

ACTIVITY REPORTS

16 QUARTERLY PERFORMANCE REPORT

FILE REFERENCE INT189376

RESPONSIBLE GENERAL MANAGER Derek Madden

AUTHOR Jo Battin

RECOMMENDATION

That the quarterly Performance Report for quarter 2, 2017-18 be received and noted.

Attachments

- 1 Quarterly Performance Report 60 Pages

EXECUTIVE SUMMARY

To present the Quarterly Performance Report for the October to December 2017-18 period.

BACKGROUND

The second quarter of 2017-18 saw the daily average of new households established in Cardinia Shire increase to six families per day. Cardinia Shire Council continues its work to deliver results in alignment with the Council Plan 2017-21 to meet the needs of our growing population. Some highlights are included here.

In November, Central Ward Councillor Collin Ross was elected Mayor of Cardinia Shire and our previous Mayor, Cr Brett Owen, was elected Deputy Mayor for 2017-18.

Promoting the health and wellbeing of residents

In September, Council adopted Cardinia Shire's Liveability Plan 2017-29, recognising Council's role in coordinating local public health planning. The plan aims to bring together a range of organisations and local groups to collectively protect, improve and promote the health and wellbeing of all our residents.

Aligning with the Liveability Plan, we hosted our inaugural Community Summit in October. The event set out to inform both Council and the community about our health and wellbeing needs now and into the future, and to encourage collaboration and the sharing of ideas for a liveable and healthy Cardinia Shire.

The Cardinia Food Circles Project was launched at the Cardinia Food Forum in November, with a focus on protecting land to grow food, growing a vibrant local food economy, enhancing food knowledge, and closing the food loop on waste, water and space. In other news, Cardinia Life became the first Council-owned facility in Victoria to convert their health club to 24/7 operations, giving people the best chance to maintain a healthy lifestyle by removing any barriers around operational hours.

Encouraging inclusive and engaged communities

We also launched our Child, Youth and Family Strategy 2017-21 in October, reinforcing Council's commitment to the shire being a UNICEF 'Child Friendly City'. It incorporates five focus areas for

local children, young people and their families to be safe, healthy, happy and connected, and to realise their potential and achieve economic wellbeing.

Cardinia Shire Council's first ever Youth Council was selected in early December and they will have the opportunity to work collaboratively with Council on issues that impact on young people in the shire. The nine youth councillors from across the shire will each receive guidance from a Councillor mentor, helping to build their knowledge and experience as leaders.

The Cardinia Community Leadership Program celebrated its first graduates in November, empowering participants to engage in active citizenship within the local community. The success of the program will see a second intake in 2018, continuing its work to further the leadership capacity and community participation of emerging leaders.

Reflecting our commitment to safe and inclusive communities, Cardinia Shire Council became the seventh municipality in Australia to achieve designation as an International Safe Community. In related activities, the Mayor signed the Refugee Welcome Scroll when it visited Cardinia Shire as one of 113 Refugee Welcome Zone Councils and Council supported a community walk against family violence for White Ribbon Day.

Providing infrastructure and facilities

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

Emerald Community Hub

A building contractor has been appointed for the Emerald Community Hub (Hills Hub) development after many years of engaging with community stakeholders. The multi-purpose facility aims to enhance existing community activities and meet local needs for skill development, training and employment creation.

Deep Creek Reserve

The Deep Creek Reserve development continues to move ahead with contracts awarded and works commencing on the all abilities playspace and the Cardinia Community and Education Centre. Contractors have also been appointed to undertake the civil works package, the landscape package and the construction of new holes at Pakenham Golf Course.

The Lang Lang Community and Recreation Precinct

Work has progressed well on the Lang Lang Community and Recreation Precinct with many elements of the Stage 1 works complete, including cricket practice nets, netball courts, netball players' shelter and irrigation to Oval No 1. The remaining works are well underway.

Park Upgrades

The upgrades at Alma Treloar Reserve and Lakeside Park were completed this quarter as part of a six-park upgrade, with the final park, PB Ronald Reserve currently underway. Garfield Recreation Reserve, O'Neil Road Oval and Don Jackson Reserve were completed earlier in the year.

Footpaths

The footpath program has progressed further, with completed footpaths in Bald Hill Road, Pakenham; Macclesfield Road, Avonsleigh; Fourteen Mile Road/Beswick Street, Garfield; and Pinnocks Road, Emerald.

Managing our environment

The new Waste and Resource Recovery Strategy (2017-26) was adopted by Council in December 2017. It is a roadmap for the future direction and actions of our waste and resource recovery

services, waste-related education and advocacy activities – ensuring these provide value for money and produce improved environmental benefits and amenity for our community.

Supporting Council's aim to sustainably manage the natural and built environments, a free green waste drop off service was trialled in November. The service set out to assist residents in reducing the fuel load on residential properties, to minimise the risk of illegal dumping of material and to reduce the amount of organic material ending up in landfill.

In other initiatives, Emerald Library launched its 76-panel solar system in October, contributing toward an excess of 250kW of installed capacity across 15 sites throughout the shire, which collectively saves more than \$70,000 per annum in energy costs on Council buildings. In November, the Cardinia Digitisation Centre was launched at Cardinia Civic Centre. It provides digitisation services to Council and other organisations, achieving greater cost and time efficiency in the end-to-end automation and processing of data, records, correspondence, invoices and information.

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 2 October - December 2017-18

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CEO's Report

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Further details of the results achieved by Council in the second quarter of 2017-18 can be found in the following pages.

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 year 21 grant applications have been lodged for a variety of projects across the Shire totalling \$12M.

Legislative Program

The State Government has released the exposure draft of the new Local Government Act Bill. 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.

Feedback on the exposure draft is sought by 23 February and the Council will be briefed on the matters included in the Bill early in the New Year so that an informed response can be lodged by this date.

The other critical piece of legislation that was before Parliament 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 was assented to on 19 December and will be implemented early in the New 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. Civil works including netball and tennis courts, drainage, ovals and car parks are underway.
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. Rezoning of land approved. Civil works planned to commence Jan/Feb.
Start	February 2017
End	June 2018
Cost	\$1m

Name	Cardinia Cultural Centre Exhibition Space
Description	Stage 1 expansion of Cardinia Cultural Centre exhibition space.
Comment	Currently grant application awaiting confirmation of awarding. Application for Growing Suburbs Funding was successful. Going to tender on 3/2/2018.
Start	March 2018
End	June 2019
Cost	\$8.5m

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	<p>Tenders have been awarded for the following stages of this development</p> <ul style="list-style-type: none"> • Construction of the building and services • Construction of the regional all-abilities playspace • Civil works package for the car park and associated drainage • Pakenham Golf Course - Construction of New Holes • Landscaping package of works <p>Works on the building and services, regional all-abilities playspace, construction of new golf course holes have commenced, with the civil works to start soon, with the landscaping works following the civil works..</p>
Start	July 2017
End	March 2019
Cost	\$10.5m

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

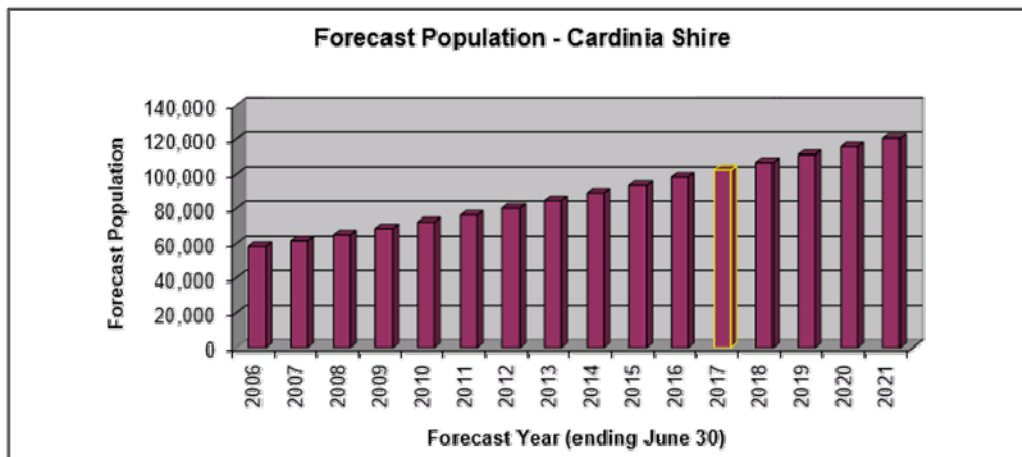
Name	Hills Community Hub
Description	Construction of new multi-purpose community facility in Emerald.
Comment	<p>Tender process completed – MelbCon awarded building contract. Funding successful under the Growing Suburbs Fund 2017 – 2019 for \$1.5 million. Contract currently being reviewed for signing.</p> <p>Onsite meetings scheduled for January with building contractor and stakeholders prior to construction starting in February. Stakeholders to vacate premises by 31st January</p>
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.

