

ACTIVITY REPORTS

8 QUARTERLY PERFORMANCE REPORT - 2017-18 Q1

FILE REFERENCE INT1776760

RESPONSIBLE GENERAL MANAGER Derek Madden

AUTHOR Jo Battin

RECOMMENDATION

That the Quarterly Performance Report for Quarter 1, 2017-18 be received and noted.

Attachments

1 Quarterly Performance Report - Quarter 1 2017 - 18 65 Pages

EXECUTIVE SUMMARY

To present the Quarterly Performance Report for the July to September 2017-18 period.

BACKGROUND

Advocacy

As many of Council's infrastructure and services projects are funded by rate revenue, which is limited by the Victorian Government's rate cap, we have a strong focus on grants and advocacy. During the past quarter, Council submitted 15 grant applications totalling \$12 million, and we are advocating for a number of priority projects, which we recognise are important to our community and the future success of our growing shire.

In the lead up to the State Government elections and budgets, we will continue to advocate for funding and build partnerships with both local members, the government and the opposition, which will help us to deliver these priority projects for our community.

Our community engagement activities are as important as ever to ensuring we are advocating for projects the community wants. This quarter some of the community consultation highlights included: Municipal Health and Wellbeing Strategic Plan (Liveability Plan), Cardinia Cultural Centre redevelopment, Play Space renewals, Aged Friendly Strategy, Disability Access and Inclusion Action Plan.

Capital works

Major projects

The ongoing population growth in our shire continues to place greater demand on our service and infrastructure provision. This quarter, the shire experienced a further rise in the daily average of new households established within the shire, increasing to up to five families per calendar day. In addition, there were 431 birth notices received this quarter, which is five percent higher than the previous quarter, and year-to-date, 12 percent higher than last year.

As such, we are continuing to work away at delivering major infrastructure projects that can keep pace with this growing demand for facilities. Some highlights included:

- ground breaking on the construction of the 6.5km extension of Emerald–Gembrook trail from Cockatoo to Gembrook (\$2.5m jointly funded project)
- preliminary site and construction work continuing at the Lang Lang Community and Recreation Precinct site (\$6m jointly funded project)
- masterplan developed, and various tenders advertised and awarded for the Deep Creek Reserve development (\$10.5m jointly funded project).

Roads and drainage programs

Increased traffic and severe weather conditions diminish the quality of our roads and drainage every day. Council is committed to improving the quality and safety of Council-owned and managed infrastructure and in July we commenced works on Council's annual roads and drains programs for 2017–18.

Council manages and maintains 873km in unsealed road network, with an annual maintenance budget in excess of \$3.1 million. Maintenance works consist of both grading and resheeting on a cyclic basis, and responding to defects caused by adverse weather conditions. This quarter, we graded 803km of unsealed roads, 8 percent higher than the previous quarter, and carried out 123,248 tonnes of unsealed road resheeting, 28 percent higher than last quarter.

Council also maintains over 3,000 km of open surface drains, which are cleaned out regularly through both proactive inspections and reactive works, and in response to flooding issues following storms. Council undertook 46,290 linear metres of surface drain clearing this quarter, 61 percent higher than the previous quarter.

Youth services and Youth Council

Council's My Place youth facility represents not only Council Youth Services programs but other service provider programs and services as well. The number of services outreaching from My Place has increased over the past 12 months, with consulting rooms fully booked Monday through Thursday. The number of young individuals being supported by Council's Youth Support Program has increased by 37 percent during the quarter, as compared to the same period during 2016. In addition, there was 7,201 contacts with young people, which was 3 percent higher than the previous quarter, and year-to-date, 17 percent higher than the same time last year.

Our Youth Services team also spent time this quarter reviewing the Child and Family Plan and Youth Strategy in line with the review of Municipal Public Health and Wellbeing Plan – Cardinia Shire's Liveability Plan, and the Child and Family Strategy was adopted by Council on 21 August.

Council will be further encouraging community participation by young people through its upcoming establishment of a Youth Council. We are committed as ever to ensuring young people not only have access to a range of community services, but that they are also involved and have a platform to influence and engage as citizens of Cardinia Shire. We are looking forward to seeing this program come to fruition in the coming months.

Community health and wellbeing

The draft Liveability Plan was out for public consultation earlier this year and residents provided feedback via website, Facebook, email, phone and in person. After considering all feedback received and integrating it into the document where possible, the final plan was presented at to Council for adoption on 15 September 2017. A number of Council and collective impact initiatives have commenced this quarter, which follow the key principles of this plan.

The inaugural gathering of the Cardinia Food Movement, held on 25 July 2017 at Living Learning in Pakenham established new connections across the community; bringing together 95 passionate people keen to generate change through collective impact. Following this, the first formal network meeting in August involved 30 participants who shared their ideas and began action planning for the future of local food in Cardinia Shire.

This quarter, planning for the Cardinia Shire's Community Summit commenced with dates confirmed for 28 October and 1 November 2017. At this event, Council will share, support and inspire local volunteer community organisations and interested members to undertake projects that address the health and social priorities as identified in the development of the draft Liveability Plan.

Together with our collective impact partners we have continued to focus on addressing the major social issues and impacts of family violence and gender equity both in the community and within our organisation. Support for the Together We Can initiative was reinforced when 126 people attended the Community Leadership Summit, held on 2 August, and with 80 people attending the White Ribbon Night Morning Tea on 28 July, Council and Outlook raised \$1,800 to support women with a disability in family violence. The Local Hero in Sporting Clubs campaign awarded a \$1,000 grant to the Officer Senior Football Club President to deliver Respect and Gender Equality Leadership training in their club. Also with an emphasis on gender equity, Council participated in the Listen, Learn, Lead Program and established 11 community solution working groups for 2017-18.

POLICY IMPLICATIONS

Nil.

RELEVANCE TO COUNCIL PLAN

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

CONSULTATION/COMMUNICATION

Nil.

FINANCIAL AND RESOURCE IMPLICATIONS

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

CONCLUSION

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



Cardinia Shire Council

Quarterly Performance Report

Quarter 1 July - September 2017 - 18

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CEO's report

The beginning of the 2017–18 financial year and the first quarter under the Council Plan 2017–21 completed, Council set out with renewed enthusiasm and commitment to delivering results that benefit our community. Here are some of the highlights.

Advocacy

As many of Council's infrastructure and services projects are funded by rate revenue, which is limited by the Victorian Government's rate cap, we have a strong focus on grants and advocacy. During the past quarter, Council submitted 15 grant applications totalling \$12 million, and we are advocating for a number of priority projects, which we recognise are important to our community and the future success of our growing shire.

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Garry McQuillan
Chief Executive Officer
Cardinia Shire Council

Government interaction

Government Advocacy

Council continues to actively engage with all local politicians both federal and state seeking their support for local initiatives. In the lead up to the State Election a detailed package of 57 projects required locally in the Bass, Gembrook and Narracan electorates has been prepared and will be used to advocate to both local members and the government and opposition.

Seeking promises in the lead up to an election is one of the few opportunities available to influence government priorities that benefit our local communities.

Grant application

So far this quarter 15 grant applications have been lodged for a variety of projects across the Shire totalling \$12M.

Legislative Program

The State Government has continued with its program of a review and rewrite of the Local Government Act. This rewrite of the 1989 Act is long overdue and should remove many of the anomalies in the legislation that have occurred over time, due to many ad-hoc amendments being made to the legislation over the past 26 years. The proposed timeline, following the consideration of feedback provided to the Consultation paper, is to release an exposure draft of the Bill later this calendar year, with the Bill proposed to be tabled in Parliament before the end of the calendar year.

The other critical piece of legislation that the State is currently considering is the State Government Taxation Bill that is proposing major changes to the valuations in Victoria, both to centralise the responsibility for valuation to the Valuer General and to introduce annual valuations. This Bill is proposed to be introduced prior to the end of the calendar year.

Major capital projects

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

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

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

Name	Deep Creek Reserve
Description	Development of the Deep Creek Reserve Masterplan including All Abilities Playspace, community building, demonstration wetlands and associated civil works.
Comment	Tenders for the delivery of the building works and playspace have been received. Tenders for the landscaping and civil works have been advertised.
Start	July 2017
End	March 2019
Cost	\$10.5m

Name	Cardinia Cultural Centre Exhibition Space
Description	Stage 1 expansion of Cardinia Cultural Centre exhibition space.
Comment	Currently grant application awaiting confirmation of awarding.
Start	March 2018
End	June 2019
Cost	\$8.5m

Name	Emerald-Gembrook Trail
Description	Construction of the 6.5km section of the Emerald to Gembrook Trail from Cockatoo to Gembrook
Comment	Construction works have commenced on the trail and are well underway.
Start	July 2017
End	February 2018
Cost	\$2.5m

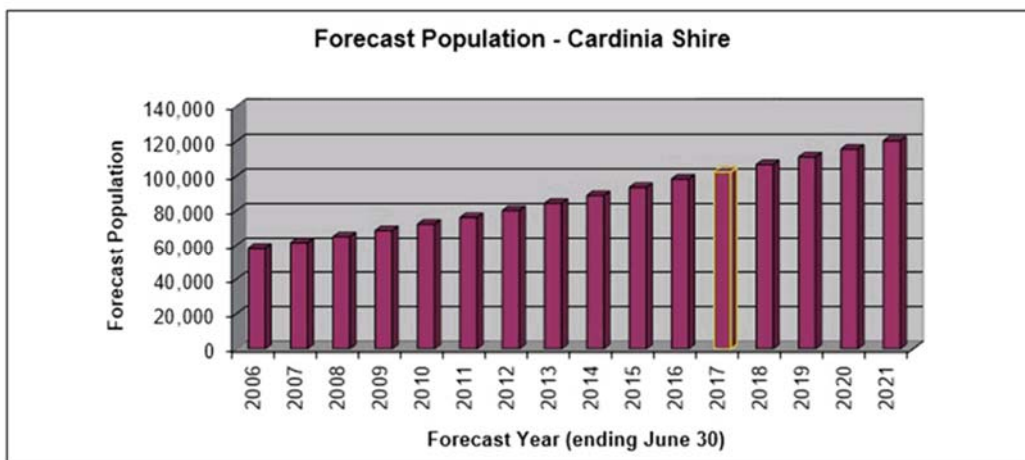
Name	Hills Community Hub
Description	Construction of new multi-purpose community facility in Emerald.
Comment	Tender process underway. Funding application pending under Growing Suburbs Fund for \$2 million
Start	Demolition and construction to commence February 2018
End	September 2019
Cost	\$8.2m

Cardinia Shire growth indicators

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

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

Figure 1. Forecast population – Cardinia Shire



* Data .id Consulting

Property

Subdivisions – residential lots

Residential lots data is a lead indicator and highlights residential development activity that drives much of the growth in demand for council's services and facilities. Residential Applications have slowed down considerably over the past year while Statement of Compliance figures remain strong after a record high.

