

15 QUARTERLY PERFORMANCE REPORT

FILE REFERENCE INT1831940

RESPONSIBLE GENERAL MANAGER Derek Madden

AUTHOR Jo Battin

RECOMMENDATION

That the report be noted

Attachments

1 [↓](#) Quarterly Performance Report 63 Pages

EXECUTIVE SUMMARY

To present the Quarterly Performance Report for the January to March 2017-18 period

BACKGROUND

The third quarter of 2017-18 saw Cardinia Shire Council continue its work to deliver results in alignment with the Council Plan 2017–21. Some highlights follow.

Celebrating our diverse citizens

In January, Council celebrated Australia Day, welcomed new citizens, and acknowledged Cardinia Shire's citizens of the year at the annual Australia Day ceremony. On the day, we welcomed 55 Cardinia Shire citizens as they took the Australian citizenship pledge. Council also acknowledged the contributions made to the community by this year's Australia Day award nominees and announced the winners.

The 2018 Australia Day award winners were:

- Citizen of the year: Malcolm Graham
- Senior citizen of the year: Les Jacobs
- Young citizen of the year: Sally Jenson
- Community event of the year: Casey Cardinia Biggest Ever Blokes Lunch

As one of the fastest growing communities in Victoria, Cardinia shire is proudly multicultural, with residents originating from an estimated 150 different nationalities. Council celebrated this vibrant diversity in March with the annual Harmony Day community event, promoting the message that 'everyone belongs'. The event brought together residents from diverse cultural and religious backgrounds, inviting them to experience new things and explore the richness that diversity offers our community.

Supporting our youth

Council was able to secure funding from VicHealth to enable the extended delivery of its 'Safe and Supported in Cardinia' program. The Youth Services program supports the LGBTI+ community and young people living with a disability in Cardinia Shire. The program aims to bring about social and cultural change to increase acceptance and inclusion in our community. Through this program and Council's other youth and liveability initiatives, we hope to improve the mental health and wellbeing of our young people.

Council worked with the Cardinia Alcohol and Other Drugs Action Group in March to encourage parents to make a pledge to discuss the responsible use of alcohol with their teen as part of a new

initiative to combat drug and alcohol abuse in the region. The Cardinia Pledge Project, which is supported by the Victorian Government, helps parents to take a stand against teen alcohol abuse and complements the Smart Generation Program, currently operating in local schools.

Providing a range of recreation opportunities for our youth continues to be a priority for Council and in January, construction of Beaconsfield Skate Park began. Community consultation was instrumental in shaping the design of park, with young people contributing some valuable feedback. Community consultation was also conducted this quarter for the upcoming playground and skate park upgrades to be undertaken at Gembrook Leisure Park.

Council's first ever Youth Council also commenced in January, with some incredibly bright and talented Youth Councillors selected from a wide range of applicants. The Youth Council will work closely with Councilor-mentors to gain a greater understanding of how the Australian political system, and local government in particular, works. The Youth Council will be a fantastic resource for Cardinia Shire, ensuring the needs and opinions of our younger generation are captured and understood.

Enhancing liveability in our shire

The Cardinia Shire Liveability Plan 2017-29 identifies seven health and social priorities impacting the wellbeing of Cardinia Shire residents. The Cardinia Food Movement began its work to enable local solutions for local issues by kicking off a series Kitchen Table Talks in February, which will help inform Cardinia Shire's first Community Food Plan. Additionally, in March a Community Grocer market opened in Pakenham as part of the broader food movement, which aims to improve the community's access to fresh, quality produce at affordable prices while also supporting local farmers.

Council ensured music and entertainment were accessible and affordable to all with its annual Summer Music Series this February. The free family-friendly concerts were hosted at Emerald Park Lake on Sundays with a bonus show held at the Cardinia Cultural Centre. Cardinia Cultural Centre is currently undergoing a redevelopment to refurbish parts of the existing building and add new sections to the facility to allow for an even wider range of artistic performances, exhibitions and activities.