Figure 2 illustrates that there were 320 lots in application for the certification of plans of subdivision this quarter. Results are 23% lower than the previous quarter. Applications are 39% lower than the same time last year.

Figure 2. Residential lots – applications

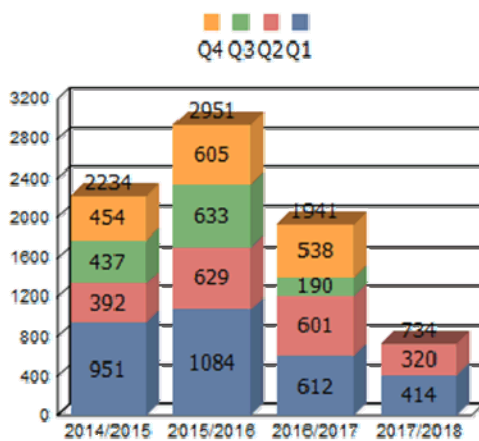
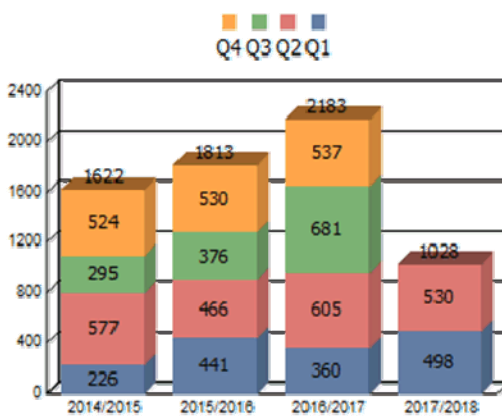


Figure 3 illustrates that there were 530 lots for which a statement of compliance was issued this quarter, allowing for the sale and development of individual lots. Results are 6% higher than the previous quarter and 7% higher than the same time last year.

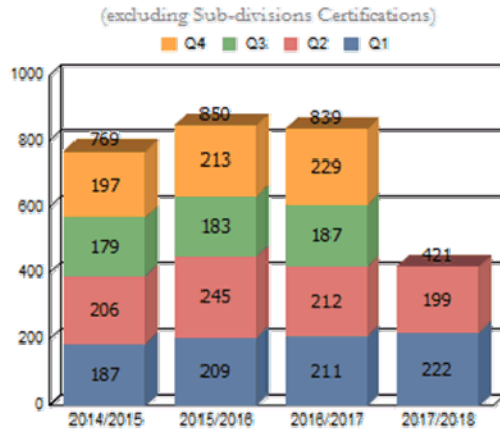
Figure 3. Residential lots – statement of compliance



Planning applications

Figure 4 highlights the level of development activity in relation to applications for planning permits. There were 199 planning applications this quarter, 10% lower than the previous quarter. The year to date figure is on par with 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 767 building permits issued this quarter. That is a increase of 10% from the previous quarter and 16% higher than the same time last year.

Figure 5. Total building permits issued

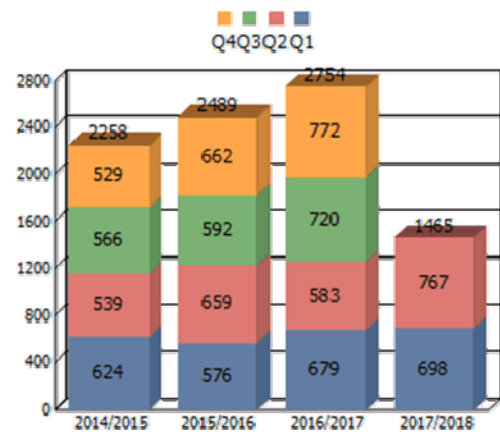


Figure 6 illustrates that there were 515 residential building completions this quarter. That is an increase of 6% from the previous quarter and a four year record high. YTD figures are 29% higher than the same time last year.

Figure 6. Residential building completions

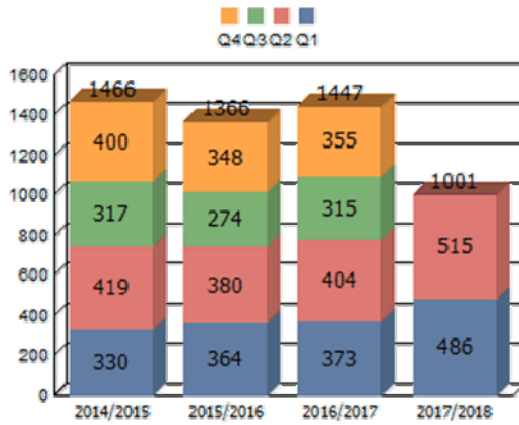
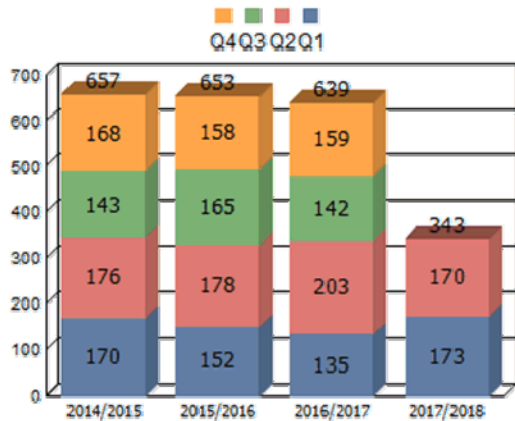


Figure 7 illustrates that there were 170 non-residential building completions this quarter. That is a decrease of 2% from the previous quarter but 1% higher than the same time last year.

Figure 7. Non-residential building completions

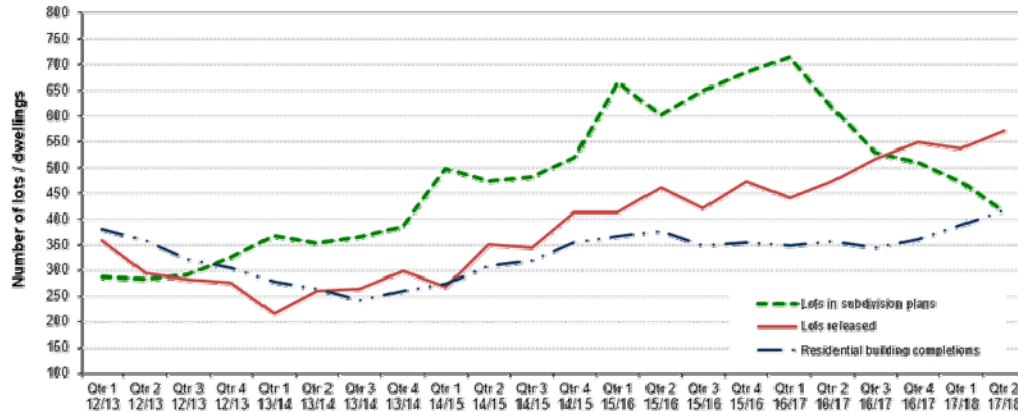


Residential land development indicators

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 320 but this is expected to increase again as the Officer Precinct development progresses.

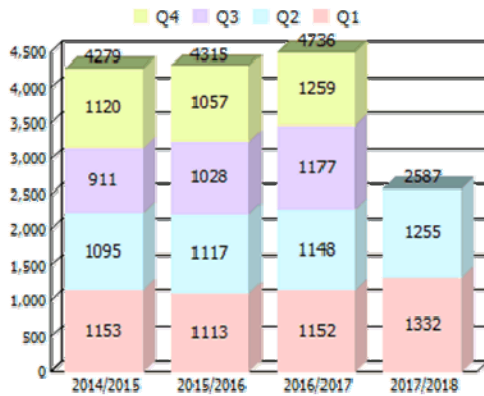
The average number of **new lots released** onto the market has been steadily increasing since the 1st quarter of 2013-14. Numbers have increased this quarter with an average of 570 lots released. The average number of **dwelling completions** is 415 and is trending upwards. This is a lag indicator and is expected to continue 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 1255 certificates issued this quarter, 6% lower than the previous quarter. Year to date results are 12% higher than the same time last year, an indication of a growing property market.

