term financial sustainability		
Action	Result	Status
We will do this by making financial decisions that will address long-term financial consequences		
Develop annual budget and five-year Financial Plan that 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 29 May 2017.	<b>Achieved</b>

We will do this by making financial decisions that are fair and ethical and balance costs and benefits between present and future generations		
Ensure all contracts and procurement guidelines adhere to a full life-cycle cost and are not driven purely on any one factor.	Monitoring of this action occurs as part of our procedures for tenders, contract and procurement.	<b>Achieved</b>
We will do this by managing the municipality's finances and assets in a responsible manner		
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 29 May 2017.	<b>Achieved</b>

### **Council budget 2017-18**

During the early part of 2017, Council worked to prepare and adopt its new Council Plan and the budget for 2017-18. The adopted Budget 2017-18 meets the lower rate environment of two per cent and delivers more than \$44 million of capital works to the community.

This has been achieved by continuing to focus on organisational efficiencies, which have kept Council's operational and employee costs among the lowest in the state, and a concerted effort to manage debt in recent years.

Continued efficiencies in contract management and other sources of expenditure have generated savings in excess of \$5 million over the past five years, placing Council in a very strong position to respond to the challenges of rising community expectations and a lower rating environment.

Council acknowledges the Victorian Government for the introduction of the Growing Suburbs Fund, which has allocated Cardinia Shire around \$9.59 million in recent years, without which significant capital works programs already approved as part of the previous five-year financial plan could not have been funded. It is hoped that this fund will be ongoing as it recognises the unique challenges facing the growing suburbs of Melbourne.

Council's ability to continue to meet the needs and rising expectations of the community is increasingly challenged by influences outside Council's control, including cost shifting from various other levels of government to local government (such as library services, maternal and child health services, community-based social services, and infrastructure maintenance costs that Council incurs on assets it does not own).

Council was pleased to deliver a financially responsible 2017-18 budget that will work to meet the changing needs and demands of the growing Cardinia Shire community, and reflects the changing environment in which local government is operating.

### **Advocacy and grants**

During the 2016-17 financial year, Council submitted 57 grant applications totalling \$38,255,091. Of these applications, 27 were successful and Council received \$16,814,787 in funding assistance. Funding programs were diverse and ranged from supporting Council to deliver new and renewed playgrounds and youth programs, to crime prevention and reduction programs, and recreation reserve grounds and pavilions.

In addition to the funding received, Council advocated for projects that would benefit the shire more broadly, including:

- new international airport for the south-east region
- A-League soccer team for south-east region

- increasing ambulance services and a purpose-built facility in Pakenham
- increasing police numbers across the state over the next four years
- marriage equality for an inclusive community
- improved public transport services
- outreach tertiary education programs at new Officer Library and Learning Hub
- local investment and employment opportunities
- Bunyip Food Belt
- improvements to the Monash Freeway
- construction of Lang Lang Bypass
- duplication of McGregor Road rail crossing.

### **Challenges**

Cardinia Shire is a unique blend of urban growth area, rural community and green wedge zones; resulting in the challenge to balance the varying needs and aspirations of 30 townships across a diverse landscape. Council seeks to find that balance and achieve the outcomes desired by these communities while ensuring economic prosperity, social wellbeing, environmental sustainability, and long-term financial sustainability.

Many of Council's infrastructure and services projects are funded by rate revenue, which is limited by the Victorian Government's rate cap. With a heavy focus on grants and advocacy into the future, Council has met the rate cap of two per cent and will continue to carefully balance community needs with the impact of limited income from rates over the next few years.

Although it is desirable to keep debt levels low, borrowing is a valid option for Council to be able to fund infrastructure needs for the fast growing municipality. Putting off these projects would put Council under greater financial pressure with the ongoing costs of maintaining ageing infrastructure and the higher risk of allowing the asset renewal gap to grow.

### **Looking forward**

With a new group of Councillors and a new Council Plan and budget adopted, Council will look forward with a refreshed focus for the next four years. Many of the same challenges remain, including the need to reduce debt while keeping rates low, continuing to implement services and infrastructure to keep pace with rapid population growth, and striving for open, honest and accountable governance.

Council will continue to find business improvements with real and sustainable savings that increase Council's capacity to deliver its diverse range of services to our rapidly growing community. We will also continue to advocate and seek grants from a variety of sources and to engage in new partnerships to help fund and deliver projects.