The partnership between the Richmond Football Club and Cardinia Shire Council has provided for some exciting opportunities for residents this quarter. The 2017 grand final champions visited Holm Park for an open training session in January and hosted a junior football clinic for local children. Council has also partnered with Windana Drug and Alcohol Recovery and Reclink Australia to form the Cardinia Tigers Community Football Team in Cardinia Shire, who'll be playing their first season this year. Furthermore, Council worked with the South East Football commission to bring a new football club called the Cardinia Tigers, with both junior and senior teams, to James Bathe Reserve upon the development's completion.

Delivering innovative solutions for our community

Bridgewood Primary School and integrated Child and Family Centre opened its doors in January, completing the Officer Education Precinct. The Bridgewood facility allows students to transition from an integrated early learning and development environment to formal education in the primary school and, finally, to high school, all within an education precinct that includes the existing Officer Secondary College and Officer Specialist School. The Child and Family Centre will also provide a Maternal and Child Care Health service as well as parenting support programs. This integrated approach aligns to Council's Child, Youth and Family Strategy, where it is acknowledged that improving outcomes for children requires a multi- service response.

In February, the Bourke Park CCTV project was completed, marking the first surveillance system of its kind for Cardinia Shire. Eleven cameras were installed, providing blanket coverage of the park with data transmitted directly to the Pakenham police station. This system is an important crime prevention strategy by Council, aimed at reducing anti-social and criminal behaviour in our shire. Bourke Park has been transformed from an area where people felt unsafe, to a more active and attractive public open space for the whole community to enjoy.

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 3 January - March 2017-18

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CEO's Report

The third quarter of 2017-18 saw Cardinia Shire Council continue its work to deliver results in alignment with the Council Plan 2017-21. Some highlights follow.

This quarter, I also announced my upcoming retirement from the workforce and as CEO of Cardinia Shire Council, effective from October 2018. I've enjoyed a rewarding 11 years as CEO, working with staff that have continued to be passionate, committed, flexible and agile throughout a time when the shire has experienced incredible growth. This has positioned Cardinia as one of the most successful Councils in Victoria and one that is well placed to take on the challenges of the future under new leadership.

Celebrating our diverse citizens

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Further details of the results achieved by Council in the third 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 and the forthcoming State and Federal. Budgets 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 22 grant applications have been lodged for a variety of projects across the Shire totalling \$12M. Of these applications 9 have been successful totalling \$5.8M.

Legislative Program

Feedback on the exposure draft of the new Local Government Act Bill was extended until 16 March 2018. Council has been briefed on the matters included in the Bill which are generally supported.

The rewrite of the 1989 Act is long overdue and should remove many of the anomalies in the legislation that have occurred over time, due to many ad-hoc amendments being made to the legislation over the past 26 years.

The other critical piece of legislation that was passed during the quarter was the State Government Taxation Bill that introduces major changes to the valuations system Victoria, both to centralise the responsibility for valuation to the Valuer General and to introduce annual valuations.

The Act takes affect from 1 July 2018 and affects the next valuation to be returned as at 1 January 2019.

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 nearing completion.
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 have commenced and are due to be completed by May 2018. Detailed design of pavilion is being finalised.
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. Project has gone to public tender. Tender report going to Council for consideration on 16 th April.
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 and works have commenced 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 <p>The works associated with the Landscaping have also been awarded and will be undertaken following completion of 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	The delivery of the trail is nearing completion. There is one small section waiting for power authorities to relocate power poles to enable the final section to be completed.
Start	July 2017
End	February 2018
Cost	\$2.5m