Figure 9. Land information certificates



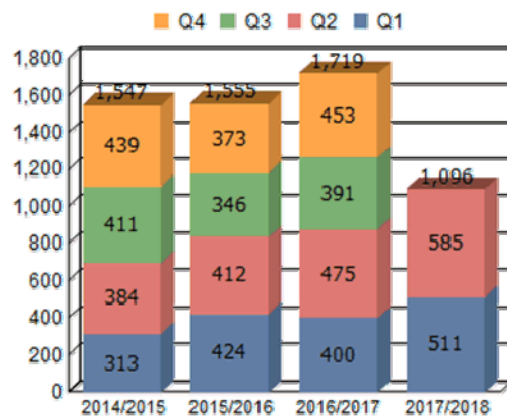
Household garbage service

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 585 new bins requested this quarter, 14% higher than last quarter. The year to date total is on 25% higher than last year, indicating a rise of new households.

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

Figure 10. New household garbage service volumes



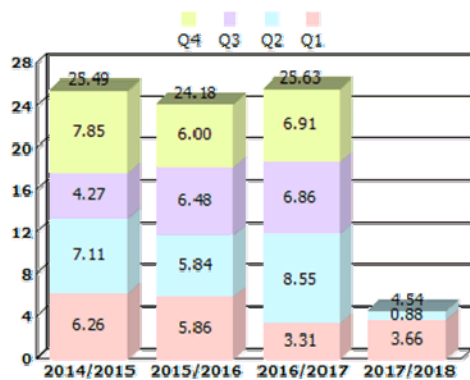
Roads and footpaths

Sealed roads

The sealed road network is approximately 681 km in length. Sealed road growth is due to a combination of subdivision development and Councils sealing of unsealed roads through special charge schemes or other external funding such as roads to recovery. The road maintenance program is conducted in accordance with councils Road Management Plan and is supplemented by cyclic maintenance programs including annual road resealing and rehabilitation.

Figure 11 illustrates that there was an additional 0.88km of sealed roads constructed this quarter, however this number is not accurate due to updated completion records not being available at time of reporting.

Figure 11. Additional kms of sealed roads constructed

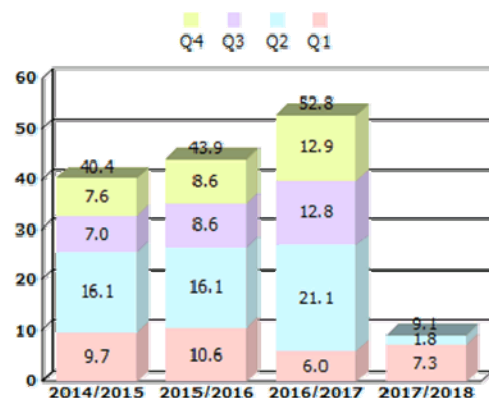


Footpaths

Footpaths are an important means of improving community cohesion by providing for pedestrian traffic around our communities. The footpath network is approximately 662 km in length, with an estimated average growth rate of 40 km per year. This growth is due to a combination of footpaths constructed from subdivision development and Council's capital works program.

Figure 12 illustrates that there was 1.8km of footpaths constructed this quarter, however this number is not accurate due to updated completion records not being available at time of reporting.

Figure 12. Additional km of footpaths constructed



Customer responsiveness

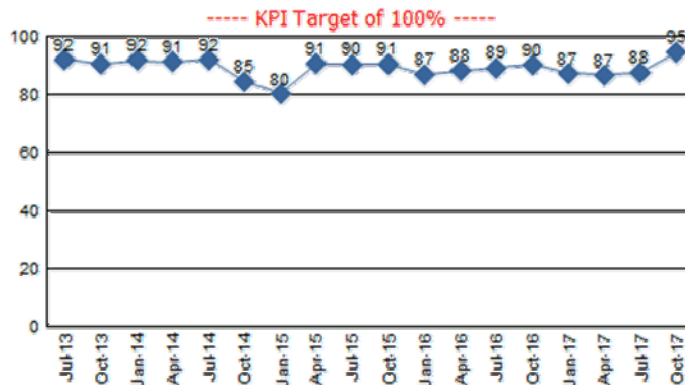
This section shows performance in relation to two fundamental areas of responsiveness: - actioning inwards correspondence, (mail, fax, email) and actioning service requests.

Inwards correspondence – (Mail, fax, email)

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

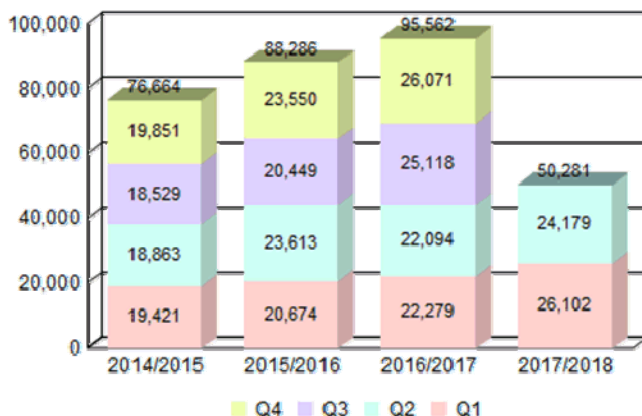
An Action Referral is an item of inwards correspondence received via mail, fax or email, requiring a response. Figure 13 illustrates that an average of 95% of Action Referrals this quarter were acknowledged within 10 days, 7% higher than the previous quarter. Performance reports are distributed to all managers on a fortnightly basis and this is contributing to a higher level of consistency in relation to actioning correspondence.

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



The volume of inwards correspondence is expected to increase, due to our population growth and as Council's services are expanded and enhanced to meet the growing needs of our community. Figure 14 illustrates that there were 24,179 action referrals this quarter, 7% lower than the previous quarter. The year to date total is 13% higher than the same time last year and trending upwards.

Figure 14. Inwards correspondence – action referrals volumes



Service requests

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

Figure 15 indicates that 85% of service requests were finalised in time for the quarter, below the 90% target.

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

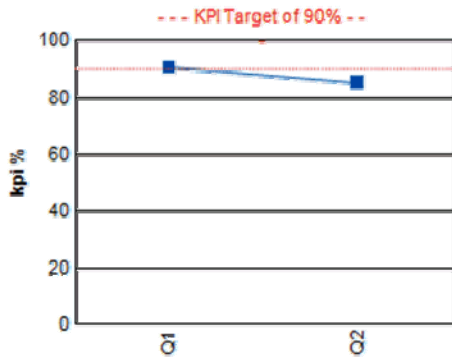
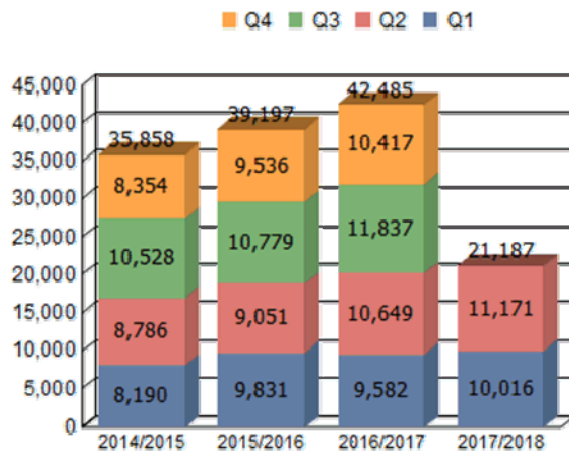


Figure 16 illustrates that there were 11,171 service requests this quarter, 12% higher than the previous quarter. The year to date total is 5% higher than the same time last year, indicating an upwards trend in requests.