Figure 2 illustrates that there were 414 lots in application for the certification of plans of subdivision this quarter. Results are 12% lower than the previous quarter. Applications are 32% lower than the same time last year.

Figure 2. Residential lots – applications

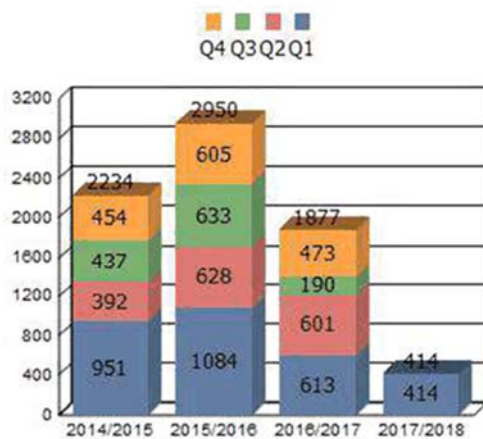


Figure 3 illustrates that there were 496 lots for which a statement of compliance was issued this quarter, allowing for the sale and development of individual lots. Results are 8% lower than the previous quarter and 38% higher than the same time last year.

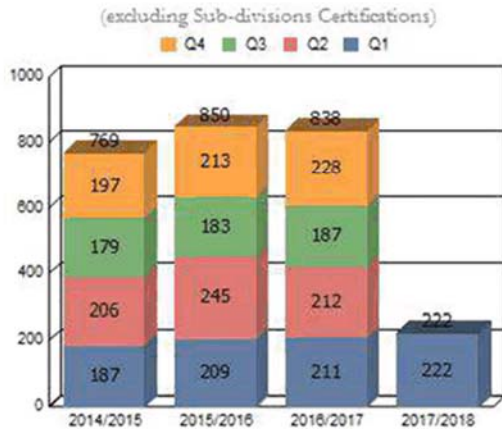
Figure 3. Residential lots – statement of compliance



Planning applications

Figure 4 highlights the level of development activity in relation to applications for planning permits. There were 222 planning applications this quarter, 3% lower than the previous quarter. The year to date figure is 5% higher than the same time last year.

Figure 4. Planning permit applications received



Building permits

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

Figure 5 illustrates that there were 639 building permits issued this quarter. That is a decrease of 16% from the previous quarter and 6% lower than the same time last year.

Figure 5. Total building permits issued

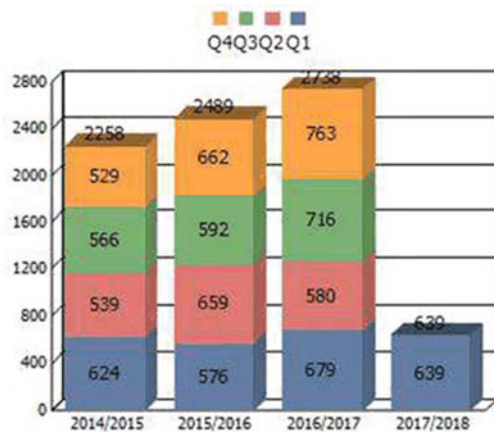


Figure 6 illustrates that there were 451 residential building completions this quarter. That is an increase of 30% from the previous quarter and a four year records. YTD figures are 21% higher than the same time last year.

Figure 6. Residential building completions

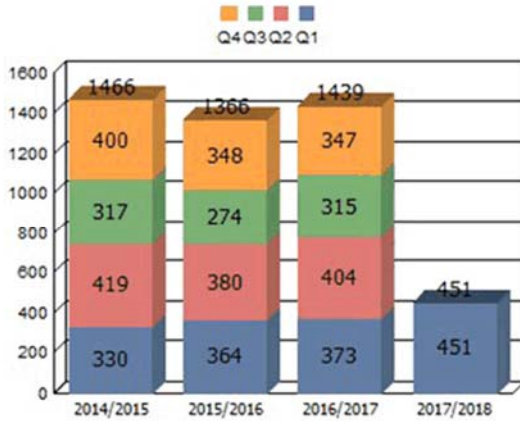


Figure 7 illustrates that there were 160 non-residential building completions this quarter. That is an increase of 1% from the previous quarter and 19% higher than the same time last year.

Figure 7. Non-residential building completions



Residential land development indicators

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

The data in Figure 8 is based on the quarter on quarter information beginning from the July quarter 2012-13.

Figure 8. Residential land development indicators



The average number of **lots submitted for subdivision** reached a record low in the 2nd quarter of 2012-13 with 282 lots. Numbers have peaked in the first quarter of each year for the last 4 years until this year. The first quarter of 2016-17 peaked at an average of 712 lots submitted for subdivision. The current average number of lots has dropped to 458 but this is expected to increase again as the Officer Precinct development progresses.

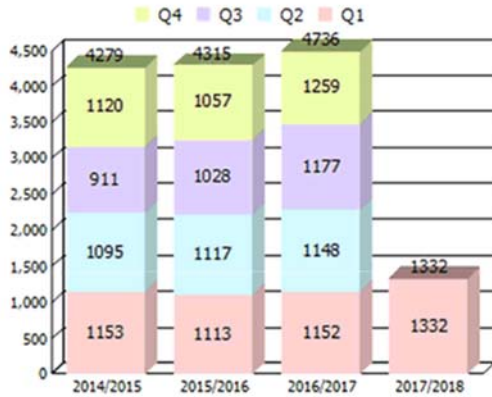
The average number of **new lots released** onto the market has been steadily increasing since the 1st quarter of 2013-14. Numbers have decreased this quarter with an average of 535 lots released. The average number of **dwelling completions** is 378 and is trending upwards. This is a lag indicator and is expected to rise within 6 to 12 months as land development progresses.

Land information certificates

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

Figure 9 illustrates that there were 1332 certificates issued this quarter, 6% higher than the previous quarter. Year to date results are 16% higher than the same time last year, an indication of a growing property market.

Figure 9. Land information certificates



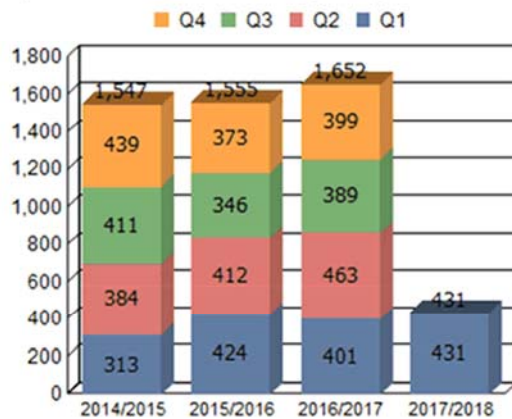
Household garbage service

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

Figure 10 illustrates that there were 431 new bins requested this quarter, 8% higher than last quarter. The year to date total is on 7% higher than last year, indicating a rise of new households.

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

Figure 10. New household garbage service volumes



Customer responsiveness

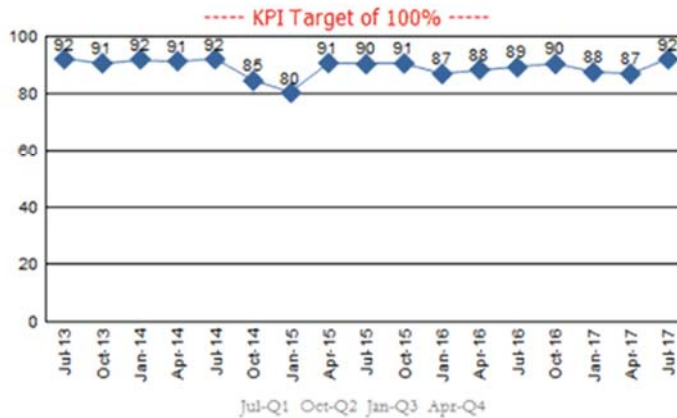
This section shows performance in relation to two fundamental areas of responsiveness: - actioning inwards correspondence, (mail, fax, email) and actioning service requests.