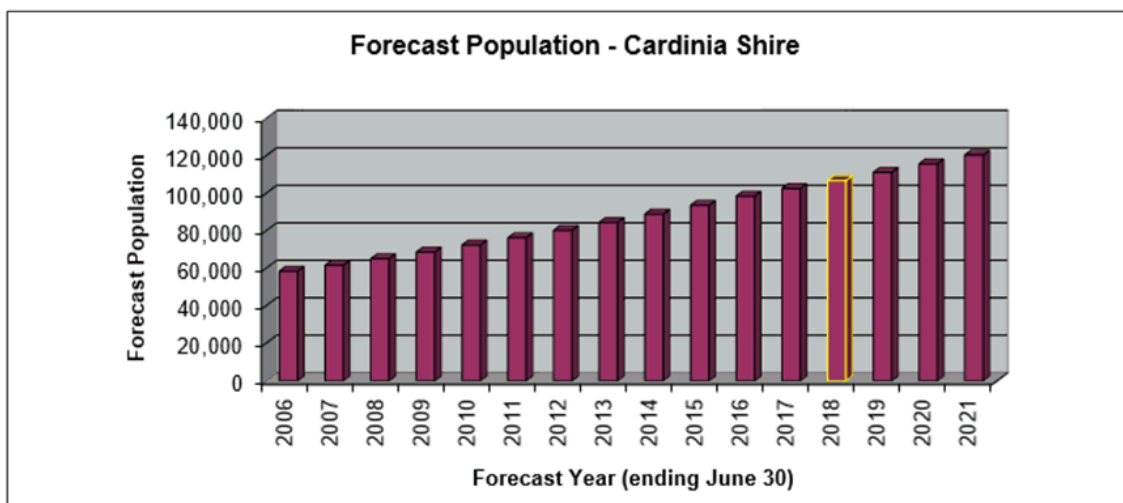
Name	Hills Community Hub
Description	Construction of new multi-purpose community facility in Emerald.
Comment	MelbCon awarded building contract. Funding successful under the Growing Suburbs Fund 2017 - 2019 for \$1.5 million.
Start	Demolition and construction to commence February 2018
End	September 2019
Cost	\$8.2m

Cardinia Shire growth indicators

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

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

Figure 1. Forecast population – Cardinia Shire



* Data .id Consulting

Property

Subdivisions – residential lots

Residential lots data is a lead indicator and highlights residential development activity that drives much of the growth in demand for council's services and facilities.

Figure 2 illustrates that there were 900 lots in application for the certification of plans of subdivision this quarter, a near record 4 year high. Results are 181% higher than the previous quarter. Applications are 16% higher than the same time last year.

Figure 2. Residential lots – applications

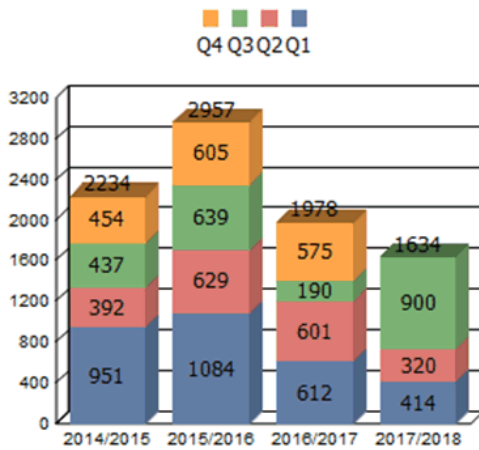
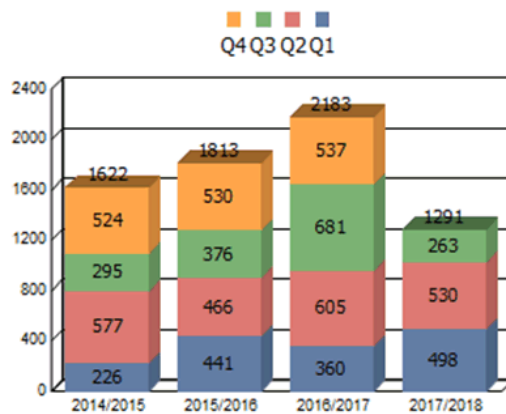


Figure 3 illustrates that there were 263 lots for which a statement of compliance was issued this quarter, allowing for the sale and development of individual lots. Results are 50% lower than the previous quarter and 22% lower than the same time last year.