Figure 16. Service request volume



Sustainable service

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

Unsealed roads and surface drains

In addition to the sealed road network, council maintains a large unsealed road network, which is 873 km in length, with an annual maintenance budget of in excess of \$3.1 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 17 illustrates that there was 669km of unsealed road grading this quarter, 17% lower 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 17. Unsealed road grading (kilometres)

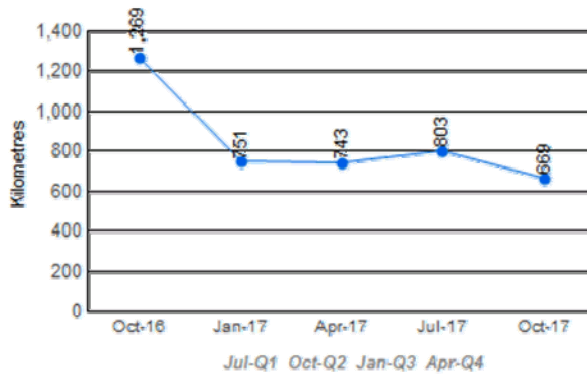
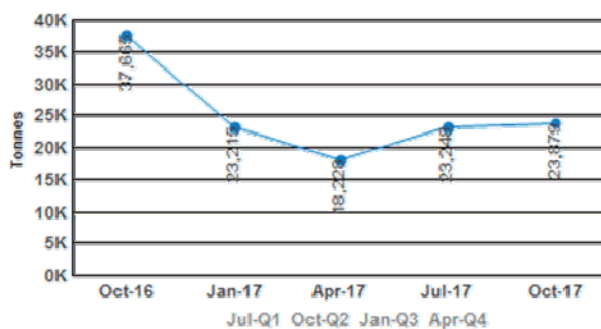


Figure 18 illustrates that there was 23,879 tonnes of unsealed road resheeting this quarter, 3% higher than last quarter. The volume of crushed rock placed on Council's unsealed network reduces over the drier months of the year, as the focus is on delivering water to roads to aid compaction. The plant used to deliver crushed rock are reconfigured into water carts during this period.

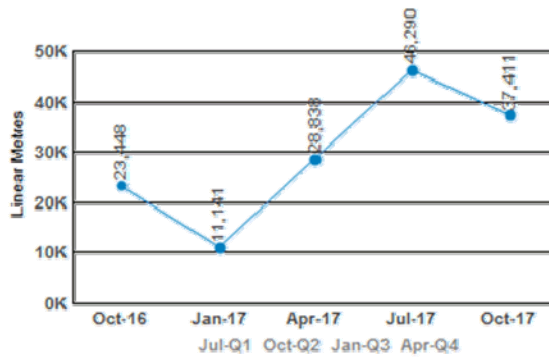
Figure 18. Unsealed road resheeting (tonnes)



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 19 illustrates that there was 37,411 linear metres of surface drain clearing this quarter, 19% higher than last quarter. 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 19. Surface drains cleared (linear metres)



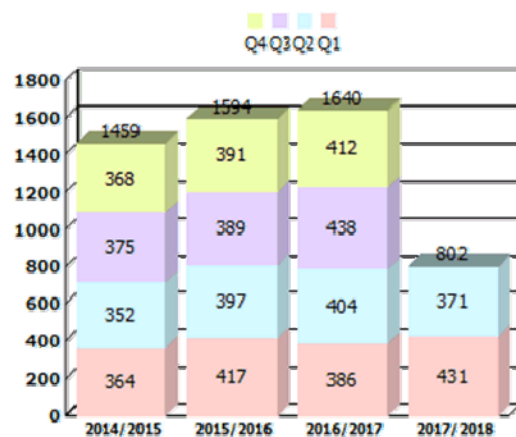
Community

Maternal and Child Health (MCH)

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

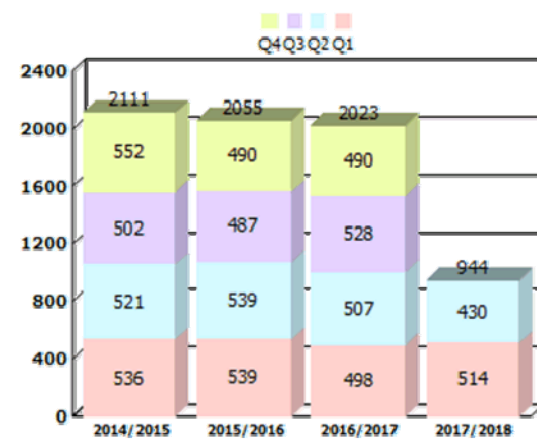
Birth notices are the number of notifications received, from hospitals, of newborn babies in the municipality. Figure 20 illustrates that there were 371 birth notices this quarter, 14% lower than the previous quarter. YTD figures are 2% higher than last year.

Figure 20. 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 21 illustrates that there were 430 enrolments this quarter, 16% lower than last quarter. YTD figures are 6% lower than last year.

Figure 21. Maternal and Child Health new enrolments



* New software introduced November 2015.

Number of youth interactions

Cardinia Shire Council Youth Services provides a range of activities, programs and services for young people aged 12 to 24 years that reside in or have a strong connection to the municipality. Services and programs 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.

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 12-24 years.

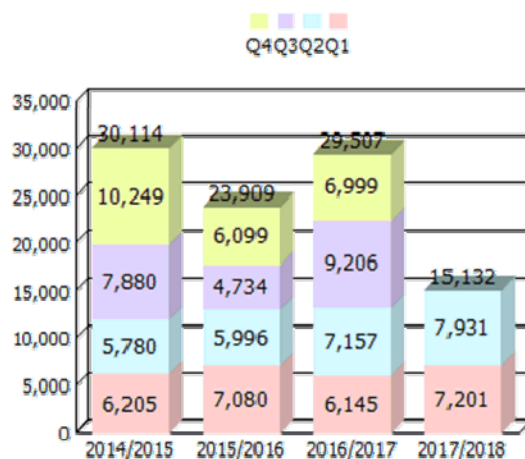
The number of young people (individuals as opposed to contacts) being supported via Council's Youth Support Program has increased by 37% during the July-September 2017 period, as compared to the same period during 2016. In response, Youth Services have recruited a Youth Support Officer in place of the vacant Youth Services Officer role, to meet the demand for one to one support.

Youth Services have applied for funding from TAC (January 2018) to recruit a .6EFT Youth Support Officer so that the program can increase its outreach capacity to young people in rural townships.

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 22 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 7,931 contacts with young people. Results are 10% higher than the previous quarter and YTD figures are 14% higher than the same time last year.

Figure 22. Engagement with young people



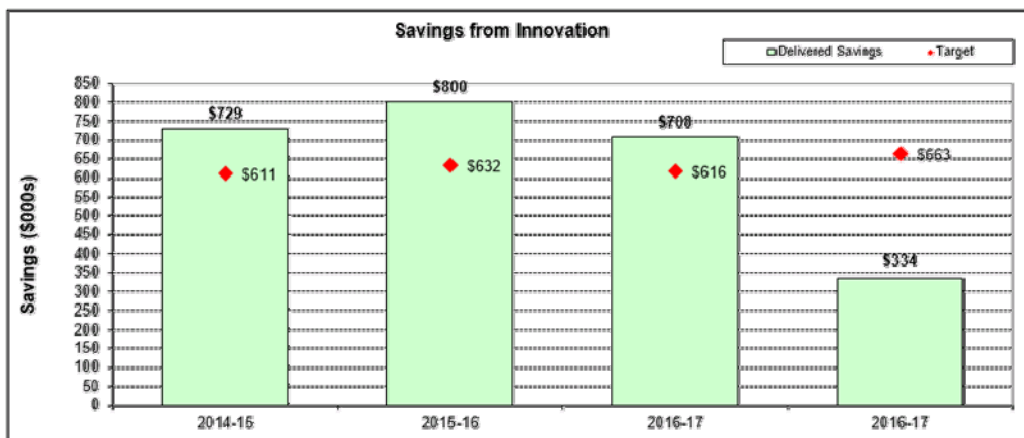
* New targeted program introduced Q2 2015/16

Business innovation

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

We currently have a target of delivering 2 per cent of our salary budget in savings each year. Our target in 2017–18 for improvements is to deliver a minimum of \$662,600 in savings. There are currently 59 improvement projects that have been identified. At the current time, these projects have delivered savings of \$333,502, and represents 50% of our target.