Council's debt management strategy helps limit future borrowing, where possible. The strategy includes key criteria to consider for any future borrowing, including whether rates or fees could fund the project, borrowing which could be repaid within the financial year, and emergency hardship.

## Performance indicators

### Governance

Service indicator	2014-15	2015-16	2016-17	Material variation
<b>Transparency</b> <i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public/Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors]	0.35%	2.06%	3.14%	The number of resolutions made 'in camera' increased from 5 to 6, however, the total number of resolutions reduced from 243 to 191, primarily due to the pre-election Caretaker Period in the lead up to the 2016 elections.
<b>Consultation and engagement</b> <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	56	54	49	
<b>Attendance</b> <i>Councillor attendance at Council meetings.</i> [The sum of the number of Councillors who attended each ordinary and special Council meeting/(Number of ordinary and special Council meetings)x(Number of Councillors elected at the last Council general election)] x100	84.13%	90.37%	91.01%	
<b>Service cost</b> <i>Cost of governance</i> [Direct cost of governance service/Number of Councillors elected at the last Council general meeting]	\$42,233.44	\$43,385.56	\$40,120.56	
<b>Satisfaction</b> <i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	54	54	53	

## Development contribution plans (DCPs)

Urban development generates demand for a range of costly infrastructure. Development contributions and associated requirements enable Council to recover a significant portion of those costs from the beneficiaries of growth.

Development contributions are divided into four groups:

1. Major roads and traffic control infrastructure
2. Other development infrastructure (preschools, playgrounds and basic sporting open space)
3. Community infrastructure (community centres, libraries and indoor sporting facilities)
4. Land required to facilitate the delivery of the above

Although the collected contributions do not meet the full cost of the growth area infrastructure, the contributions are vital to Council's capacity to deliver critical infrastructure to service its new communities as development surges.

**Table 10. Total DCP levies received in 2016-17**

DCP name (Year approved)	Levies received in 2016-17 FY (\$)
Pakenham DCP (1997)	\$1,391,567
Cardinia Road DCP (2008)	\$7,835,368
Officer DCP (2011)	\$14,063,176
Total	<b>\$23,290,110</b>

**Table 11. DCP land, works, services or facilities accepted in-kind in 2016-17**

DCP reference	Project description and item purpose	Developed by	Project value (approx. \$)
Cardinia Road DCP (2008)			
DI-RO-11	Construction of 290 metres Kenneth Road, Grandvue Estate - Stage 10c	RCL Grandvue Pty Ltd Metricon - Grandvue	\$626,915



DI-TR-09B	Construction of Satterley Trail along Gum Scrub Creek Railway to Bridge Road	Satterley Property Group Pty Ltd	\$176,887
DI-LA-18	Acquisition of land for Community Centre (Children's Services), Henry Road West	Satterley Property Group Pty Ltd	\$285,072
DI-LA-07	Acquisition of land for construction of 290 metres Kenneth Road, Grandvue Estate – Stage 10c	RCL Grandvue Pty Ltd Metricon – Grandvue	\$334,110
DI-RO-01	Construction of road – Cardinia Road duplication (from Princes Highway to Shearwater Drive)	VicRoads	\$62,835
DI-RO-02a	Construction of road – Cardinia Road duplication (from Shearwater Drive to Henry Road extension)	VicRoads	\$294,700
DI-RO-03	Construction of road – Cardinia Road duplication (six-lane divided carriageway) (from Henry Road extension to Pakenham Bypass)	VicRoads	\$32,783
DI-RO-18	Construction of signalised intersection – Cardinia Road	VicRoads	\$15,761
DI-RO-19a	Signalised intersection – Cardinia Road	VicRoads	\$12,399
DI-TR-06	Construction of 2.5 metres path along creek and bypass, Watergrass Estate	Trinity Mews Pty Ltd	\$53,229
DI-TR-14	Construction of path along creek and bypass, Watergrass Estate	Trinity Mews Pty Ltd	\$233,402
DI-LA-07	Acquisition of land for 222 metres Kenneth Road, Grandvue Estate – Stage 11	RCL Grandvue Pty Ltd Metricon – Grandvue	\$201,715
DI-RO-22b	Construction of roundabouts – northern East West Road (east of Cardinia Road extension), Grandvue – Stage 11	RCL Grandvue Pty Ltd Metricon – Grandvue	\$486,392
DI-RO-11	Construction of 141 metres Kenneth Road, Grandvue Estate – Stage 11	RCL Grandvue Pty Ltd Metricon – Grandvue	\$288,694
DI-LA-12	Land acquisition of James Bathe Sports Reserve – Henry Road	The Corcorus Group Developments Pty Ltd – Cardinia Road, Lakeland	\$7,160,000