Inwards correspondence – (Mail, fax, email)

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

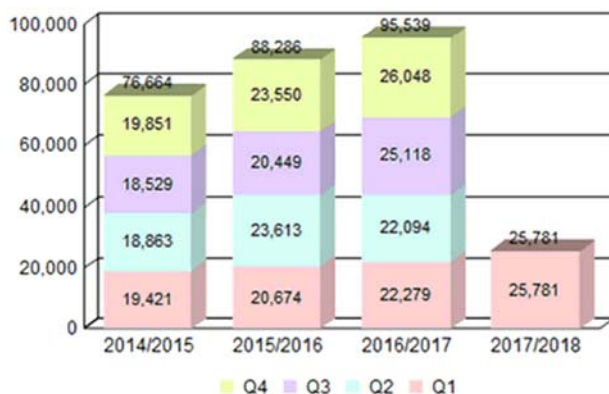
An Action Referral is an item of inwards correspondence received via mail, fax or email, requiring a response. Figure 11 illustrates that an average of 92% of Action Referrals this quarter were acknowledged within 10 days, 5% higher than the previous quarter. Performance reports are distributed to all managers on a fortnightly basis and this is contributing to a higher level of consistency in relation to actioning correspondence.

Figure 11. Inwards correspondence –action referrals in time: KPI percentage by quarter



The volume of inwards correspondence is expected to increase, due to our population growth and as Council's services are expanded and enhanced to meet the growing needs of our community. Figure 12 illustrates that there were 25,781 action referrals this quarter, 1% lower than the previous quarter. The year to date total is 16% higher than the same time last year and trending upwards.

Figure 12. Inwards correspondence – action referrals volumes



Service requests

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

Figure 13 indicates that 91% of service requests were finalised in time for the quarter, above the 90% target.

Figure 13. Service request in time: KPI per cent by quarter

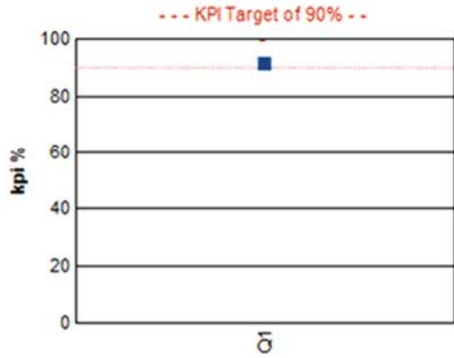
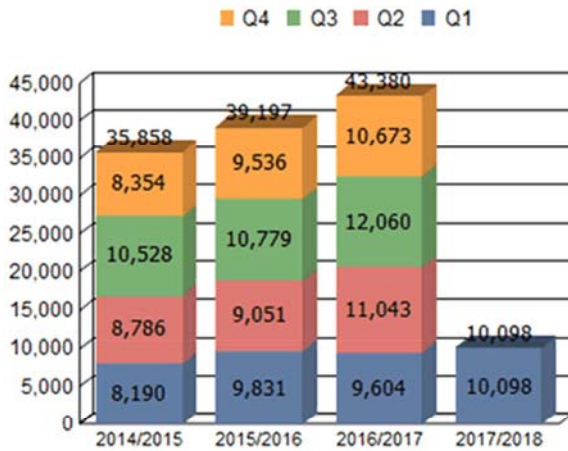


Figure 14 illustrates that there were 10,098 service requests this quarter, 5% lower than the previous quarter. The year to date total is 5% higher than the same time last year, indicating an upwards trend in requests.

Figure 14. Service request volume



Sustainable service

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

Unsealed roads and surface drains

In addition to the sealed road network, council maintains a large unsealed road network, which is 873 km in length, with an annual maintenance budget of in excess of \$3.1 million. Maintenance works consist of both grading and resheeting done on a cyclic basis, along with response to defects caused by adverse weather conditions such as storms or long dry spells. All works are conducted in accordance with council's road management plan which ensures that the network is kept in a safe and trafficable condition.

Figure 15 illustrates that there was 803km of unsealed road grading this quarter, 8% higher than last quarter. The Quarter 2 2016-17 figure is higher, as a number of the roads required less concentrated works to maintain, meaning greater lengths of road were able to be graded.

Figure 15. Unsealed road grading (kilometres)

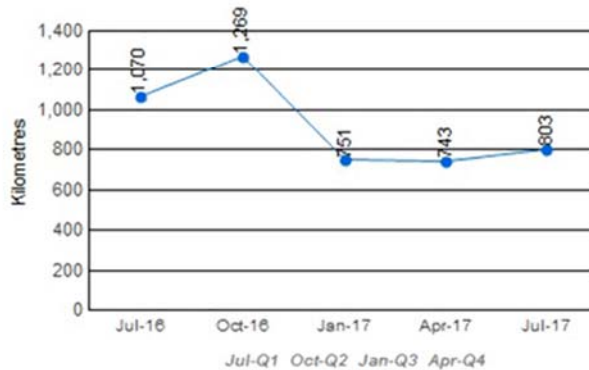
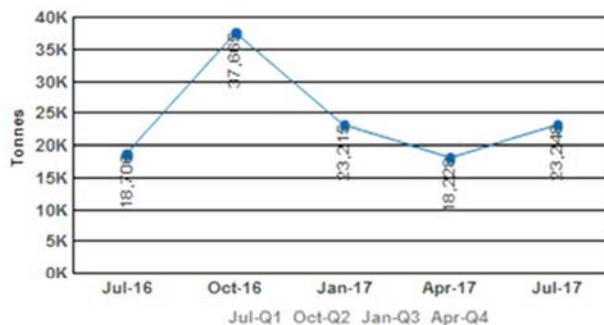


Figure 16 illustrates that there was 123,248 tonnes of unsealed road resheeting this quarter, 28% higher than last quarter. The volume of crushed rock placed on Council's unsealed network reduces over the drier months of the year, as the focus is on delivering water to roads to aid compaction. The plant used to deliver crushed rock are reconfigured into water carts during this period.

Figure 16. Unsealed road resheeting (tonnes)

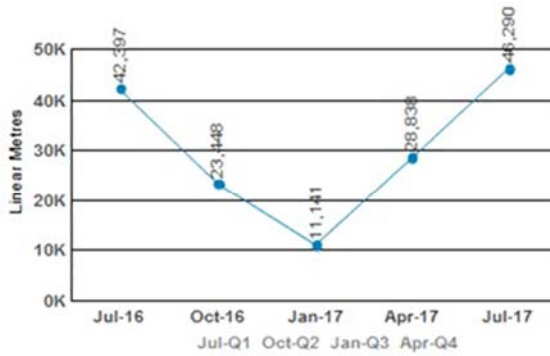


Council also maintains over 3000 km of open surface drains. These drains are cleaned out using a maintenance system that is driven by proactive inspections and reactive works, and supplemented by responding to flooding issues following storms. Works are prioritised based on risk to property or person.

Figure 17 illustrates that there was 46,290 linear metres of surface drain clearing this quarter, 61% higher than last quarter. A tractor mounted rotary drainer was not used in quarter 1, which is normally the case. Instead, surface drains were cleared using a flail mower to remove vegetation build-up.

In Quarter 1 of 2016-17 a tractor mounted rotary drainer was utilised. This machine is able to complete vast distances, in a short time frame, compared to other types of machines used by Council. However, it has limitations in its ability to clean certain types of drains and its use is restricted to the wetter months of the year.

Figure 17. Surface drains cleared (linear metres)



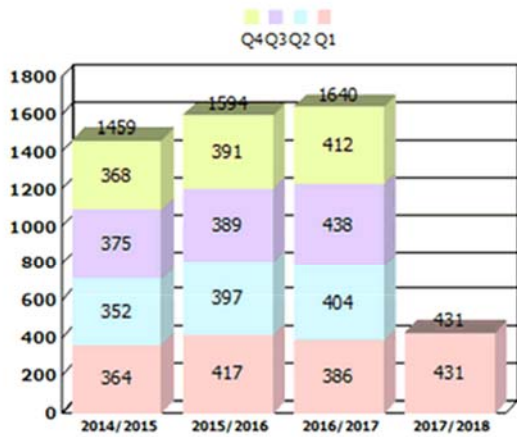
Community

Maternal and Child Health (MCH)

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

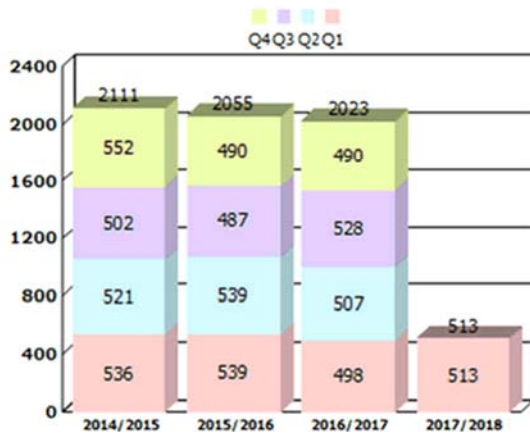
Birth notices are the number of notifications received, from hospitals, of newborn babies in the municipality. Figure 18 illustrates that there were 431 birth notices this quarter, 5% higher than the previous quarter. YTD figures are 12% higher than last year.

Figure 18. Maternal and Child Health birth notices



Total enrolments is the number of babies and children, from birth to school age, that visit and enrol at an MCH centre, including both new births and children of families moving to Cardinia Shire. Figure 19 illustrates that there were 513 enrolments this quarter, 5% higher than last quarter. YTD figures are 3% higher than last year.

Figure 19. Maternal and Child Health new enrolments



* New software introduced November 2015.

Number of youth interactions

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

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

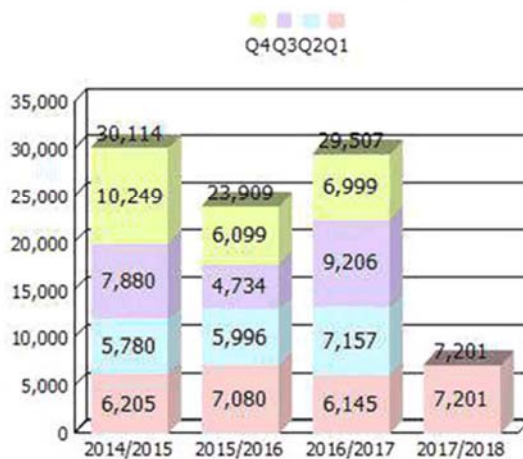
My Place represents not only Council Youth Services programs but other service provider programs and services as well.