Figure 23. Business improvements



Waste management

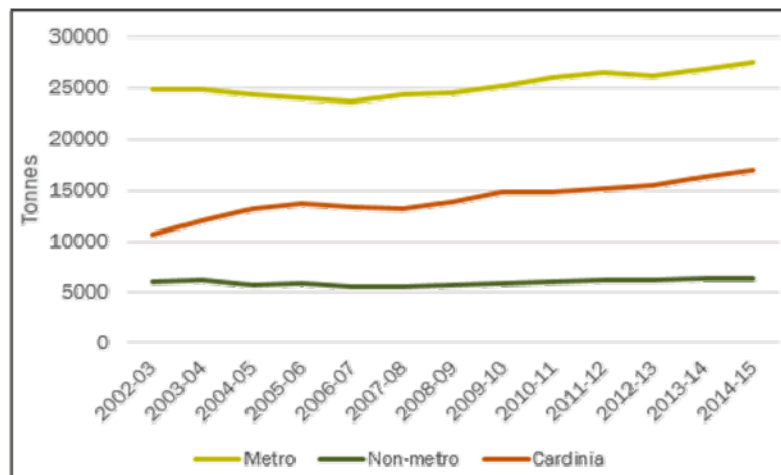
Indicators in this section relate to our behaviour with waste disposal and resource recovery. That is, how much waste we send to landfill and how much is recycled or composted. These figures are monitored on a monthly basis.

Waste trends

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

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

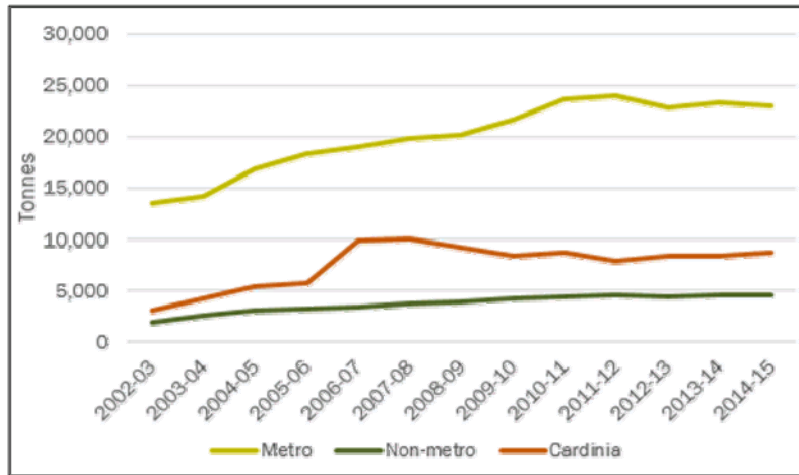
Figure 24. Cardinia Shire garbage generated compared with other metro and non-metro Victorian councils



* Annual Local Government survey - Sustainability Victoria

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

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



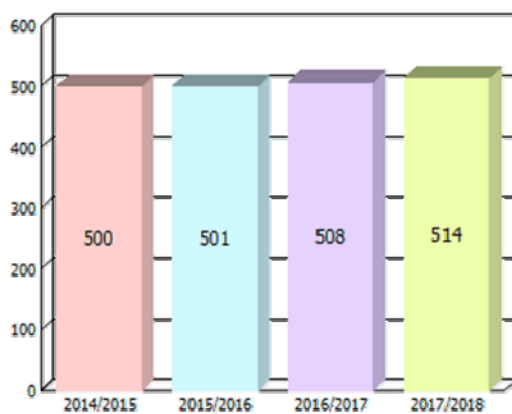
* Annual Local Government survey - Sustainability Victoria

Garbage to landfill

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

Figure 26 illustrates that the average volume of garbage to landfill per household is 514kg to date this financial year. This is an increase from last year's annual average of 508 kg.

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



Kerbside collection

Figure 27 illustrates that there were 4,832 tonnes of garbage waste to landfill collection this quarter, 4% higher than last quarter. The YTD figure is 2% higher than last year. The tonnes collected are expected to increase due to population growth within the Shire.

Figure 27. Garbage waste to landfill – tonnes collected

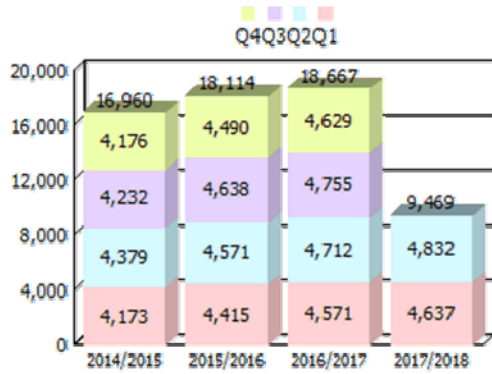


Figure 28 illustrates that there were 2,453 tonnes of recycle waste collection this quarter, 11% higher than last quarter. The YTD figure is 1% lower than last year.

Figure 28. Recycle waste – tonnes collected

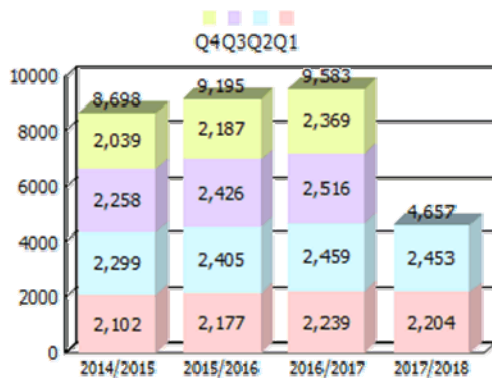
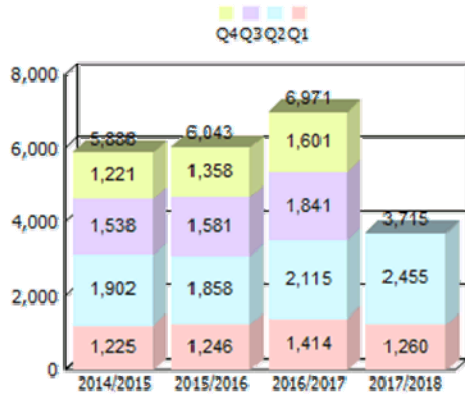



Figure 29 illustrates that there were 2,455 tonnes of green waste collection this quarter, 95% higher than last quarter. The YTD figure is 5% higher than last year. Green waste collection is seasonal and is based on weather and garden growth rates.

Figure 29. Green waste to mulching – tonnes collected



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Our People

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

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

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building.	22/12/2017 - Quotes are continuing to be collected, as per identified priorities. The implementation of the Minor Works program is on track to be completed by end of Financial Year. The new Facilities Maintenance and Management contractor has been appointed with the transition plan implemented. Asset Management data is continuing to be collated in assisting to manage the Renewal and Routine Maintenance programs. Some quotes have been received and others are being collected. On target. Draft mobilisation plan completed as new contractor starting on 5/03/2018. Annual Renewal Plan has been identified and prioritised.	Buildings and Facilities	Jun-18
Commence the construction of the Integrated Children's Centre at Comely Banks (also known as Gum Scrub Creek).	22/12/2017 - Part Occupancy Permit has been provided by Building Surveyor with late January 2018 having defects addressed and the ICC completed in readiness for occupation in early February 2018 by Children's Services service provider.	Buildings and Facilities	Feb-18
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 new Liveability Plan 2017-2020.	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	Strategy was adopted by Council on 21 August, 2017. - 29/08/2017	Community Services	Completed

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Our People

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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>
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 EYM bestchance Programme has commenced - ECMS has surveyed families to determine if the program is meeting their needs.	Community Services	Jun-18

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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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.	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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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 CHSP with links to local providers.	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: 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
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 which includes a current project focused on Elder Abuse as part of Council's commitment to addressing Family Violence. Work has commenced engaging Cardinia's 6 Senior Citizen groups through a revitalisation Project. Seniors Week events went well with over 500 older adults attending community activities/events held throughout the Shire.	Community Strengthening	Jun-18


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.