Officer DCP (2011)			
DI-RO-16a	Construction of road 570m – 114 Rix Road, Construction of Bikeway 570m footpath 130m – Lifestyle communities	Lifestyle Developments 2 Pty Ltd	\$1,081,095
DI-TM-03	Construction of Princes Highway/Timbertop Boulevard/Fairweather Parade intersections – total credit to Developer <ul style="list-style-type: none"> <li>• Assets gifted to VicRoads \$1,846,272</li> <li>• Assets recognised by Council \$463,836</li> </ul>	Abiwood 320 Pty Ltd, Cherrington	\$2,310,108
DI-RO-18	Stephens Road construction and construction of bikeway for Park Central – Stage 6	National Pacific Properties Pty Ltd	\$469,517
DI-TN-01	Construction of 216 metres path in Pink Hill Rise Estate	D.S.L Securities Pty Ltd	\$132,992
DI-TM-04	Construction of intersection Princes Highway and Bayview Road – 3 metres path, South Siding – Stage 1	Tynong Pastoral Company	\$37,205
DI-TM-LA26	Land acquisition of 607m <sup>2</sup> on plan of subdivision PS728188 for intersection construction of Prominence – 310 Princes Highway	Skerdero Pty Ltd	\$61,625
DI-RO-15A	Footpath construction from intersection of Brunt Road/Rix Road to intersection of Stephens Road/Rix Road, Savannah Estate – Stage 1	Galileo Officer Nominee Pty Ltd	\$16,805
DI-RO-LA31B	Land acquisition for Brunt Road widening of 13 metres additional road reserve	Galileo Officer Nominee Pty Ltd	\$235,021
DI-TM-LA30	Land acquisition for roundabout at Brunt Road/Rix Road	Galileo Officer Nominee Pty Ltd	\$15,000
DI-TN-02	Construction of trail network from Brunt Road to Gum Scrub Creek for 95 metres, along Princes Highway 95 metres	Skerdero Pty Ltd	\$22,299
DI-RO-02B	Construction of road from Whiteside Road/East West Road to Property No.152	Wellington Factor Pty Ltd	\$303,612

Cardinia Road Employment Precinct DCP (2010)			
DI-LA-19	Acquisition of Kaduna Park Reserve, including facilities, land and building	Parklea Pty Ltd	\$1,145,625
Total			\$16,095,799

**Table 12. Land, works, services or facilities delivered in 2016–17 from DCP levies collected**

Project description	Project ID	DCP name (Year approved)	DCP fund expended (\$)	Works-in-kind accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered
Construction of Sports Reserve – Gum Scrub Creek Reserve (Heatherbrae)	CI-OS-1 DI-OS-10	Cardinia Road DCP (2008)	\$633,795			\$492,896 Grant	\$6,219,002	98%
Construction of Cardinia Road Community Centre (Toomah)	CI-CF-2	Cardinia Road DCP (2008)	\$1,289,891		\$178,549		\$7,371,699	100%
Construction of James Bathe Sports Reserve – Henry Road	DI-OS-11	Cardinia Road DCP (2008)	\$131,880				\$131,880	1%
North Princes Highway Parkland – Rehabilitation and conservation stage 1 – Master plan design	DI-OS-8a	Cardinia Road DCP (2008)	\$61,994				\$61,994	100%
Construction of Community Centre – Maternal Child Health	DI-CF-5	Cardinia Road DCP (2008)	\$706,203			\$666,250 Grant	\$2,213,259	98%