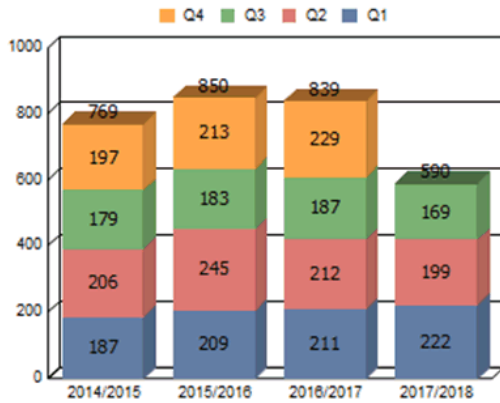
Figure 3. Residential lots – statement of compliance



Planning applications

Figure 4 highlights the level of development activity in relation to applications for planning permits. There were 169 planning applications this quarter, 15% lower than the previous quarter. The year to date figure is 3% lower than the same time last year.

Figure 4. Planning permit applications received



Building permits

Building permits are required for both new buildings and alterations to existing buildings. 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 624 building permits issued this quarter. That is a decrease of 24% from the previous quarter and 8% higher than the same time last year.

Figure 5. Total building permits issued

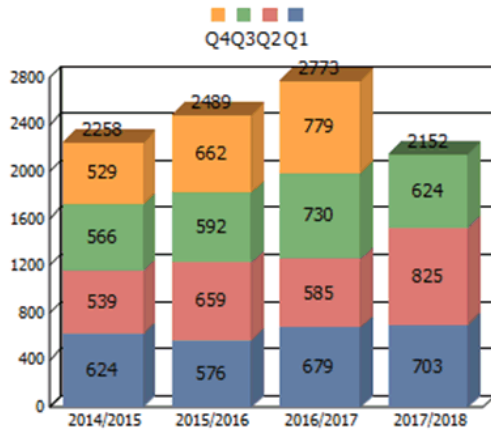


Figure 6 illustrates that there were 366 residential building completions this quarter. That is a decrease of 31% from the previous quarter but 26% higher than the same time last year.

Figure 6. Residential building completions

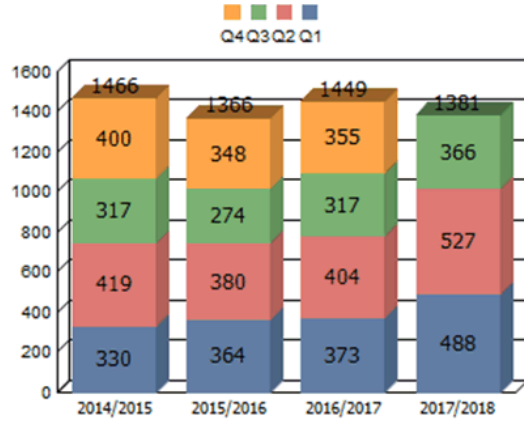
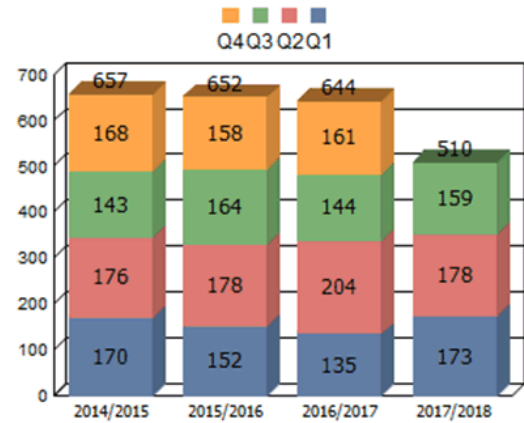


Figure 7 illustrates that there were 159 non-residential building completions this quarter. That is a decrease of 11% from the previous quarter but 6% higher than the same time last year.