Action	Progress Comments	Business Unit	Complete by
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	Data requested from members of youth strategy reference group that can be shared to inform planning and advocacy (SELLEN and PHN data) Council Community Planner invited to share key data from census with reference group. Skills plus attended youth services team meeting to share information regarding new transition to work program and how they can best support young people to find employment in Cardinia.	Community Services	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
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, Don Jackson, Lakeside and Alma Treloar playgrounds are all complete and open for public use. PB Ronald will be complete and opened on 15 February 2018.	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: Access to support services and programs for young people

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>
Undertake a local review of youth needs through the Youth Forum Survey in partnership with local steering committees and networks	Meeting held with Community Planners to review youth forum survey and methodology to undertake the 2018 Youth Forum Survey.	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. Supporting an acquisition of a school site in Timberlog. Planning well progressed for schools in Pakenham East.	Office of the GM - Planning and Development	Jun-18

To achieve this we will: Advocate to Australian and Victorian governments for post-compulsory and vocational training that meets the needs of local employers and residents.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Work with tertiary training providers and registered training organisations to maximise opportunities for further education across the Shire	Work is continuing to secure funds for the Community College Gippsland to relocate to PB Ronald Reserve.	Office of the GM - Community Wellbeing	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. In particular high levels of support have been given to the Cockatoo Neighbourhood House.	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 Liveability Plan 2017-29 was adopted at the General Council meeting on 15 September 2017. Following this the Liveability Plan was sent to DHHS to be approved by the Department as part of our legislative requirement. Planning currently underway for launch of new Liveability Plan is early 2018.	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.

Action	Progress Comments	Business Unit	Complete by
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.

Action	Progress Comments	Business Unit	Complete by
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.	Inaugural workshop facilitated by DET and DHHS has taken place with senior managers from councils invited. Compact governance arrangements confirmed as: Priority 1 DHHS Lead - Increase participation of children in out of home care and those known to child protective services in the early years - Improving sharing of data and information about children. Priority 2. LGA lead - Increase participation of Aboriginal families in early years services, with a focus on Maternal and Child Health and kindergarten services. Priority 3. DET lead - Improve the identification and referral of children and families at risk of family violence, including the Maternal and Child Health family violence consultation visit.	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.

Action	Progress Comments	Business Unit	Complete by
Start the design stage of the Worrell Reserve Sports Pavilion.	22/12/2017 - Still awaiting instruction from Active Communities to begin design of this project. 24/10/2017 - budget for Worrell Reserve pavilion has been re-evaluated and we are awaiting on Active Communities for actioning design stage.	Buildings and Facilities	Jun-18
Pepi's Land (Emerald) Master Plan - Revegetation planting along watercourse	Works to commence earlier 2018	Infrastructure Services	Jun-18

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Our People

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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>
Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	In late November the annual community Christmas Network meeting was held to acknowledge volunteers work in bushland reserves. Other actions include liaising with the friends of Mount Cannibal and Gembrook Park on future operational works and commenced grant program for Friends groups who have submitted audit receipts. Established and transitioned appropriate cost effective insurance option for Council's four Incorporated Friends Groups. These groups source external funds to improve Council's reserves.	Environment	Jun-18
Undertake car park sealing and construct skate park at Holm Park Reserve.	Car park sealing contract is currently being signed and the skate park is currently out to tender	Infrastructure Services	Jun-18
Commence construction of netball courts, car parking and pavilion at Pepi's Land Emerald	The appointment of a contractor for the internal civil works was considered at the December Council Meeting. Works are expected to commence in February.	Infrastructure Services	Jun-18
Deep Creek Reserve (Pakenham) - Master Plan – undertake earth works, service installation and commence building construction	Major contracts including the building, all abilities play space, car park civil works, golf course relocation and landscape have all been awarded with these contracts commencing January 2018.	Infrastructure Services	Jun-18
Complete construction of the civil works and pavilion for the Pepi's Land (Emerald) netball facility	2/1/18 - rezoning approved. Works planned to start Jan/Feb.	Active Communities	Mar-18
Lang Lang Community and Recreation Precinct - continue Stage 1 civil works including the ovals, car parks and roads.	Works on stage 1 are well progressed with the wet lands constructed as well as the civil works for the ovals, roads and netball courts.	Infrastructure Services	Jun-18
James Batho Recreation Reserve - Start civil works of Ovals and car parks	The appointment of a contractor for the construction works was considered at the December Council meeting. Construction works to commence early 2018.	Infrastructure Services	Jun-18
PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park	Awaiting demolition works to be completed by the Buildings and Facilities department, which is scheduled for March 2018. Feature and level survey currently been undertaken	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.

Action	Progress Comments	Business Unit	Complete by
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. Works originally scheduled to be undertaken in February, March, and April 2017.	Active Communities	Mar-18
Prepare a master plan for Gin Gin Bin Reserve Officer	Consultants brief prepared. Consultant being engaged by early December. 2/1/18 - consultant appointed. Draft concept plan received Dec 2017.	Active Communities	Jun-18
Prepare a master plan for McMullen Recreation Reserve Officer	Resources allocated to work on 2/1/18 - master plan preparation on hold pending negotiations regarding purchase of land.	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 2/1/18 - Council working with Club appointed architect on draft design	Active Communities	Jun-18
Design Bunyip Soccer Stadium	2/1/18 - architect appointed. draft design being reviewed by Council and club.	Active Communities	Jun-18
Design redevelopment of Cora Lyn reserve Pavilion	Club driven project, club funding required to meet club desire 2/1/18 - funding application submitted for Building Better Regions. outcome expected mid 2018	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	End date amended 30.03.2018 as per AP. Awaiting response from Minister. Planning scheme amendment documentation prepared. Authorisation to be sought from Council in 2018	Strategic and Economic Development	Mar-18

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Our People

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We want to Achieve: Variety of recreation and leisure opportunities


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
Commence appropriate planning scheme amendments to permit the permanent accommodation of the Pakenham Auto Club and the Koo Wee Rup Motorcycle Club	Draft options have been prepared for review by DELWP. Awaiting advice from the department / minister on way forward.	Strategic and Economic Development	Jun-16
Comely Banks Reserve - undertake detailed civil design.	The Master Plan has been completed and the civil design is due to commence February. Discussions have begun with Engineering.	Active Communities	Jun-16

We want to Achieve: Increased awareness of safety

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 Precinct Structure Plan (PSP)	Strategic and Economic Development	Jun-16
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 Advisory committee (Survivors Group) now operating with 8 members which were identified and supported through local service providers. The group is chaired by Kristy McKellar. Currently working with the community solutions projects identified from the Community Leadership summit hosted in August at Cardinia Cultural Centre with up to 150 registered.</p> <p>Family Violence Regional Strategy -Currently participating and supporting the network. 16 days of activism - 4000 cups distributed to 4 local cafes to raise awareness on gender equality. Social media campaign provided key messages on prevention of violence against women during this period.</p> <p>White Ribbon Accreditation - Listen, Learn Lead Program rolled out with an action plan being developed. White Ribbon Day event held on 25th November with a March and community event attracting with a couple hundred people attending. Key theme focused on Safe Kids Safe Community.</p>	Community Strengthening	Jun-16

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We want to Achieve: Increased awareness of safety

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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. Cardinia was designated as an International Safe Community in October.	Community Strengthening	Jun-18

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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 mgmt planning. Deliver a bi-annual community resilience forum or series of workshops. Promote emergency safety awareness, programs and messaging, inc. the council developed emergency mgmt 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 i.e.: seniors groups and township associations. Emergency messaging continues to be shared through Council's social media. During the second quarter Resilient Melbourne have provided additional support to EM Team on the pilot of the Upper Beaconsfield Project. This project aims to be launched in the first half of 2018 with community conversations/workshops to be scheduled. A consultant has been engaged to deliver workshops to a number of community groups to educate vulnerable groups on emergency planning.	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 plans that support people in times of emergency.