and Kindergarten – Arena Child and Family Centre								
Construction of Comely Banks Integrated Children’s Facility (Officer)	DI-CF-03	Cardinia Road DCP (2008)	\$14,371				\$14,371	0.3%
Cardinia Road Duplication (Shearwater Drive to Henry Road)	DI-RO-2a	Cardinia Road DCP (2008)	\$1,294,270				\$1,294,270	100%
Grade Separated Crossing (railway line)	DI-RO-2b	Cardinia Road DCP (2008)	\$4,450,811				\$4,450,811	100%
Cardinia Road duplication (Henry Road to Pakenham Bypass)	DI-RO-03	Cardinia Road DCP (2008)	\$176,802				\$176,802	100%
Signalised intersection – Princes Highway (Cardinia Road)	DI-RO-16	Cardinia Road DCP (2008)	\$341,902				\$341,902	100%
Cardinia Road duplication (Princes Highway to Shearwater Drive)	DI-RO-01	Cardinia Road DCP (2008)	\$893,879				\$893,879	100%
Signalised intersection – Cardinia Road and Henry Road	DI-RO-19a	Cardinia Road DCP (2008)	\$71,471				\$71,471	100%
Signalised intersection – Cardinia Road and Shearwater Drive	DI-RO-18	Cardinia Road DCP (2008)	\$124,870		\$440,152		\$565,021	100%

Deposit of land acquisition for Gin Gin Bin Recreation Reserve	DI-OS-LA07	Officer DCP (2011)	\$861,172				\$8,611,464	10%
Deposit of land acquisition for signalised intersection at Brunt Road/Princes Highway/Whiteside Road	DI-TM-LA25	Officer DCP (2011)	\$9,720				\$97,197	10%
Deposit of land acquisition for roundabout at Brunt Road/Access Street	DI-TM-LA29	Officer DCP (2011)	\$18,120				\$181,196	10%
Deposit of land acquisition for Brunt Road widening	DI-RO-LA31a	Officer DCP (2011)	\$36,601				\$366,012	10%
Deposit of land acquisition for grade separated rail crossing	DI-RO-LA32	Officer DCP (2011)	\$81,835				\$818,346	10%
Deposit of land acquisition for local access street – Level 2 standard	DI-RO-LA34	Officer DCP (2011)	\$53,643				\$536,433	10%
Land acquisition for Cardinia Creek Parklands – No.195 Rix Road	DI-OS-LA10	Officer DCP (2011)	\$1,791,533				\$3,572,533	100%
<b>Total</b>			<b>\$13,044,761</b>		<b>\$618,701</b>	<b>\$1,159,146</b>	<b>\$37,989,541</b>	