The number of services outreaching from My Place has increased over the past 12 months, with consulting rooms fully booked Monday-Thursday. There are eleven organisations operating from My Place, on either a permanent or outreach basis, each week, to support young people aged 12-25 years.

The number of young people (individuals as opposed to contacts) being supported via Council's Youth Support Program has increased by 37% during the July-September 2017 period, as compared to the same period during 2016. In response, Youth Services have recruited a Youth Support Officer in place of the vacant Youth Services Officer role, to meet the demand for one to one support. The new Youth Support Officer will commence in November 2017. Core programs and services will not be impacted; however, a decrease in the number of contacts with young people may result over the next 12 months as individualised support increases and group programs decline.

Figure 20 illustrates the number of contacts with young people over a period. The chart reflects the total cumulative number of young people (not individuals) that participated in activities, programs and services. This quarter there were 7,201 contacts with young people. Results are 3% higher than the previous quarter and YTD figures are 17% higher than the same time last year.

Figure 20. Engagement with young people



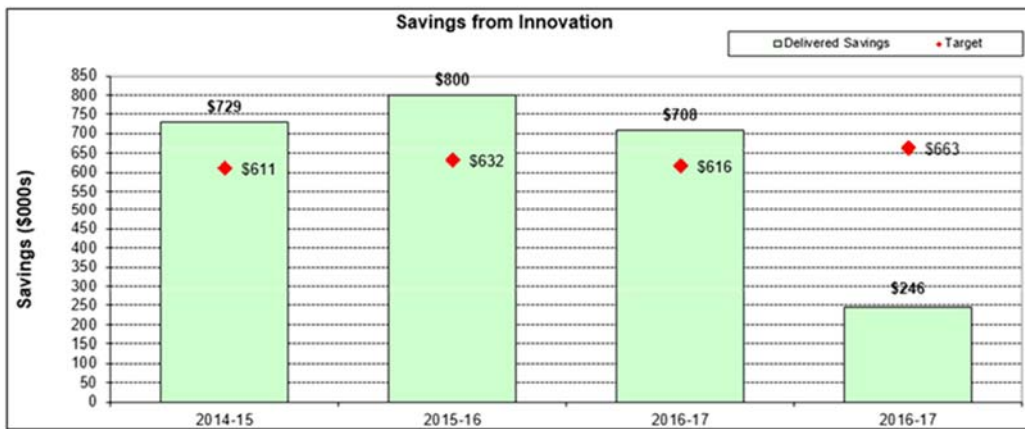
* New targeted program introduced Q2 2015/16

Business innovation

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

We currently have a target of delivering 2 per cent of our salary budget in savings each year. Our target in 2017–18 for improvements is to deliver a minimum of \$662,600 in savings. There are currently 58 improvement projects that have been identified. At the current time, these projects have delivered savings of \$246,302, and this represents 37% of our target.

Figure 21. Business improvements



Waste management

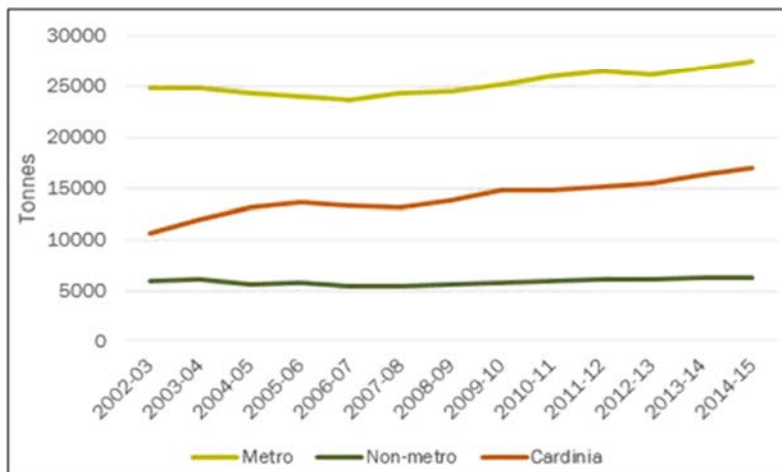
Indicators in this section relate to our behaviour with waste disposal and resource recovery. That is, how much waste we send to landfill and how much is recycled or composted. These figures are monitored on a monthly basis.

Waste trends

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

Figure 22 illustrates amount of garbage generated in comparison to other councils. As the shire’s population continues to grow, the amount of waste generated is also growing. As areas of the shire become more urbanised (similar to metro areas) the tonnages collected will increase to be more in line with metro councils. This means Council will be handling more garbage in the future based on current trends

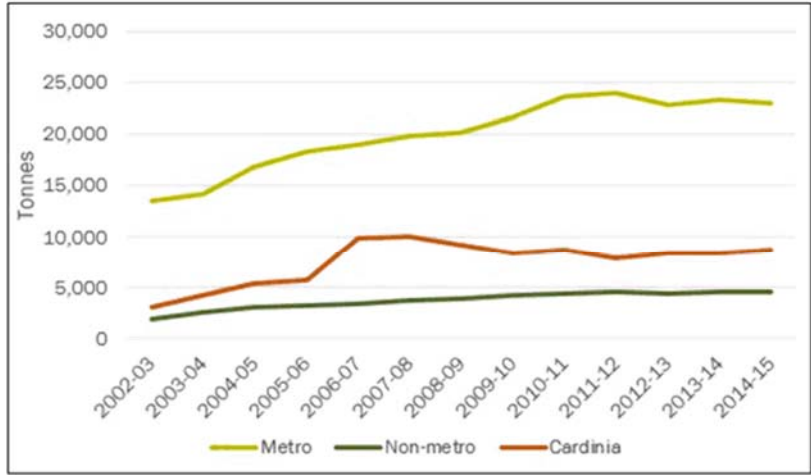
Figure 22. Cardinia Shire garbage generated compared with other metro and non-metro Victorian councils



* Annual Local Government survey - Sustainability Victoria

Figure 23 illustrates the amount of recyclable material generated (recycling and green waste streams) in comparison to other councils. Similar to the trend for amount of total waste generation is the amount of recyclable material generated, with spikes in data occurring in 2006 with the introduction of the green waste bin. Presumably the green waste bin introduction prompted properties to clear green waste which may have been stock piled and levelled off in more recent years. Moisture content in green waste from wet or dry years can vary the tonnage of recycling, with the drought experienced in some years can also have an impact.

Figure 23. Cardinia Shire recyclables (recycling and green waste streams) generated compared with other metro and non-metro Victorian councils.



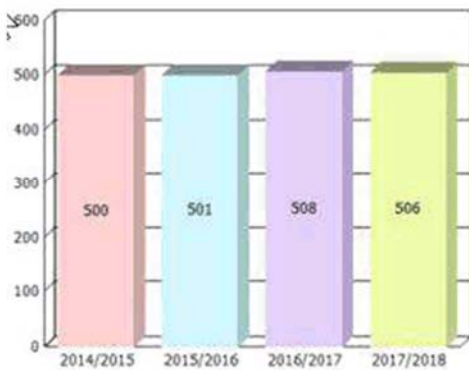
* Annual Local Government survey - Sustainability Victoria

Garbage to landfill

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

Figure 24 illustrates that the average volume of garbage to landfill per household is 506kg to date this financial year. This is decreased from last year's annual average of 508 kg.

Figure 24. Average kg of garbage to landfill per household per year



Kerbside collection

Figure 25 illustrates that there were 4,637 tonnes of garbage waste to landfill collection this quarter, slightly higher than last quarter. The YTD figure is 1% higher than last year. The tonnes collected are expected to increase due to population growth within the Shire.

Figure 25. Garbage waste to landfill – tonnes collected

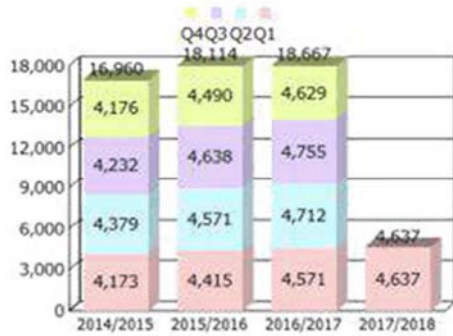


Figure 26 illustrates that there were 2,204 tonnes of recycle waste collection this quarter, 7% lower than last quarter, the YTD figure is 2% lower than last year.

Figure 26. Recycle waste – tonnes collected

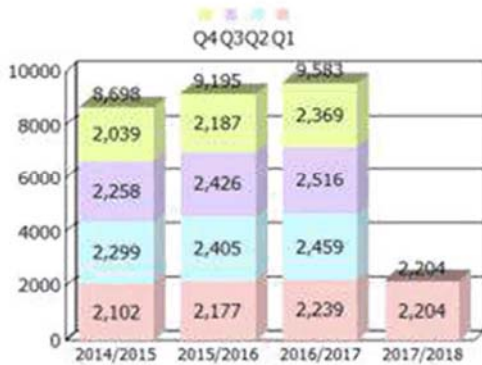
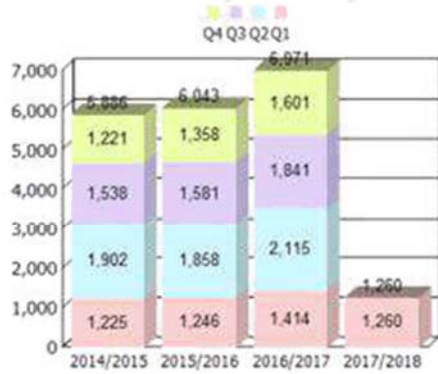



Figure 27 illustrates that there were 1,260 tonnes of green waste collection this quarter, 27% lower than last quarter. The YTD figure is 12% lower than last year. Green waste collection is seasonal and is based on weather and garden growth rates.