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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	Municipal Emergency Management Planning Committee meetings are held quarterly. Review of the plans, arrangements and risk profile are undertaken at these meetings. The Municipal Pandemic Plan was developed and endorsed in June 2017. The Municipal Emergency Animal Management Plan has been drafted and presented to the Municipal Emergency Management Planning Committee. The plan will be finalised and endorsed by the end of first quarter of 2018. Elements of the Municipal Emergency Management Plan have been exercised including activation of council resources, communications and the flood and storm plan. The Municipal Emergency Management Planning Committee and Sub Committees continue to review the risk profile of the Shire.	Community Strengthening	Jun-18

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 a contractor to develop a 10 year planned burn strategy for Cardinia. The strategy will consider all risk assessments relevant to Cardinia. The contractor has commenced mapping potential reserve sites and meeting with key stakeholders to discuss a preliminary listing of reserves to be considered for planned burning during the next 10 years. A further meeting is planned for early 2018 to finalise a draft strategy.	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	Council continue 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. During the second quarter Council has worked with the townships of Cockatoo, Emerald and Gembrook to provide advice on community emergency based planning. A recent visit to Council from Resilient Melbourne has provided additional support to the Emergency Management team to assist community planning.	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 new Liveability Plan 2017-2023 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-16

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 continue to explore opportunities to address the housing crisis facing the Shire. At this stage, Council has been discussing possible options for the development of community housing with housing associations and local housing providers. Council's priority area is to provide housing options for women and children escaping family violence.	Community Strengthening	Jun-16

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
Deliver public art at prominent sites across Shire - Central Ward	Recommended Art Work endorsed by Council in July 2016. Artist engaged, works being constructed with anticipated installation in April 2017.	Active Communities	Completed
In conjunction with the Public Art Coordination team, plan for public artworks to be delivered in Ranges Ward	This is due for completion Jun 2019	Active Communities	Jun-16
Cardinia Arts Facility – Complete design and commence construction for Stage 1 redevelopment of the CCC.	Due for completion early 2019. ready to tender. 22/12 - GSF successful. Going to tender on 3/2/2018.	Active Communities	Jun-16

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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: Plan for the provision of facilities to service and support the changing community.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Updates 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


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.	Construction progressing well. Soft opening mid-February and planting June.	Active Communities	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. Successful inaugural Community Summit was held in late 2017. Community Summit data will guide support required for grants and community projects.	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: Engaged communities

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 to SLT outlining the options available for Connect magazine, including the size and frequency, will be presented in February 2018.	Customer Communications	Jun-18


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 was delivered to over twenty Cardinia shire residents in partnership with Leadership Victoria through a range of scheduled programs and activities. Program completed. Graduation ceremony held. Evaluation and preparation underway for 2018.	Community Strengthening	Completed

We want to Achieve: Increased levels of community participation

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy	The delivery of the footpath program is well underway.	Infrastructure 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: 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 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.	The CALD advisory group has been formed and is starting to develop an Action Plan. A key highlight includes the Refugee Welcome Scroll travelled to Cardinia Shire in October as part of its nationwide tour. The Scroll is an initiative of Rural Australians for Refugees and is touring the country to highlight and celebrate Council who have become Refugee Welcome Zones. The event was attended by 150 residents who witnessed the Mayor's signing of the Scroll and commitment to supporting a welcoming and accessible municipality for all.	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 2017.	Community Strengthening	Completed
Implement the Reconciliation Action Plan 2015-19 through the focus areas of relationships, respect and opportunities by increasing knowledge of Aboriginal culture across the organisation and community. Actions include to partner with local organisations to acknowledge and/or celebrate days and events of Aboriginal cultural significance	The second round of meetings with elders took place in Oct/Nov. Council formally congratulated the Bunurong Land Council on becoming a Registered Aboriginal Party in part of Cardinia.	Community Strengthening	Jun-18
Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	Continuing to explore various projects with the network group. This has included Resilient Melbourne hosting a Workshop identifying how they can support Cardinia Shire Council to promote and implement the City Resilience Framework. Council also supported and attended the Resilient Melbourne Open House on 11th December 2017. Council is currently exploring and piloting a community resilient project in Upper Beaconsfield .	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: Increased levels of community participation

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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.

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

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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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	The Community Summit has now been delivered across two day (28 October and 30 October 2017). Over 120 community members, Councillors and representatives from community organisations attended. At this event Council shared health and social priorities as identified in the new Liveability Plan and offered support to local volunteer community organisations and interested members to initiate projects to address these priorities. Evaluation of the outcomes of this Summit is now underway.	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: 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)	<p>The Food Circles Project was launched at the Cardinia Food Forum on 15/11/17 at Outlook Community Centre. More than 95 people attended to hear guest speakers including International keynote Devita Davidson of Foodlab Detroit. Mayor Cr. Collin Ross formally launched the project and signed the Urban and Regional Food Declaration, with Cardinia Shire now joining a host of peak organisations committed to supporting a healthy, sustainable, delicious and fair local food system. Cardinia Food Network members, including representatives from Monash Health, Kooweerup Regional Health Service and Monash Health, assisted with planning the event and coordination throughout day. As a result of the Food Forum, new partners, including Casey Cardinia Libraries, will be joining the Food Network in 2018. The event also kicked off the Kitchen Table Talks process; community engagement for development of Cardinia's first Community Food Plan and Local Food System Strategy. 10 'community food animators' will be facilitating the Talks from Dec 2017 - April 2018.</p> <p>Following the event, Cardinia Food Movement Instagram followers increased by 44% to a total of 247 and Facebook followers increased by 6% to a total of 466. A twitter account has also now been created with 36 followers.</p>	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


Action	Progress Comments	Business Unit	Complete by
Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans	The road and footpath renewal programs are well underway.	Infrastructure Services	Jun-18
Inspections and maintenance of the road network in accordance with the Road Management Plan	Overall compliance of Road Management Plan achieved..	Operations	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
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.	Currently undertaking a review of reserve hierarchy and open space asset management plan which will feed into service standards.	Active Communities	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
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 2/1/18 - carry over to 18/19 approved. Detailed design underway	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

Action	Progress Comments	Business Unit	Complete by
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 has been completed. Contract awarded for construction. Management of land to be transferred to Council 1st of February 2018. Liaising with stakeholders and contractor to manage access and site during build. Demolition and construction to commence week starting 5th of February 2018.	Community Strengthening	Completed
New fit-out to the ground level of the Officer municipal offices.	22/12/2017 - Nothing further to report, as no external interest at present.	Buildings and Facilities	Jun-18
Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse Community. Our works will meet enhanced and over and above Disability Discrimination Act requirements. Typically each year anywhere between 4 to 6 or so buildings and associated grounds are prioritised for such improvements, which include ramps to entry areas of buildings, car parking for the disable, hand railing, tactile markers, toilet for the disable, etc.	22/12/2017 - Progressing further with obtaining quotes and implementation of prioritised and approved program. On target and will be completed by FY end. Approval received from Access & Inclusion Committee on 17/18FY schedule of works. Quotes are being obtained and implementation plan being drafted.	Buildings and Facilities	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>
Depot Master Plan (Pakenham) – complete Stage 3 – further establishment of ground floor and construction of second floor mezzanine in former laundry building to cater for operational staff and construction of under-cover canopy between existing amenities block and new administration centre (note: this stage will be completed over 2016–17 and 2017–18).	22/12/2017 - Construction works have been underway and currently on target to deliver completion of project.	Buildings and Facilities	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 Westport Road to McDonalds Track, including Milner's Road	This project is still awaiting legal proceedings and funding to proceed. It is proposed to defer the completion date for this action until June 2018 Tender documents and drawings for the bypass have been completed, however developments with adjacent quarry has resulted in some design modifications. Construction to commence once funding is secured from sand extraction operators or alternatively substantial government grants being available. Council's application for funds through the NSRF has not been successful.	Infrastructure Services	Jun-18
Upgrade Jolly Road bridge	Funding has been received. Currently out to tender for the design and construction of this bridge. Tenders have been received and are being evaluated.	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 (Maryknell) - Construction and finalisation of scheme costs and statutory process	Works are under way as of December 1st 2017 and are nearing completion	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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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 Special Charge Scheme for O'Sullivan, Hill and Peet Street has been declared. Pre construction activities are being undertaken to allow tender documents to be issued in 2018.	Infrastructure Services	Jun-18

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implementation of the footpaths identified in the Pedestrian Bicycle Strategy	Designs being completed on the footpath from Como Street to Pinnocks Rd Emerald.	Infrastructure Services	Jun-18
CP - Cockatoo-Gembrook Trail – commence construction	Construction works relating to the trail are well underway and will be complete in the coming months.	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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Provide information when required to the Interface Councils' Group and South Eastern Metro Integrated Transport Group as part of aim to enhance the frequency and coverage of public transport within Cardinia Shire and the south-east region	This is ongoing consultation with the relevant groups.	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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g., Home Energy Advisory Service)	Residential energy efficiency assessments are ongoing. So far, 22 assessments have been conducted of households in the Shire. This free service provides eligible homeowners with an energy star rating for their home and recommendations for improving energy efficiency. SECCCA staff have developed and submitted a grant application to the Climate Innovations Grants program, for a regional Zero Emissions Strategy. The strategy aims to facilitate push towards achieving zero emissions in the South East region.	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 has been completed and the vegetation mapping is in the process of being incorporated into the strategy. A first draft of the complete Sustainable Environment Strategy will be completed in the next quarter and presentation to Council is on track for mid-year.	Environment	Jun-18