## Business improvements

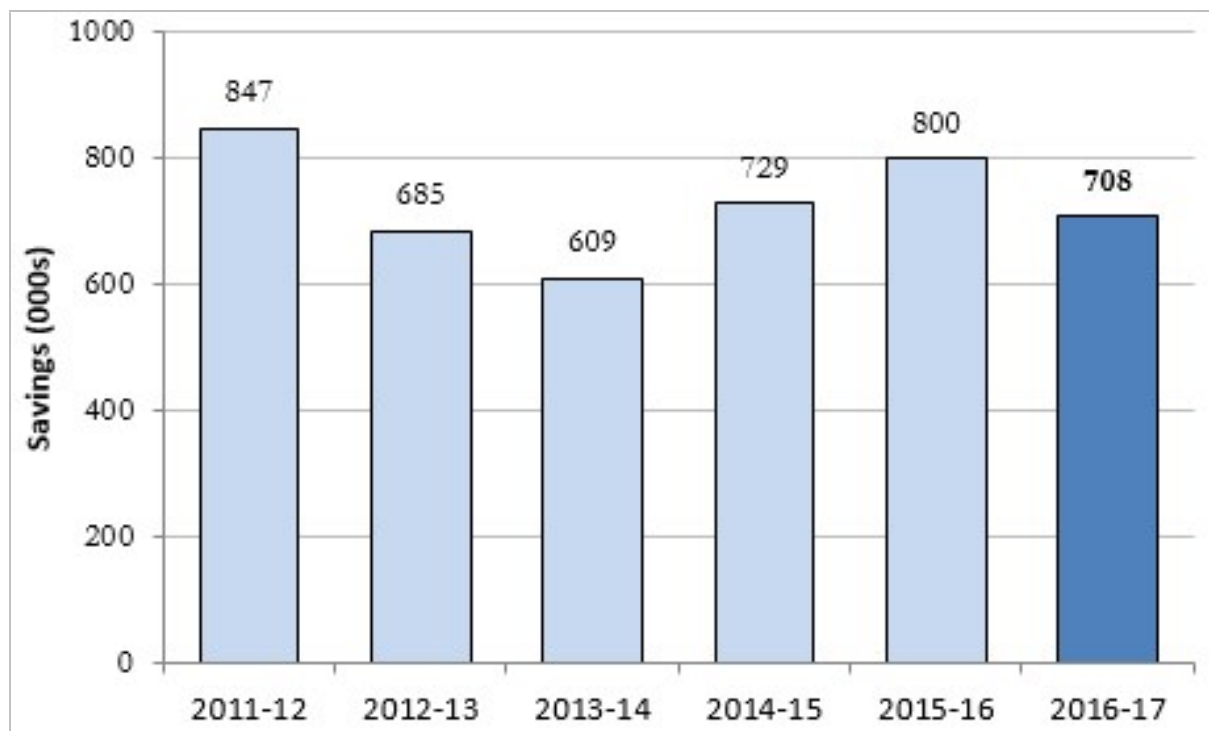
### Best value report 2016–17

Council continues to embrace Best Value principles and primarily applies these through its business and service delivery planning processes by monitoring the change in demand for services and by identifying the appropriate resources to meet that demand in a fair manner for all the community. In addition, we continue to work with existing partnerships while exploring new opportunities to deliver services.

### Our improvement focus

Throughout 2016–17, Council continued to build its culture of improvement and innovation; delivering 55 improvement projects. The program delivered \$708,070 in efficiencies, comprising both real and opportunity savings that increase Council’s capacity to deliver its services. The improvements identified and quantified for the 2016–17 year build on the \$3.67 million delivered in the preceding five years, producing \$4.38 million in savings for the past six years.

Figure 9. Annual savings from innovation



In addition to these improvements, quantified in dollar terms, numerous activities have improved Council’s functionality and provided benefits that are realised in non-financial terms. Examples of projects undertaken in 2016–17 include improvements to:

- power generation using solar cells
- decorative street lighting
- roadworks cartage and disposal costs
- garbage and public place waste logistics
- public place litter collection at Emerald Lake Park
- payment processing technologies at the civic centre
- payroll processes across Council.

Council continues to embed a culture of thinking about how we do things and striving to efficiently deliver better outcomes.

## Local government community satisfaction survey

The Department of Environment, Land, Water and Planning (DELWP) coordinates a Local Government Community Satisfaction Survey throughout Victoria each year. The survey's main objectives are to assess the performance of councils across a range of measures and to seek insight into how councils can provide improved or more effective service delivery.

Cardinia Shire Council's results for the core survey measures from the 2017 survey are shown in Table 13.

**Table 13. Snapshot of Council's performance**

	2014	2015	2016	2017	Trend*
Overall performance	63	61	60	57	-
Community consultation	55	56	54	49	↓
Advocacy	55	55	53	51	-
Making community decisions	56	54	54	53	-
Sealed local roads	57	55	57	54	-
Customer service	69	73	64	66	-
Overall Council direction	55	53	51	51	-

\* A downward facing arrow (↓) in this column indicates a statistically significant fall from the 2016 result.

## Open and accountable governance

### Council meetings

Council meets on the third Monday of every month and the Town Planning Committee meets on the first Monday. The meetings are open to the public and all agendas and minutes are available on Council's website.

### Committees

As at 30 June 2017, the structure and composition of Council's committees was as follows.

#### Audit Committee

- Council members: Crs Brett Owen and Leticia Wilmot
- Independent members: Homi Burjorjee (chairperson) and Hugh Parkes

#### Town Planning Committee

- Committee of the whole of Council.

### Resources, training and compensation

It is important that Council's elected representatives are empowered to undertake their roles and responsibilities and are provided with the opportunity to acquire new skills and upgrade their existing



capabilities. Council has adopted a Councillor Expenses and Entitlements Policy encompassing matters such as those detailed below.

### **Councillor allowances**

Cardinia Shire Council is ranked as a Group 2 Council in accordance with the Victorian Government's Policy Statement on Local Government Mayoral and Councillor Allowances. As such, the allowances payable are:

- a maximum of \$24,730 per annum for Councillors
- a maximum of \$76,521 per annum for the Mayor.

In addition, an amount equivalent to the Superannuation Guarantee Contribution (currently 9.5%) is also payable.

### **Councillor expense entitlements**

The policy also provides for payment of travel allowances, child care expenses and communication expenses. Councillors are supplied with a computer and internet connection, mobile phone, and fax/copy machine to be used for Council business.