Figure 7. Non-residential building completions

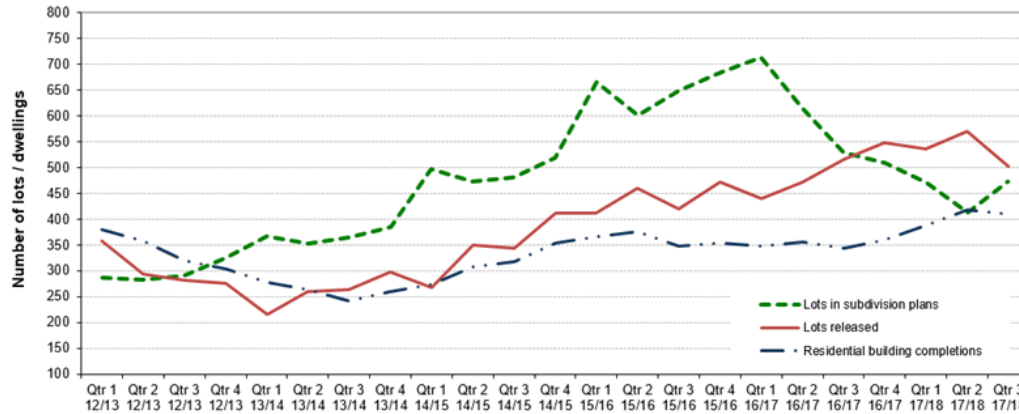


Residential land development indicators

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 is 472 but this is expected to increase as the Officer Precinct development progresses.

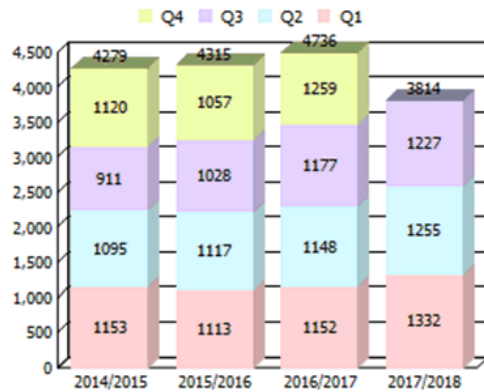
The average number of **new lots released** onto the market has been steadily increasing since the 1st quarter of 2013-14. Numbers have dropped this quarter with an average of 501 lots released. The average number of **dwelling completions** is 366. This is a lag indicator and is expected to continue 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 1227 certificates issued this quarter, 2% lower than the previous quarter. Year to date results are 10% higher than the same time last year, an indication of a growing property market.

Figure 9. Land information certificates



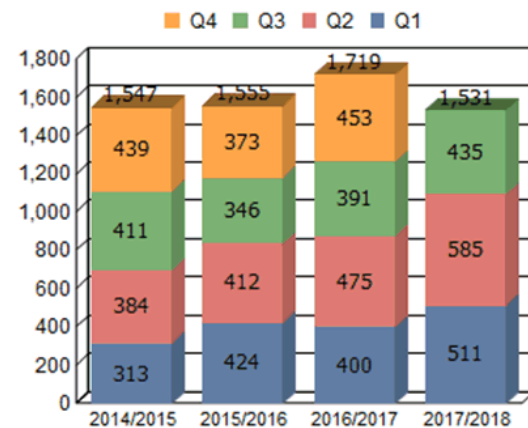
Household garbage service

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

Figure 10 illustrates that there were 435 new bins requested this quarter, 26% lower than last quarter. The year to date total is on 21% higher than last year, indicating a rise of new households.