Figure 27. Green waste to mulching – tonnes collected



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Our People

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

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

To achieve this we will: Continually review services to ensure those provided by Council meet community needs.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Review the Services for Success attraction model to ensure appropriate coordination of organisations are being attracted into the Shire.	The review of our Service Attraction model has recently commenced. There will be a number of stages to this review which will include, service analysis, needs assessment, process establishment, facilities register and facilities booking procedures. The refreshed model will reflect the identified social and health priorities and principles of the draft Liveability Plan 2017-2029.	Community Strengthening	Jun-18
Review Child and Family Plan and Youth Strategy in-line with the review of Municipal Public Health and Wellbeing Plan and ensure that a range of community service providers, community members, children and young people are able to shape the priority setting and that up-to-date research helps inform the local planning	Review completed and Child and Family Strategy adopted by Council on 21 August	Community Services	Completed
Measure the uptake and effectiveness of the 'wrap around model' of support for working parents using the Arena Child and Family Centre	Initial conversations have occurred with Early Years Manager best chance	Community Services	Jun-18

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Our People

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


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

To achieve this we will: Routinely review overall community needs for services and either deliver or advocate for others to provide services to meet those needs.

Action	Progress Comments	Business Unit	Complete by
Develop integrated Child, Youth and Family Strategy 2017–21 which is aligned to Council's Liveability Plan to support the key priorities in order that children, young people and families are Safe; Healthy and Happy; Connected; Realising their Potential; and Achieving Economic Wellbeing.	Strategy was adopted by Council on 21 August, 2017. Local students have now designed the strategy for children and youth audience. Youth Strategy reference group has assessed the strategy and developed their two year priority actions.	Community Services	Completed

To achieve this we will: Deliver Ageing Well initiatives that support older adults to live longer in their own homes and reduce social isolation.

Action	Progress Comments	Business Unit	Complete by
Facilitate the Aged and Disability Service Provider Partnership and support their planning to deliver against the objectives of the Commonwealth Community Support Program and the National Disability Support Scheme	Activity undertaken to date and progress achieved: PRIORITY 1: Communications/marketing strategy developed with local service providers -Partnership has met five times in the past twelve months. -Four local service provider agencies have attended the marketing and communication strategy workshop. -A dedicated Cardinia Shire Council website space has been developed for the Community Home Support Program with links to local providers.	Community Services	Jun-18
In line with the World Health Organisation Guidelines, work in partnership with older people on an annual basis to develop and implement key actions from the Age Friendly Strategy 2015-2019 for the coming year	The Age Friendly Alliance continues to meet and operates as a reference group for work around positive ageing initiatives. Planning for activities during Seniors Week is underway.	Community Strengthening	Jun-18

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Our People

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

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

To achieve this we will: Ensure Council either provides or advocates for others to provide employment, recreation and leisure opportunities for young people.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Assess local data and evidence with the Youth Strategic Reference Group to assess the needs of young people in securing employment in the Shire and identify gaps and opportunities for advocacy	Planning for this activity will start in 2018	Community Services	Jun-18


To achieve this we will: Advocate for an increase in locally based health and wellbeing services to support young people.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement priorities within the Playground Strategy and playground renewal program. Projects nominated include: O'Neal Rd (Beaconsfield), Don Jackson (Pakenham), PB Ronald (Pakenham), Lakeside (Pakenham), Alma Treloar Reserve (Cockatoo).	O'Neal Rd and Don Jackson have been constructed and are open to the public. Alma Treloar playground construction is underway to be complete and open to the public before end of November. Lakeside consultation completed and contract recommendation and award pending. Expect Construction to be completed before Christmas. PB Ronald finalising review of survey with current stretch target that it will be constructed and open to the public before the end of Jan.	Operations	Jun-18
Undertake a local review of youth needs through the Youth Forum Survey in partnership with local steering committees and networks	Planned for 2018	Community Services	Jun-18

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

To achieve this we will: Advocate to the Victorian Government to partner with Council during the development of new primary and secondary schools.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Identify need for new schools annually and advocate to the Victorian government and local MPs for the allocation of funding in the state budget	Will continue to advocate to Government	Office of the GM - Planning	Jun-18

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Our People

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

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

To achieve this we will: Support the provision of learning opportunities for all ages and abilities.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses, senior citizens centres and others.	Funding and strategic advice and support being provided to relevant Committees of Management across the Cardinia Shire Neighbourhood House cluster, U3A's and a range of other community led activities with a view to having sustainable models and programs in place.	Community Strengthening	Jun-18


We want to Achieve: Improved health and wellbeing for all

To achieve this we will: Source funding and deliver a range of initiatives that promote health and wellbeing.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in the Liveability Health Plan (i.e. Establish Mental Health Working Group)	The Mental Health Alliance is a recently established working group for professional practitioners. There are approximately 20 Mental Health agencies represented in the Alliance, providing services to Cardinia residents. These organisations are either based in the Shire or outreach to the Shire. The overall purpose of this alliance is to understand and improve the diversity of services offered to Cardinia and increase awareness in the local community of how and where to access these services. The Alliance meets every 6-8 weeks.	Community Strengthening	Jun-18

To achieve this we will: Develop the new Municipal Public Health and Wellbeing Plan and review annually

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Adopt and launch the Liveability Health Plan 2017–21 by December 2017	The draft Liveability Plan was recently on public consultation for 6 weeks. Residents were invited to provide feedback via website, Facebook, email, phone or in person. Council received 22 comments and all these were individually considered and where possible integrated into the final plan. The Liveability Plan was adopted at the General Council Meeting on 15th September 2017.	Community Strengthening	Jun-18

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Our People

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

We want to Achieve: Improved health and wellbeing for all

To achieve this we will: Routinely investigate community health and wellbeing issues to inform Council's planning and activities.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning (i.e. Housing Research Project)	Cardinia Council regularly undertakes social research to establish areas of need and identify emerging social trends, Over the last number of years, Cardinia has experienced a shortage of social and affordable housing for disadvantaged residents in the Shire. Research was undertaken to further explore this social need and a number of recommendations to address this issue were made. Council will work through these recommendations and report back to Council.	Community Strengthening	Jun-18


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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Plan for the implementation of Early Years 10 year State Government Compact priorities for children and families. Report to council about the implications of the Compact.	The Compact will be implemented at the local level, leveraging off the many successful approaches and arrangements that already exist in local areas around the State, including the Child and Youth Area Partnerships and Best Start. To commence Phase 1, council CEOs will shortly be invited by the Department of Education and Training Area Executive Directors to partner with them and the relevant Department of Health and Human Service Area Directors. They will lead and engage in the discussion at the initial area meetings, which are currently being planned to occur through to the end of December 2017.	Community Services	Jun-18

We want to Achieve: Variety of recreation and leisure opportunities

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Pepi's Land (Emerald) Master Plan – Revegetation planting along watercourse	Works are being planned to be undertaken on site early / mid 2018	Infrastructure Services	Jun-18
Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	Meetings held with Friends of RJ Chambers Reserve, friends of Mount Cannibal and Maryknoll Tracks and Reserves group to forward plan works in 2017-18 and 2018-19 financial years.	Environment	Jun-18
Undertake car park sealing and construct skate park at Holm Park Reserve.	Tenders documents for the sealing of the car park have closed with works expected to commence late 2017 / early 2018. Skate park design is also underway.	Infrastructure Services	Jun-18

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Our People

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

We want to Achieve: Variety of recreation and leisure opportunities

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Commence construction of netball courts, car parking and pavilion at Pepi's Land Emerald	The stage 1 works for the internal roads, car park, services and netball courts have been advertised and are awaiting responses.	Infrastructure Services	Jun-18
Deep Creek Reserve (Pakenham) - Master Plan – undertake earth works, service installation and commence building construction	Bulk earth works completed and building contract awarded.	Infrastructure Services	Jun-18
Complete construction of the civil works and pavilion for the Pepi's Land (Emerald) netball facility	Rezoning of the site approved. Detailed design and tender documents completed Project will be completed in future years	Active Communities	Mar-18
Lang Lang Community and Recreation Precinct - continue Stage 1 civil works including the ovals, car parks and roads.	Stage 1 works commenced in March 2017 and are well underway, however recent wet weather has impacted progress.	Infrastructure Services	Jun-18
James Bathe Recreation Reserve - Start civil works of Ovals and car parks	The civil construction works associated with the James Batch Recreation Reserve are currently out to tender, with works to commence in 2018.	Infrastructure Services	Jun-18
PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park	Demolition of depot buildings is scheduled for 2018 with car park works to follow.	Infrastructure Services	Jun-18
Implement actions identified in Equestrian Strategy adopted in 2013–14, including Wrights Forrest (Cockatoo) perimeter track and road crossing in Huxtable Road Reserve (Pakenham) precinct	End date amended to Mar 18 as per JS Works scheduled to be undertaken in February, March, April 2018.	Active Communities	Mar-18
Prepare a master plan for Gin Gin Bin Reserve Officer	Appointment of staff contractor to undertake masterplan complete, has started this week.	Active Communities	Jun-18

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Our People

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


We want to Achieve: Variety of recreation and leisure opportunities

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

Action	Progress Comments	Business Unit	Complete by
Prepare a master plan for McMullen Recreation Reserve Officer	Appointment of staff contractor to undertake masterplan complete, has started this week.	Active Communities	Jun-18
Work with user groups for the design and construct of the Officer Recreation Reserve Social Space	Note: Club driven project and construction is dependent of club funds being available	Active Communities	Jun-18
Design Bunyip Soccer Stadium	Working through grant timelines and requirements.	Active Communities	Jun-18
Design redevelopment of Cora Lyn reserve Pavilion	Club driven project, club funding required to meet club preferred design.	Active Communities	Jun-18

To achieve this we will: Increase opportunities for our residents to participate in a range of sport, recreation and leisure activities.