### **Councillor professional development**

The policy supports councillors to upgrade their skills during their term of office, with an amount of \$3,000 per councillor allocated in the budget. Programs qualifying for expenditure include:

- seminars and conferences
- undergraduate and post-graduate studies
- short courses and study tours.

Programs must relate to the areas of local government activity, leadership, governance in the context of the role of councillor, or enhance the personal skills of the individual to undertake the role.

**Table 14. Councillor expenses 2016-17**

Councillor	Travel/mileage (\$)	Information/ communication (\$)	Conferences and training (\$)
Brett Owen	1,961.06	89.60	0
Carol Ryan	0	0	0
Collin Ross	6,225	315.67	0
Graeme Moore	10,899.82	0	0
Jeff Springfield	321.34	0	0
Jodie Owen	1,461	440.16	450
Leticia Wilmot	6,247.94	0	0
Michael Schilling	554.65	0	0
Ray Brown	2,289.59	0	0
David Young	4,265.20	0	0
George Blenkhorn	3,223.59	0	0
Kate Lempriere	0	0	0

Tania Baxter	154.03	0	299
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### **Councillor code of conduct**

As required by the *Local Government Act 1989*, Council reviewed its Code of Conduct and adopted a new Code of Conduct at a special meeting on 20 February 2017. Copies of the code are available on Council's website or from Council's civic centre at 20 Siding Avenue, Officer.

### **Available information**

Council is committed to open governance. The following information is available for viewing at the civic centre, 20 Siding Avenue, Officer during office hours:

- details of overseas or interstate travel by councillors or staff in previous 12 months
- agendas and minutes of Ordinary and Special Meetings of Council, except where such minutes relate to parts of meetings that have been closed in accordance with the provisions of Section 89 (2) of the Act
- minutes of meetings of special committees
- register of delegations under Sections 87, 88 and 98 of the Act
- register of leases
- register of authorised officers appointed under Section 224 of the Act
- list of donations and grants made by Council.

### **Food Act ministerial directions**

In accordance with Section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year. No such Ministerial Directions were received by Council during the 2016-17 financial year.

### **Road Management Act ministerial direction**

In accordance with Section 22 of the *Road Management Act 2004*, Council is required to publish a copy or a summary of any Ministerial Directions received during the financial year. No such Ministerial Directions were received by Council during the 2016-17 financial year.

### **Current Local Laws**

As at 30 June 2017, Council had two principal Local Laws in operation.

#### ***Local Law No 8 Meeting procedure local law***

This Local Law regulates proceedings at meetings of Council, Special Committees and Advisory Committees, and regulates the use of the common seal.

#### ***Local Law No 17 Environment, amenity and asset protection local law***

The purposes and general purport of this Local Law are to:

- provide for the peace, order and good government of the Cardinia Shire Council
- promote a physical and social environment in the municipal district free from hazards to health and safety, and to prevent and suppress nuisances that may adversely affect persons
- prohibit, regulate and control activities that may be dangerous or unsafe or detrimental to the quality of life, the environment and the amenity of the municipality
- prohibit, regulate, and control access to, and behaviour in, municipal places, buildings, recreation centres and reserves, and to protect public assets vested in Council
- define the standards to which persons engaged in building work should adhere, which aims to minimise the impact of building activities in respect of hazards to health and safety, the presence and disposal of builders' refuse, rubbish and soil, stormwater and other pollution
- provide for the consistent application and enforcement of this Local Law.

### **Domestic animal management plan**

In accordance with the *Domestic Animals Act 1994*, Council is required to prepare a Domestic Animal Management Plan at four-yearly intervals. Council adopted its *Domestic Animal Management*

*Plan 2012–16* in July 2012. The plan was developed through consultation with Council's Animal Management Team and input from other Council business units.

The deadline for the development of a new plan was extended by the Victorian Government until November 2017 and Council worked throughout 2016–17 to develop the draft *Domestic Animal Management Plan 2017–21*. Council undertook a targeted consultation with local veterinary clinics, domestic animal business permit holders, peak industry bodies and animal interest groups. The draft will be completed by the end of August 2017 and presented to Council for adoption in October 2017.

### **National Competition Policy compliance**

Cardinia Shire Council has complied with the requirements of the National Competition Policy (NCP) for the period 1 July 2016 to 30 June 2017.