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

Figure 10. New household garbage service volumes



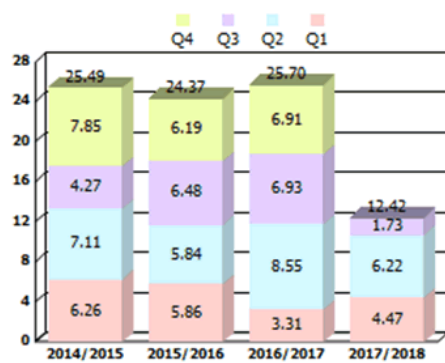
Roads and footpaths

Sealed roads

The sealed road network is approximately 684 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 1.73km of sealed roads constructed this quarter, 72% lower than the previous quarter. The year to date total is 34% lower than at the same time last year.

Figure 11. Additional kms of sealed roads constructed

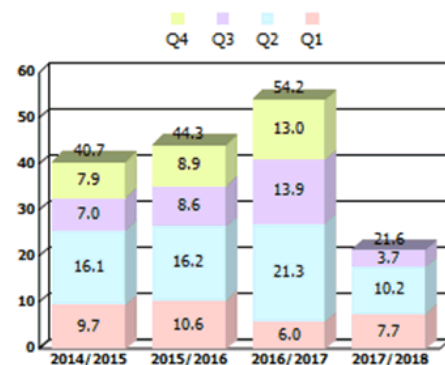


Footpaths

Footpaths are an important means of improving community cohesion by providing for pedestrian traffic around our communities. The footpath network is approximately 669 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 3.7km of footpaths constructed this quarter, 63% lower than the previous quarter. The year to date total is 48% lower than at the same time last year.

Figure 12. Additional km of footpaths constructed



Customer responsiveness

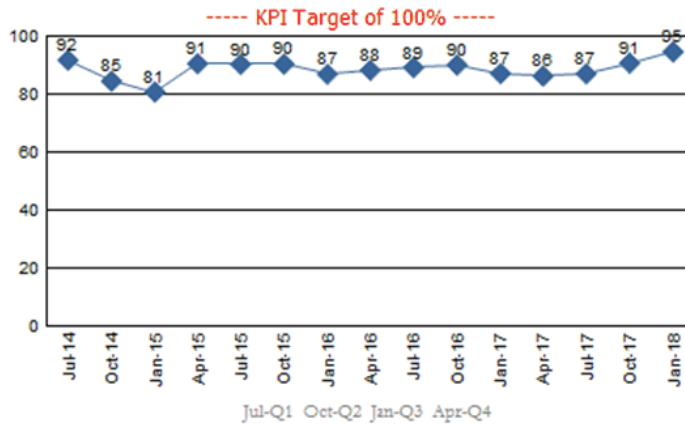
This section shows performance in relation to two fundamental areas of responsiveness: - actioning inwards correspondence, (mail, fax, email) and actioning service requests.

Inwards correspondence – (Mail, fax, email)

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

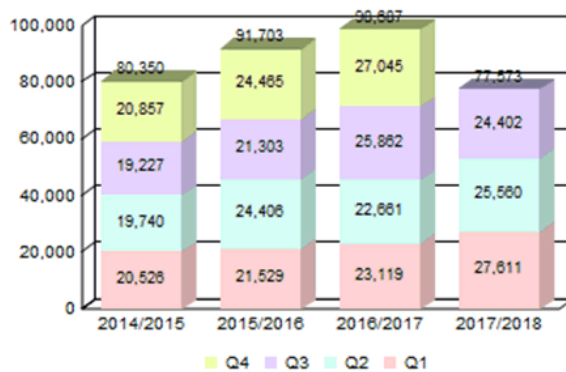
An Action Referral is an item of inwards correspondence received via mail, fax or email, requiring a response. Figure 13 illustrates that an average of 95% of Action Referrals this quarter were acknowledged within 10 days, 6% higher than the previous quarter. Performance reports are distributed to all 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 24,402 action referrals this quarter, 4% lower than the previous quarter. The year to date total is 8% higher than the same time last year and trending upwards.