Action	Progress Comments	Business Unit	Complete by
Subject to the acquisition of the land Council commence appropriate planning scheme amendments to permit the permanent accommodation of the Pakenham Auto Club and the Koo Wee Rup Motorcycle Club	Awaiting response from Minister. Date amended Dec 2017 as per AP Planning scheme amendment documentation prepared. Authorisation to be sought from Council in early 2017	Strategic and Economic	Dec-17
Commence appropriate planning scheme amendments to permit the permanent accommodation of the Pakenham Auto Club and the Koo Wee Rup Motorcycle Club		Strategic and Economic	Jun-18
Comely Banks Reserve - undertake detailed civil design.	Planning has now been completed in conjunction with the school adjacent, further design to be undertaken.	Active Communities	Jun-18


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Our People

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

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

Action	Progress Comments	Business Unit	Complete by
Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans	Considered at part of PSP	Strategic and Economic	Jun-18
Support continued implementation of family violence projects in the shire at a local, regional and state level including Together We Can initiative and White Ribbon Accreditation	<p>Together We Can - Community leadership summit was held on 2 Aug (126 attended). The Summit provided gender equity training and established 11 community solution working groups for 2017-18. A Local Hero in sporting clubs campaign was completed – Officer Senior Football Club President awarded with \$1000 grant to provide Respect and Gender Equality leadership in their club. New "Violence is Out of Bounds" banners developed and distributed to local recreation reserves.</p> <p>Family Violence Regional Strategy -Planning currently underway for White Ribbon Day event and 16 days of activism.</p> <p>White Ribbon Accreditation - Currently participating in Listen, Learn Lead Program. White Ribbon Night – In partnership with Outlook Victoria supported a Morning Tea event with a focus on women with a disability in family violence on 28th July (80 attended / \$1800 fundraised).</p>	Community Strengthening	Jun-18
Lead the implementation of the Cardinia Safer Communities Framework. Work with Safer Communities Committee to develop key actions to address safety issues within the shire. Achieve designation as an International Safe Community through an accreditation process the International Certifying Centre.	The Safer Communities Strategic Committee continues to meet and provides strategic oversight for the Action Groups. Crime, Mental Health, Alcohol and Other Drugs and Emergency Management have formal groups in place and developed action plans to guide the work. Recently success with grant applications have increased the capacity to deliver initiatives. Planning for the certifying centre visit is well underway.	Community Strengthening	Jun-18

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Our People

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

We want to Achieve: Increased awareness of safety


To achieve this we will: Improve awareness of township safety in local communities.

Action	Progress Comments	Business Unit	Complete by
Promote resilience building and community prep. for emergencies through Community engagement and education. Identify and train community leaders to support communities to plan for and recover from emergencies. Work with the vulnerable groups and assoc. support services within the shire on emergency management planning. Deliver a bi-annual community resilience forum or series of workshops. Promote emergency safety awareness, programs and messaging, inc. the council developed emergency management videos.	Through the Resilience Officer, project development has commenced for Upper Beaconsfield as a pilot township to build community resilience. Additionally, the EM Team continues to work with communities and other areas of council to identify vulnerable groups, to then engage and provide emergency planning education. This has included delivery of information to a range of groups throughout the community ie: seniors groups and township associations. Emergency messaging continues to be shared through Councils social media.	Community Strengthening	Jun-18

We want to Achieve: Minimised impact of emergencies

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

Action	Progress Comments	Business Unit	Complete by
Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their relevance to its risk profile. Review and Develop Municipal Emergency Animal Management Plan Municipal Pandemic Plan	Quarterly Municipal Emergency Management Planning Committee meetings are undertaken. At these meeting review of the plans, arrangements and risk profile are regularly reviewed. The Municipal Pandemic Plan was developed and endorsed in June 2017. The Municipal Emergency Animal Management Plan is currently under development.	Community Strengthening	Jun-18

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Our People

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


We want to Achieve: Minimised impact of emergencies

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Develop a long term plan for burning in Council reserves. Review -Annual CERA (Community Emergency Risk Assessment), Annual Victorian Fire Risk Register (VFRR) Risk assessment, Bushfire Risk Profile for Cardinia Shire	Council has engaged an independent consultant to develop a 10 year planned burn strategy for the Shire. The strategy will consider all risk assessments relevant to our community. The consultants have commenced mapping potential reserve sites and meeting with key stakeholders.	Community Strengthening	Jun-18

To achieve this we will: Protect against the impacts of emergencies through effective preparation and community planning and education.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Support community initiatives (i.e.. Ready to Go) and assist communities to develop community emergency management plans	Councils EM team continues to support local community Emergency Management initiatives and planning. This has included Ready to Go, the Emerald Emergency Planning Committee, Emerald RSL, Emerald Community House, Koo Wee Rup Health Service and Upper Beaconsfield Township Association.	Community Strengthening	Jun-18

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Our Community

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

We want to Achieve: Our diverse community requirements met

To achieve this we will: Monitor and research emerging community trends to help plan for the needs of residents.

Action	Progress Comments	Business Unit	Complete by
Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database (i.e. Factsheets, Population projection updates and Social health Profile)	A number of factsheets have recently been developed to compliment the Draft Liveability Plan 2017-2029 and raise community understanding and awareness regarding Council's commitment to the identified health and social priorities and policy domains. The Census 2016 findings have recently been released and can be found on Council's website along with recent social and community demographics, statistics and emerging trends.	Community Strengthening	Jun-18

To achieve this we will: Promote access to and encourage, a mix of housing types to cater for the varying needs of people in the Cardinia community.


Action	Progress Comments	Business Unit	Complete by
Undertake a demonstration social housing project in partnership with a housing association, local housing providers and social support services	Council continues to explore possible options for social housing in the Shire with relevant housing associations and local housing providers. Council's priority area is for women and children escaping family violence.	Community Strengthening	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
In conjunction with the Public Art Coordination team, plan for public artworks to be delivered in Ranges Ward	Planning for this new piece has begun with an expected installation date in 2019.	Active Communities	Jun-18
Cardinia Arts Facility – Complete design and commence construction for Stage 1 redevelopment of the CCC.	Tender to construction to be advertised in November.	Active Communities	Jun-18

To achieve this we will: Plan for the provision of facilities to service and support the changing community.

Action	Progress Comments	Business Unit	Complete by
Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	Updated to represent new ID data - no change to current plan at this stage	Community Services	Jun-18

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Our Community

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

We want to Achieve: Our diverse community requirements met

To achieve this we will: Work with local communities to review and implement township strategies that contribute to meeting the needs of those communities.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Delivery of the McBride Street (Cockatoo) laneway development -horticultural landscaping and toilet installation.	Works underway. Concrete being poured this week. Toilet expected to be installed in November. Planting will not be completed until the start of the next planting season (after Easter next year) but it will be open before Christmas.	Operations	Jun-18
Commence an economic review of the townships to guide future planning. Support Nar Nar Goon progress association in developing their township strategy.	Consultants engaged and report being undertaken.	Strategic and Economic	Jun-18


We want to Achieve: Engaged communities

To achieve this we will: Provide a range of opportunities that encourage community participation in Council policy and strategy development.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies. Provide opportunities for community input into Council's Liveability Health Plan.	Community engagement activities and opportunities have been planned and delivered across a wide range of council policy, strategy and project developments. These include but are not limited to Municipal Health and Wellbeing Strategic Plan (Liveability Plan), Cardinia Cultural Centre redevelopment, Play Space renewals, Aged Friendly Strategy, Disability Access and Inclusion Action Plan.	Community Strengthening	Jun-18

To achieve this we will: Communicate the activities and decisions of Council to the residents in a variety of ways.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Undertake a review of Connect magazine and consider the introduction of ward or township-based newsletters. Continue to utilise website and social media channels.	A report will be developed with options for the future of Connect (Size, frequency, delivery method etc) to be discussed with Council before the end of 2017.	Customer Communications	Jun-18

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Our Community

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

We want to Achieve: Engaged communities


To achieve this we will: Embrace and support community leadership.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders. Partnering with Leadership Victoria to deliver a Community Leadership program in 2017.	Community Leadership program being delivered to over twenty Cardinia shire residents in partnership with Leadership Victoria through a range of scheduled programs and activities.	Community Strengthening	Jun-18

We want to Achieve: Increased levels of community participation

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy	Works on the annual footpath program have commenced.	Infrastructure Services	Jun-18
Implement the Diversity Action Plan including Coordination of Harmony Day event and work in partnership with community service organisations to deliver an annual Refugee Week event. Explore the initiation of a CALD Advisory Group.	Terms of Reference have been developed and approved by Council for a CALD Advisory Group and contact is being made with potential advisory group members.	Community Strengthening	Jun-18
Review existing Access and Inclusion Policy and action plan. Develop new 2017–21 Access and Inclusion Policy and action plan in accordance with current legislation	The Disability Access and Inclusion Plan has been reviewed and a new plan was endorsed by Council in August.	Community Strengthening	Completed

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Our Community

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

We want to Achieve: Increased levels of community participation

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


Action	Progress Comments	Business Unit	Complete by
Implement the Reconciliation Action Plan 2015–19 through the focus areas of relationships, respect and opportunities by increasing knowledge of Aboriginal culture across the organisation and community. Actions include to partner with local organisations to acknowledge and/or celebrate days and events of Aboriginal cultural significance	The second round of meetings with elders for 2017 are being organised and will take place in October/November.	Community Strengthening	Jun-18
Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	Continuing to explore various projects with the network group.	Community Strengthening	Jun-18

To achieve this we will: Recognise, support and promote the value of volunteerism in our communities.