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Continue to implement the Sustainable Design Improvements in new and existing Council buildings and review this tool in context of the future direction with Sustainable Design in the Buildings & Facilities Department. Prepare the Environmentally Sustainable Development (ESD) strategy (including policy) for all Council buildings, which will help to improve amenity and use of buildings, reduce energy use and associated costs, reduce waste to landfill, and work towards a carbon neutral Shire	22/12/2017 - All identified projects are progressing well at this stage and on target as expected. The reviewed Matrix is being tested on projects and feedback will be incorporated. Detailed info on Matrix reviewed and feedback provided. First draft of new Matrix issued for consideration. A project start meeting was held recently for the ESD matrix upgrade. The matrix is being upgraded in partnership with 7 other Councils through SECCCA. Will progress this initiative over the coming months. Work on the ESD Policy has been scheduled to start in the second half of 17/18FY.	Buildings and Facilities	Dec-19

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Our Environment

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


We want to Achieve: Enhanced natural environment

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement the Aspirational Energy Transition plan including projects such as environmental upgrades at Koo Wee Rup Pool and Pakenham Library, Hall and U3A	<p>The energy savings and emissions reductions benefits achieved through the installation of a 22.8 solar electricity system on Emerald Library, has inspired Casey-Cardinia Libraries to pledge to the Take 2 climate initiative. Casey- Cardinia Libraries will be the first of such organisation in Australia to take the pledge towards reduce their organisational emissions.</p> <p>Implementation of the 2017/18 actions in the Aspirational Energy Transition Plan is ongoing. Planning is currently underway for the installation of an 84kW solar electricity system on the Pakenham Library. The installation will support the reduction of emissions and provide significant energy savings. A display screen will be installed in the library, to demonstrate the energy produced from the solar installation and the added benefits of the system.</p>	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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
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. Assistance and support has also been provided to a local school to help them implement a recycling program.	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 have been undertaken in recent Connect magazines. October.	Infrastructure Services	Completed
Build on success of new resource recovery facilities by advocating for improved resource recovery and reuse options (such as e-waste/detox your home/EV programs/new streams/reuse opportunities/education)	November has seen meeting attended with Sustainability Victoria to advocate for ewaste drop off services at transfer stations to accommodate proposed ewaste to landfill ban.	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: 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
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.	2 meetings were attended on this topic and a discussion held with MWRRG to provide feedback to Victorian government. Further meetings are scheduled for December.	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.


Action	Progress Comments	Business Unit	Complete by
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.

Action	Progress Comments	Business Unit	Complete by
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 to the authorities to complete the backlog sewer program	Development and Compliance Services	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives	This year is the first of a two year project to prepare a Biodiversity Conservation Strategy. The strategy will provide long term vision and actions to enhance local biodiversity. A brief has been prepared and consultant will shortly be engaged to assist with this project. Next steps include developing a community engagement plan.	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: Enhanced natural environment

To achieve this we will: Preserve and improve our bushland and natural environment by implementing weed management strategies and programs and continuing 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. Offset works tender awarded contractor appointed for roadside weed management. Key plantings in other sites around the shire undertaken during the winter planting season.	Operations	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 Westport 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 Development	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.	The Sustainable design assessment in the Planning process (SDAPP) framework requires buildings of a particular size to address sustainability as part of that planning application. SDAPP is being rolled out on a voluntary basis and the number of planning applications that have been reviewed has increased, as community interest and uptake is growing.	Environment	Jun-18

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	The January/February 2018 edition of Down to earth has been completed and distributed.	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: Advocate for changes in the state planning scheme which support development of local policies which reduce health-detracting environments (gaming, liquor, fast food)

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Commence review of Council's Municipal Strategic Statement.	Background will be finalised in Jan 2018.	Strategic and Economic Development	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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Undertake a review of the Municipal Strategic Statement	Background report finalised in January 2018. Review of existing state and Council policies being undertaken	Strategic and Economic Development	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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Complete Pakenham East precinct structure plan / developer contributions plan	Exhibition by VPA to commence in Jan 2018. Draft PSP Documentation completed. Councilors 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 Development	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 Development	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 Development	Jun-18
Implement approved structure plans for the growth area.	Works undertaken	Strategic and Economic Development	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: Provide for the sustainable development of rural townships while taking into account their existing character and community needs.

Action	Progress Comments	Business Unit	Complete by
Review of township strategies in line with the adopted program	Review of actions for existing township strategies has been completed	Strategic and Economic Development	Jun-16
Implementation plan for the Westport 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. No response to date from Ministers Office	Strategic and Economic Development	Completed

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

Action	Progress Comments	Business Unit	Complete by
Seek authorisation to exhibit planning controls to further enhance protecting habitat and corridors for bendicoots.	Amendment C229. Went to Council in Oct to seek authorisation.	Strategic and Economic Development	Jun-16

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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.


Action	Progress Comments	Business Unit	Complete by
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.	VPA undertaking the review and planning on going on Exhibition in March 2016.	Strategic and Economic Development	Jun-16

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

Action	Progress Comments	Business Unit	Complete by
Facilitate business networking opportunities through Casey Cardinia and Individuals	We continue to work with Casey	Strategic and Economic Development	Jun-16

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

Action	Progress Comments	Business Unit	Complete by
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 2016 as per AP.	Strategic and Economic Development	Jun-16
Commence preparation of Officer South Developer Contribution Plan	Strategic planning managing process - input being provided in relation to infrastructure delivery and costing	Infrastructure Services	Jun-16
Work with the VPA in the preparation of Officer South Precinct Structure Plan and Development Contribution Plan	Date amended 30.03.2016 as per AP. Awaiting data and background studies from VPA. Amended end date by GM approval	Strategic and Economic Development	Mar-16

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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 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	Car parking strategy is completed. Date amended Feb 2018 as per AP. Reference group meeting, reference group now engaged.	Strategic and Economic Development	Feb-18
Facilitate development of key sites in the core commercial area in Skidling Avenue (Officer)	Consultation continues with relevant land owners	Strategic and Economic Development	Jun-18
Work with the VPA in the preparation of Pakenham East Precinct Structure Plan and Development Contribution Plan	Date extended to Jun 2018 Awaiting finalisation of Precinct Structure Plan before commencement of planning scheme	Strategic and Economic Development	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 Development	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	Actions achieved to date are in line with strategy	Strategic and Economic Development	Jun-18

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

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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: Maintained strong agricultural activities

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 Development	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	Internal consultation has commenced.	Infrastructure Services	Jun-18

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.	The Eco Dev team continues to respond to requests from investors and owners as needed	Strategic and Economic Development	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: 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 Development	Completed

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

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

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 the development of a new Five Year Communications Strategy which will be presented to SLT and Council in the first quarter of 2018. The Strategy will include processes for improving the linkages between communications and community engagement activities across the organisation.	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 Councilor 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	Budget work is well underway with the update of the Strategic Resource Plan for 2018/19 and review of expenditure items on going.	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	Internal training and knowledge sharing, on consultancy and facilitation methods, is continuing. Team is developing strong Business Intelligence analysis and presentation skills, through the creation of Business Intelligence Reports and Dashboards.	Service Planning and Improvement	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: 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 has been completed and circulated. Discussions have commenced with relevant members and Ministers.	Chief Executive Office	Jun-18

To achieve this we will: Work with both interface and regional Councils to strengthen advocacy campaigns to Australian and Victorian governments aimed at increasing awareness and support for joint issues.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Participate in the advocacy campaigns determined by the Interface Councils CEOs' Group and the Human Services Directors' Group and supported through SOCOM. The focus for 17/18 will be flexibility and growth in service funding arrangements.	Interface Week ran successfully in mid September 2017. Senior officers met with many current and shadow MP's to advocate for increases investment in service provision at the interface. Officers have been working with SOCOM to develop a Liveability Policy.	Office of the GM - Community Wellbeing	Jun-18