Figure 14. Inwards correspondence – action referrals volumes



Service requests

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

Figure 15 indicates that 86% 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

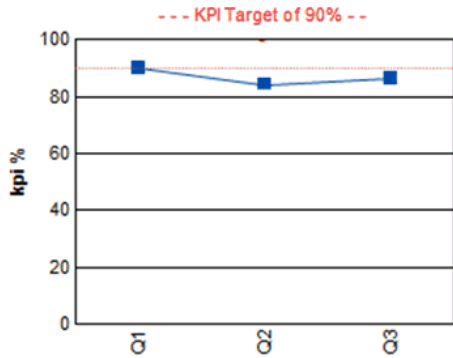
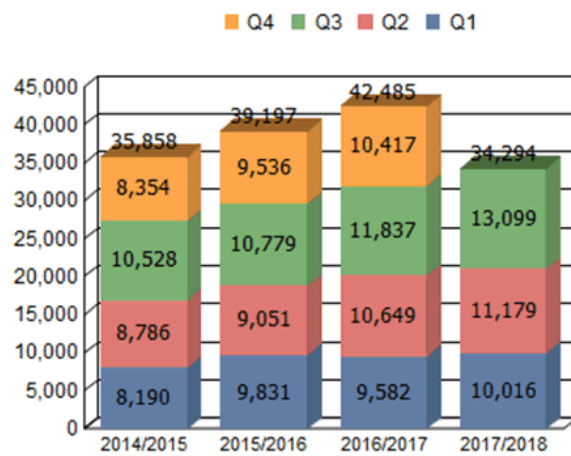


Figure 16 illustrates that there were 13,099 service requests this quarter, 17% higher than the previous quarter. The year to date total is 7% higher than the same time last year, indicating an upwards trend in requests.

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 803km of unsealed road grading this quarter, 20% higher than last quarter and 7% higher than the same time last year.

Figure 17. Unsealed road grading (kilometres)

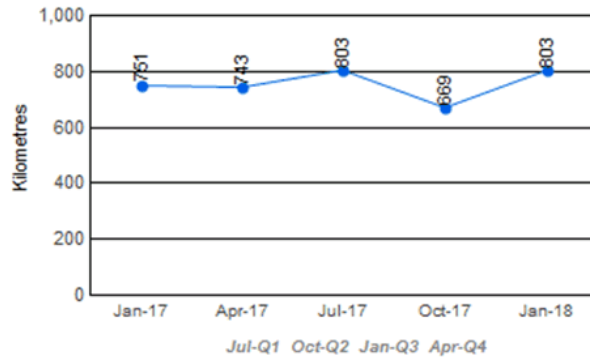
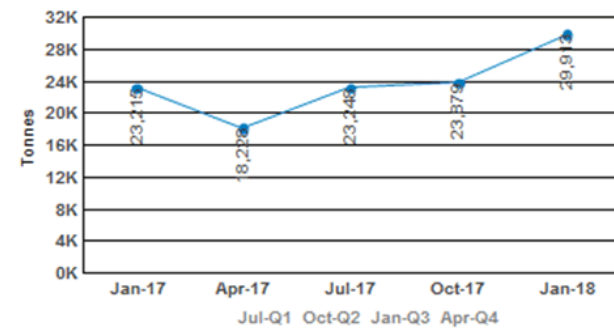


Figure 18 illustrates that there was 29,913 tonnes of unsealed road resheeting this quarter, 25% higher than last quarter and 29% higher than last year.

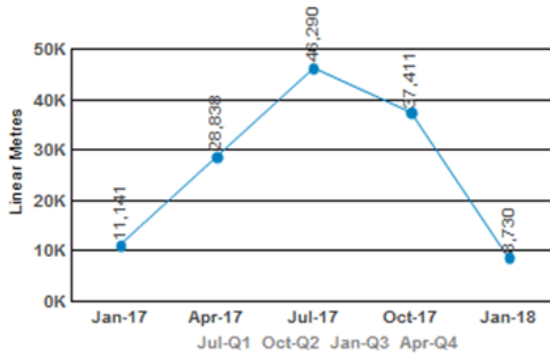
Figure 18. Unsealed road resheeting (tonnes)