Action	Progress Comments	Business Unit	Complete by
Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire	Reception will be held, planning is in place	Governance	May-18

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

Action	Progress Comments	Business Unit	Complete by
Provide training and support to staff across the organisation regarding the Community Engagement Framework and toolkit to enhance the community's participation	Training and specific project support is provided to the organisation through the Community Engagement Facilitator role and Community Development team. This includes the provision of a policy and handbook and has seen support provided across thirty project and policy developments.	Community Strengthening	Jun-18

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Our Community

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

We want to Achieve: Improved health and wellbeing of our residents

To achieve this we will: Increase the communities understanding of health issues and options to help them make appropriate decisions.


Action	Progress Comments	Business Unit	Complete by
Share health and social priorities with the community and support the development of local projects that align to the Liveability Health plan. Action: Plan and deliver a Community Summit	Planning for the Community Summit is well underway. The dates have been confirmed for the 28 October and 1 November 2017. At this event Council will share health and social priorities as identified in the development of the draft Liveability Plan and offer support to local volunteer community organisations and interested members to initiate projects to address these priorities.	Community Strengthening	Jun-18

To achieve this we will: Enhance food literacy and security within the community Support the provision of services by Council or others for people of all abilities.

Action	Progress Comments	Business Unit	Complete by
Coordinate and implement the Food Circles Collective Impact project (e.g., Establish a local food network)	The inaugural gathering of the Cardinia Food Movement was held on the 25 July 2017 at Living Learning in Pakenham. The event brought together more than 95 people, with cross representation from the community including local farmers, teachers, business owners, chefs, community workers, sport and recreation, volunteers and interested residents. This gathering was followed by the first formal network meeting, held on Tuesday 22 August 2017, again at Living Learning. 30 people attended to undertake a visioning activity, where participants shared their ideas, and began action planning, for the future of local food in Cardinia Shire. A second visioning workshop is schedule for Tuesday 29 August. The broader network on social media currently has 383 Facebook followers and 135 Instagram followers	Community Strengthening	Jun-18

To achieve this we will: Help establish partnerships and social infrastructure opportunities that improve health and wellbeing outcomes for residents.

Action	Progress Comments	Business Unit	Complete by
Evaluate and support the delivery of services through the Pakenham Health Centre	Council continues to work closely with the Pakenham Health Centre to identify required health services and to support delivery of these services. Maternal Children's Health services now operate from the Centre along with family, children, maternity, mental health and allied health services.	Community Strengthening	Jun-18

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Our Environment

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

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

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


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans	Annual footpath and road renewal works are underway.	Infrastructure Services	Jun-18
Inspections and maintenance of the road network in accordance with the Road Management Plan	Inspections and maintenance on track following a challenging few weeks with potholing on isolated sections of many unsealed roads.	Operations	Jun-18

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Finalise the evaluation of open space areas to determine appropriate service standards across the shire's suite of reserves in preparation for tendering the new open space contract in 18/19.	Process commenced - to be finalised by end of 1st Quarter 2018	Operations	Jun-18

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Conduct a program of resurfacing of playing surfaces at recreation reserves – Worrell Reserve (Emerald) – reshaping drainage and irrigation	Request going to SLT in late Nov to request carry over of project to 18/19. Design underway and will be completed by Jan 18	Active Communities	Jun-18

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Our Environment

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

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

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Hills Hub (Emerald) Redevelopment – finalise design for the Hub. Develop tender for release late 2017 with a view to commence construction early 2018. Coordinate with current stakeholders alternative venues to continue their operations. Work with DEWLP to clarify new management structure for the Hills Hub.	Design phase for the Hills Hub is in the final stage for completion. This has involved ongoing consultation with key stakeholders during this process.	Community Strengthening	Jun-18


We want to Achieve: Transport linkages connecting towns

To achieve this we will: Upgrade Council roads to improve safety while considering the traffic demand of the community.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Commence construction of the Lang Lang Bypass from Westernport Road to McDonalds Track, including Milner's Road	Tender documents and drawings for the bypass have been completed, however developments with adjacent quarry has resulted in some design modifications. Construction to commence once funding is secured from sand extraction operators or alternatively substantial government grants being available. Council's application for funds through the NSRF has not been successful.	Infrastructure Services	Jun-18
Upgrade Jolly Road bridge	External funding has been received through the Federal Government Bridge program. Tender documents are now being prepared for construction.	Infrastructure Services	Jun-18

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Wheelers Road (Maryknoll) - Construction and finalisation of scheme costs and statutory process	The Project was awarded at the August Council Meeting with works on site to commence in October.	Infrastructure Services	Jun-18

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Our Environment

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

We want to Achieve: Transport linkages connecting towns

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


Action	Progress Comments	Business Unit	Complete by
Finalise statutory process for the construction of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham) and commence construction	The Peet Steet Special Charge Scheme has been Declared by council with preconstruction works underway.	Infrastructure Services	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
Implementation of the footpaths identified in the Pedestrian Bicycle Strategy	Designs being completed.	Infrastructure Services	Jun-18
Cockatoo-Gembrook Trail – commence construction	Works have commenced and are proposed to be completed early 2018.	Infrastructure Services	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
Provide information when required to the Interface Councils' Group and South Eastern Metro Integrated Transport Group as part of aim to enhance the frequency and coverage of public transport within Cardinia Shire and the south-east region	Council officers recently attended the September SEMITG meeting.	Infrastructure Services	Jun-18

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Our Environment

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

We want to Achieve: Enhanced natural environment

To achieve this we will: Adapt to the impacts of climate change by working in partnership with the South East Councils Climate Change Alliance and both Australian and Victorian governments.


Action	Progress Comments	Business Unit	Complete by
Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g.. Home Energy Advisory Service)	The Home Energy Advisory Service co-located in the Timbertop estate land sales office is on going. This free service provides advice to new home builders on the inclusion of affordable energy efficient fixtures in new home builds. SECCCA staff are currently in conversations to develop a regional Zero Emissions Strategy. This project is currently in its infancy.	Environment	Jun-18
Development and adoption of new Sustainable Environment Strategy	This is the second year of the two year project to develop and adopt a Sustainable Environment Strategy. Internal consultation is underway with the Strategy on track to be delivered at the end of this financial year.	Environment	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
Implement the Aspirational Energy Transition plan including projects such as environmental upgrades at Koo Wee Rup Pool and Pakenham Library, Hall and U3A	Implementation of the 2017/18 actions in the Aspirational Energy Transition Plan has begun. This has included the installation of a 22.8kW solar electricity system on Emerald Library. The system comprises of 76, 300 watt high efficiency solar panels. A display screen is also being installed in the library foyer that will demonstrate the energy being produced from the solar system and the benefits it is providing.	Environment	Jun-18

To achieve this we will: Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.

Action	Progress Comments	Business Unit	Complete by
Liaise with and support schools in the areas of waste minimisation, litter and recycling	Envirocom have been providing Beyond the Bin incursions to schools and Early Learning centres within the Shire.	Infrastructure Services	Jun-18
Review effectiveness of kerbside flexible plastics recycling initiative and further promote to the community.	Post project audits were conducted and identified 23% of residents were using the service every fortnight, with low contamination, which means the initiative was a success. Recovery from 16-17 extended to 47% which is also an increase on previous years. Further promotions will continue and are scheduled for Connect magazine in October.	Infrastructure Services	Completed

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Our Environment

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

We want to Achieve: Enhanced natural environment

To achieve this we will: Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Build on success of new resource recovery facilities by advocating for improved resource recovery and reuse options (such as e-waste/detox your home/SV programs/new streams/reuse opportunities/education)	Meetings have been held in August with Transfer station operators to explore opportunities for increased resource recovery.	Infrastructure Services	Jun-18
Commence regional project with south east councils and MWRRG to procure landfill and alternative to landfill services, including pre sort options for commencement post 2021.	Workshop was attended with Councils in the South East region. A meeting was also held with a aspiring alternative waste treatment provider talking about different technology solutions.	Infrastructure Services	Jun-18

To achieve this we will: Manage water in an integrated way, including the reduction of potable water consumption by Council and households.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement the Integrated Water Management Plan including implementing water-efficiency measures recommended in the water audits at Cardinia Life and Holm Park Reserve	Water audits at both Cardinia Life and Holm Park Reserve are complete. Projects currently being investigated for implementation this year include: a pool blanket, small appliance upgrades and additional data loggers to the BMS at Cardinia Life. Small appliances will be upgraded at Holm Park Reserve.	Environment	Jun-18

To achieve this we will: Promote water catchment management practices that improve the quality of our waterways.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program, and mandate property connection in 2017-18	Council Environmental team continue to advocate	Development and	Jun-18

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Our Environment

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

We want to Achieve: Enhanced natural environment

To achieve this we will: Protect and improve biodiversity by increasing the area of natural ecosystems across the shire.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives	Council officers have supported the Southern Brown Bandicoot Regional Recovery Group, StopPitt (weed control group) and Cannibal Creek Catchment Biodiversity Project with supportive funds in their PPWPCMA grant applications for 2017-18.	Environment	Jun-18