### **Contracts**

During the 2016–17 financial year, Council did not enter into any contracts valued at \$150,000 or more for services, or \$200,000 or more for works or of a kind specified in Section 186(5)(a) and (c) of the Act. Council did not enter into any other contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works without engaging in a competitive process.

### **Freedom of Information (FOI) report**

In accordance with the *Freedom of Information Act 1982* reporting requirements, the following information is supplied for the period 1 July 2016 to 30 June 2017:

- a. eighteen FOI requests were made to Cardinia Shire Council
- b. eighteen requests were made for full access to documents for the above period; no requests for part access to documents pursuant were made and no requests were pending as at 30 June 2017
- c. Manager Governance Doug Evans is the designated officer with authority to make a decision in relation to a request
- d. no applications for review were made to the Freedom of Information Commissioner
- e. no application was made to the Victorian Civil and Administrative Tribunal (VCAT) during the above period
- f. no notices were served on the agency under Section 12 (1)
- g. no disciplinary action was taken out against any officer in respect of the administration of this Act
- h. a total charge of \$724.20 was levied on the applicants.

### **Protected disclosure procedures**

The *Protected Disclosure Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Procedures on how to make a disclosure are publicly available on Council's website. During 2016–17, no disclosures were notified to Council officers appointed to receive disclosures or to the Independent Broad-based Anti-corruption Commission (IBAC).

### **Risk management**

Council's Risk Management Framework and supporting policy allocates responsibility for risk to appropriate managers. The framework provides a comprehensive approach to better integrate risk management into strategic decision making, and provides Council with a mechanism to develop an overall approach to managing risk while remaining committed to an innovative strategic direction. The policy ensures Council can appropriately deal with risk, protect its assets, including people and property, and create an environment where all employees assume responsibility for managing risk. The Corporate Risk Register is subject to ongoing updates and reviews to ensure that it is current and is reflective of the corporate risk profile.

## Insurance and risk audits

Council has been subject to a Compliance Review for the MAV Insurance Liability Mutual Insurance scheme. The review assessed Council's management of roads, footpaths, shared pathways, trees and sporting and non-sporting reserves, to identify common areas of risks against our established internal policies, procedures, plans. Council achieved a score of 89.45 per cent from this review.

## Business continuity

The Business Continuity Plan was updated during 2016–17 and assists Council in continuing to provide services to the community on the basis of the service's criticality, should Council business be interrupted by an event. Council places a high level of importance on minimising the impact on service delivery to the community in the event of a business interruption.

## Occupational Health and Safety (OHS)

During the year, Council's Occupational Health and Safety (OHS) Management System was audited by our certifying body, *Lloyds Register Quality Assurance* and gained recertification to SafetyMAP (Initial).

Our OHS Management System is continually reviewed and updated to support the organisation in maintaining a safe work environment for employees, contractors, volunteers and visitors. The three workplace Health and Safety Committees proactively support the ongoing review and update of this system.

## Workplace safety

Council has maintained a strong focus in 2016–17 on creating a positive safety culture. This has been implemented through structured education and awareness sessions with management and employees. Council continued to provide a proactive early intervention injury management program to its workforce to assist in effectively managing workplace injuries and WorkCover claims.

**Table 15. Governance and management checklist**

Item	Assessment	Yes/no
<b>Community engagement policy</b> (policy outlining Council's commitment to engaging with the community on matters of public interest)	<ul style="list-style-type: none"> <li>Policy</li> <li>Date of operation of current policy: 21 October 2013</li> </ul>	YES
<b>Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	<ul style="list-style-type: none"> <li>Guidelines</li> <li>Date of operation of current guidelines: 21 October 2013</li> </ul>	YES
<b>Strategic Resource Plan</b> (plan under Section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	<ul style="list-style-type: none"> <li>Adopted in accordance with Section 126 of the Act</li> <li>Date of adoption: 29 May 2017</li> </ul>	YES
<b>Annual budget</b> (plan under Section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	<ul style="list-style-type: none"> <li>Adopted in accordance with Section 130 of the Act</li> <li>Date of adoption: 29 May 2017</li> </ul>	YES
<b>Asset management plans</b> (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	<ul style="list-style-type: none"> <li>Plans</li> <li>Date of operation of current plans: 17 November 2014</li> </ul>	YES
<b>Rating strategy</b> (strategy setting out the rating structure of Council to levy rates and charges)	<ul style="list-style-type: none"> <li>Strategy</li> <li>Date of operation of current strategy: 29 May 2017</li> </ul>	YES