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Preserve and improve natural environment by undertaking weed management and indigenous plantings	Undertaking pre-planning and implementing bushland works priorities for 2017-18. Including National Tree Day planting at Avonsleigh Common and Gembrook Park and weed control at Mt Cannibal Reserve.	Environment	Jun-18


To achieve this we will: Manage agricultural land use by supporting farmers to utilise sustainable farming practises

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement the Westernport Green wedge Management Plan into the planning scheme. Participate in DELWP advisory committee to enable contemporary agricultural activities. Advocate for Bunyip food belt project.	Planning scheme amendment C215	Strategic and Economic	Completed

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

To achieve this we will: Plan and develop built environments that support improved health and wellbeing of our communities through implementation of the Healthy by Design guidelines.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Advocate to implement sustainable design assessment in the planning process.	Advocacy commenced along with presentation to SLT.	Environment	Jun-18

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Our Environment

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

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

To achieve this we will: Raise awareness of our environment's impact on people's health and wellbeing by integrating the concept of liveability across all Council business units and including liveability indicators within the municipal public health and wellbeing plan

Action	Progress Comments	Business Unit	Complete by
Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	The distribution of this eNewsletter was recently increased to bimonthly. The August edition has been completed and planning is underway for the October edition.	Environment	Jun-18

To achieve this we will: Advocate for changes in the state planning scheme which support development of local policies which reduce health-detracting environments (gaming, liquor, fast food)

Action	Progress Comments	Business Unit	Complete by
Commence review of Councils Municipal Strategic Statement.	Review of existing state and Council policies being undertaken	Strategic and Economic	Jun-18


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

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

Action	Progress Comments	Business Unit	Complete by
Undertake a review of the Municipal Strategic Statement	Review of existing state and Council policies being undertaken	Strategic and Economic	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
Complete Pakenham East precinct structure plan / developer contributions plan	Draft PSP Documentation completed. Councillors to be briefed and PSP to be forwarded to VPA for planning scheme amendment. Date extended 30 Jun 2018 as per AP. Precinct structure plan to be finalized prior to DCP	Strategic and Economic	Jun-18
Introduce schedules for the new residential zones in Beaconsfield Upper	Date amended Jun 2018 as per AP. Awaiting outcome of Government review of residential zones	Strategic and Economic	Jun-18
Ongoing review of PSP's and DCP's	Consultants have been engaged by Council to undertake review of DCP process.	Strategic and Economic	Jun-18

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Our Environment

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

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

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


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement approved structure plans for the growth area.	Works undertaken	Strategic and Economic	Jun-18

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Review of township strategies in line with the adopted program	Review of actions for existing township strategies has been completed	Strategic and Economic	Jun-18
Implementation plan for the Westernport Green Wedge Management Plan and continue advocacy for Green Wedge Management Plan for the northern part of the Cardinia Shire	Implementation plan has been completed and letter sent to the Minister seeking funding for Northern Rangers Green Wedge Management plan	Strategic and Economic	Jun-18

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Seek authorisation to exhibit planning controls to further enhance protecting habitat and corridors for bandicoots.	Prepared the amendment documentation	Strategic and Economic	Jun-18

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Our Economy

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

We want to Achieve: Increased business diversity in Cardinia Shire

To achieve this we will: Plan for and support local employment opportunities.


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
CP Continue to advocate to protect land for employment purposes. Implement planning scheme amendments for specific employment opportunities. Complete review of Officer Town centre review with the VPA. Commence review of Cardinia Road Employment Precinct to simplify planning controls.		Strategic and Economic	Jun-18

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Facilitate business networking opportunities through Casey Cardinia and individuals	We continue to work with Casey	Strategic and Economic	Jun-18

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Finalise planning scheme amendment to incorporate Pakenham South Precinct Structure Plan into the Cardinia Planning Scheme	Council Officers are preparing the Pakenham South Precinct Structure Plan and associated amendment documentation. Date amended to Jun 2018 as per AP.	Strategic and Economic	Jun-18
Commence preparation of Officer South Developer Contribution Plan	The Victorian Planning Authority have deferred the development of a PSP and ICP for the Officer South Employment Precinct until 2018/19.	Infrastructure Services	Jun-18
Work with the VPA in the preparation of Officer South Precinct Structure Plan and Development Contribution Plan	Awaiting data and background studies from VPA. Amended end date by GM approval	Strategic and Economic	Dec-17

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Our Economy

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

We want to Achieve: Increased business diversity in Cardinia Shire

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


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Development Contribution Plan	Duplicate	Strategic and Economic	Jun-18

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Finalise car parking strategy for Pakenham Town Centre. Work with ISPT to facilitate the development of the mixed use precinct adjoining Pakenham Railway Station	Date amended Feb 2018 as per AP. Reference group meeting, reference group now engaged.	Strategic and Economic	Feb-18
Facilitate development of key sites in the core commercial area in Siding Avenue (Officer)	Consultation continues with relevant land owners	Strategic and Economic	Jun-18
Work with the VPA in the preparation of Pakenham East Precinct Structure Plan and Development Contribution Plan	Date extended to June 2018 as per AP Awaiting finalisation of Precinct Structure Plan before commencement of planning scheme	Strategic and Economic	Jun-18
Work with VPA in the review of Officer Town Centre	Council Officers are working with the Victorian Planning Authority (VPA) to review and prepare a planning scheme amendment to review the Officer Town Centre. Agency review to occur in November 2017.	Strategic and Economic	Jun-18

To achieve this we will: Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy		Strategic and Economic	Jun-18

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Our Economy

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

We want to Achieve: Increased business diversity in Cardinia Shire

To achieve this we will: Encourage procurement of local products and services.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Tender documentation and consideration includes weighting for local products and services	Completed - part of standard tender documentation	Finance	Completed

We want to Achieve: Maintained strong agricultural activities

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


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy and the Green Wedge Management Plan		Strategic and Economic	Jun-18

To achieve this we will: Identify innovative ways to value-add to the region's primary production and transportation.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension and Food Markets for Primary Producers	Advocacy for the markets continues.	Strategic and Economic	Jun-18

To achieve this we will: Advocate for the development of roads and infrastructure required for primary production.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Identify a hierarchy of roads directly related to primary production that require advocacy	Establishment of a consultation group associated with roads related to primary production is to occur.	Infrastructure Services	Jun-18

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Our Economy

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

We want to Achieve: Diverse and resilient business community

To achieve this we will: Support small businesses to remain viable in rural townships.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Continue to work with individual property / business owners to support their growth and the vibrancy of towns.		Strategic and Economic	Jun-18

To achieve this we will: Encourage the establishment of tourism and hospitality in appropriate areas of the shire.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Adopt and implement the Casey Cardinia Tourism Strategy	Strategy adopted and actions are being implemented.	Strategic and Economic	Jun-18

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


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Assist businesses to develop in the Casey-Cardinia region	Council continues to provide assistance as requested.	Strategic and Economic	Jun-18

To achieve this we will: Work with others to grow economic activity and attract new enterprises.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Work with the Casey Cardinia Business Group and the Department of Economic Development, Jobs, Transport and Resources to attract new enterprises and enhance the economic activity in the region	We will continue to advocate.	Strategic and Economic	Jun-18

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Council will help facilitate training opportunities for local businesses	Advocacy continues	Strategic and Economic	Jun-18

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Our Economy

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

We want to Achieve: A local economy supporting the improved health and wellbeing of our communities

To achieve this we will: Encourage the procurement and consumption of local food

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Tender documentation and consideration includes weighting for local products and services	Completed - part of standard tender documentation	Finance	Completed

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Our Governance

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

We want to Achieve: An engaged community

To achieve this we will: Develop a policy which details how Council will inform and engage consistently with the community on important matters.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Commence a review of the Communications Strategy and work with Community Strengthening to develop an Engagement Policy	Work has commenced on a five year communications strategy, which will reference our approach and commitment to community engagement.	Customer Communications	Jun-18

We want to Achieve: Open governance

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Monitor compliance with statutory reporting requirements	Compliance check list is in place and being monitored	Governance	Completed
Maintain and update the register of information to be available to the public	Register is regularly updated and was reported in the Annual Report	Governance	Completed


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

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

We want to Achieve: Long-term financial sustainability

To achieve this we will: Make financial decisions that achieve the objectives of Council and long-term financial sustainability.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Develop annual budget and Five-year Financial Plan which will deliver on the actions presented in the Council plan and maintain long-term financial goals	Initial budget work has been completed by updating the Strategic Resource Plan for 2018/19	Finance	Jun-18

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Our Governance

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

We want to Achieve: Long-term financial sustainability

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor	Completed as part of the budget process and standard documentation for tenders and contracts	Finance	Completed

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


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	Budget process underway and this is completed as part of this process	Finance	Jun-18

To achieve this we will: Identify and implement programs to achieve Council's debt reduction policy.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Debt Management Policy	Reviewed as part of the Budget process, which is underway.	Finance	Jun-18

To achieve this we will: Identify ways to contain Council's cost base by a focus on innovation and efficiency.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Develop and maintain 'internal consulting' ability within Service Planning and Improvement Team, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions	September 2017: Internal training and knowledge sharing, on consultancy and facilitation methods, have begun. Team also engaged in on-the-job training, through key projects.	Service Planning and	Jun-18

	<h2>Performance Report</h2>	<p>Quarter 1 Jul - Sep</p>
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Our Governance

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

We want to Achieve: Appropriate funding and support from all levels of government

To achieve this we will: Advocate on behalf of the community to ensure it receives a fair share of funding and support from the Australian and Victorian governments for infrastructure, facilities and services.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community	Pack is completed ready for November Council Workshop.	Chief Executive Office	Jun-18