<b>Risk policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	<ul style="list-style-type: none"> <li>• Policy</li> <li>• Date of operation of current policy: 3 August 2010</li> </ul>	YES
<b>Fraud policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	<ul style="list-style-type: none"> <li>• Policy</li> <li>• Date of operation of current policy: 8 April 2014</li> </ul>	YES
<b>Municipal emergency management plan</b> (plan under Section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	<ul style="list-style-type: none"> <li>• Prepared and maintained in accordance with Section 20 of this Act</li> <li>• Date of preparation: 11 April 2016</li> </ul>	YES
<b>Procurement policy</b> (policy under Section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	<ul style="list-style-type: none"> <li>• Prepared and approved in accordance with Section 186A of the Act</li> <li>• Date of approval: 1 June 2017</li> </ul>	YES
<b>Business continuity plan</b> (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	<ul style="list-style-type: none"> <li>• Plan</li> <li>• Date of operation of current plan: 8 April 2013</li> </ul>	YES
<b>Disaster recovery plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	<ul style="list-style-type: none"> <li>• Plan</li> <li>• Date of operation of current plan: 8 April 2013</li> </ul>	YES
<b>Risk management framework</b> (framework outlining Council's approach to managing risks to the Council's operations)	<ul style="list-style-type: none"> <li>• Framework</li> <li>• Date of operation of current framework: 3 August 2010</li> </ul>	YES
<b>Audit Committee</b> (advisory committee of Council under Section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	<ul style="list-style-type: none"> <li>• Established in accordance with Section 139 of the Act</li> <li>• Date of establishment: 1 July 1997</li> </ul>	YES
<b>Internal audit</b> (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	<ul style="list-style-type: none"> <li>• Engaged</li> <li>• Date of engagement of current provider: 1 May 2013</li> </ul>	YES
<b>Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in Section 131 of the Act)	<ul style="list-style-type: none"> <li>• Framework</li> <li>• Date of operation of current framework: 1 July 2014</li> </ul>	YES
<b>Council Plan reporting</b> (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	<ul style="list-style-type: none"> <li>• Reports</li> <li>• Date of reports: 15 August 2016, 21 October 2016, 20 February 2017, 15 May 2017</li> </ul>	YES
<b>Financial reporting</b> (quarterly statements to Council under Section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	<ul style="list-style-type: none"> <li>• Statements presented to Council in accordance with Section 138(1) of the Act</li> <li>• Date statements presented: 21 October 2016, 21 February 2017, 15 May 2017</li> </ul>	YES

<b>Risk reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	<ul style="list-style-type: none"> <li>Report</li> <li>Date of report: 15 August 2016, 21 October 2016, 20 February 2017, 15 May 2017</li> </ul>	YES
<b>Performance reporting</b> (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in Section 131 of the Act)	<ul style="list-style-type: none"> <li>Reports</li> <li>Date of reports: 15 August 2016, 21 October 2016, 20 February 2017, 15 May 2017</li> </ul>	YES
<b>Annual report</b> (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements)	<ul style="list-style-type: none"> <li>Considered at a meeting of Council in accordance with Section 134 of the Act</li> <li>Date report considered: 17 October 2016</li> </ul>	YES
<b>Councillor Code of Conduct</b> (Code under Section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	<ul style="list-style-type: none"> <li>Reviewed in accordance with Section 76C of the Act</li> <li>Date reviewed: 20 February 2017</li> </ul>	YES
<b>Delegations</b> (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	<ul style="list-style-type: none"> <li>Reviewed in accordance with Section 98(6) of the Act</li> <li>Due for review: 21 August 2017</li> </ul>	NO
<b>Meeting procedures</b> (a local law governing the conduct of meetings of Council and special committees)	<ul style="list-style-type: none"> <li>Meeting procedures local law made in accordance with Section 91(1) of the Act</li> <li>Date local law made: 21 July 2014</li> </ul>	YES

### Certification of governance and management checklist

We certify that this information presents fairly the status of Council's governance and management arrangements.

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42.  
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44.  
45. Garry McQuillan  
46. Chief Executive Officer

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49.  
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51.  
52.

Cr Brett Owen  
Mayor 2016-17

Dated: 18 September 2017