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 8,730 linear metres of surface drain clearing this quarter, 77% lower than last quarter and 21% lower than the same time last year. In Quarter 1 of 2017-18 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)



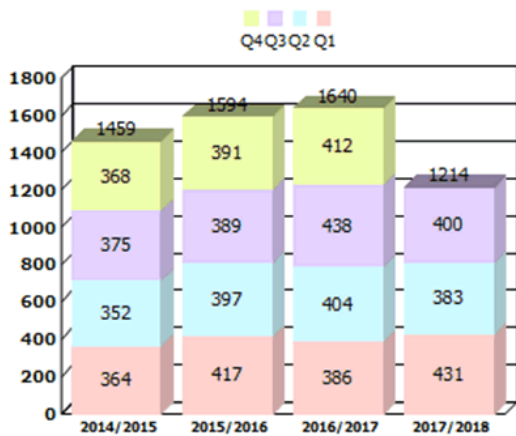
Community

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.

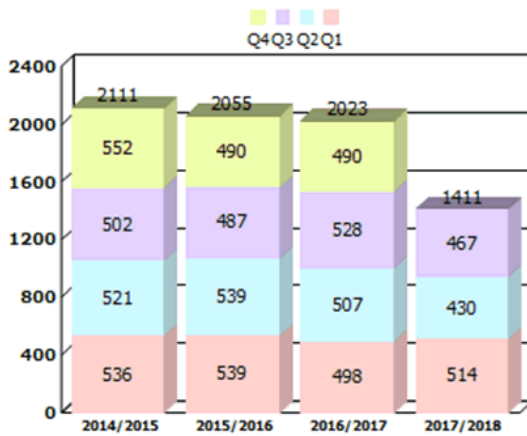
Birth notices are the number of notifications received, from hospitals, of newborn babies in the municipality. Figure 20 illustrates that there were 400 birth notices this quarter, 4% higher than the previous quarter. YTD figures are 1% lower than last year.

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 467 enrolments this quarter, 8% lower than last quarter. YTD figures are 8% 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.

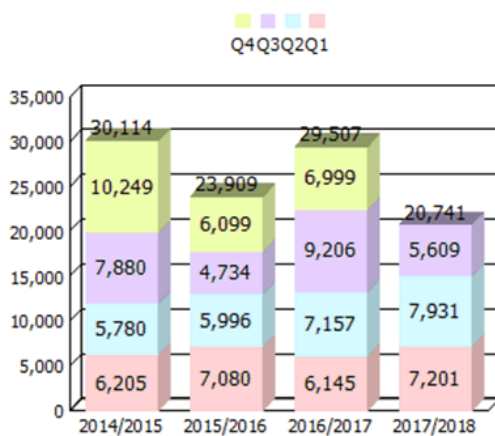
The number of services being permanently based or outreaching from My Place has remained consistent over the past 12 months. Consulting rooms are fully booked Monday-Thursday. There are eleven organisations operating from My Place, on either a permanent or outreach basis, each week, to support young people aged 12-24 years with some services increasing the number of days providing service to young people from the centre. TaskForce will commence a one-month trial during April/May with the aim of management supporting a permanent arrangement with Council.

The number of young people (individuals as opposed to contacts) being supported via Council's Youth Support Program has increased by 137% during the January - March 2018 period, as compared to the same period last year. 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.

Figure 22 illustrates the number of contacts with young people over a period of four years. The chart reflects the total cumulative number of young people (not individuals) that participated in activities, programs and services. This quarter there were 5,609 contacts with young people. Results are 29% lower than the previous quarter and YTD figures are 8% lower than the same time last year.

It was anticipated and reported that the number of contacts with young people may drop as a result of increasing one to one support to young people (1 EFT moved from program/group based service delivery to individual support)

Figure 22. Engagement with young people



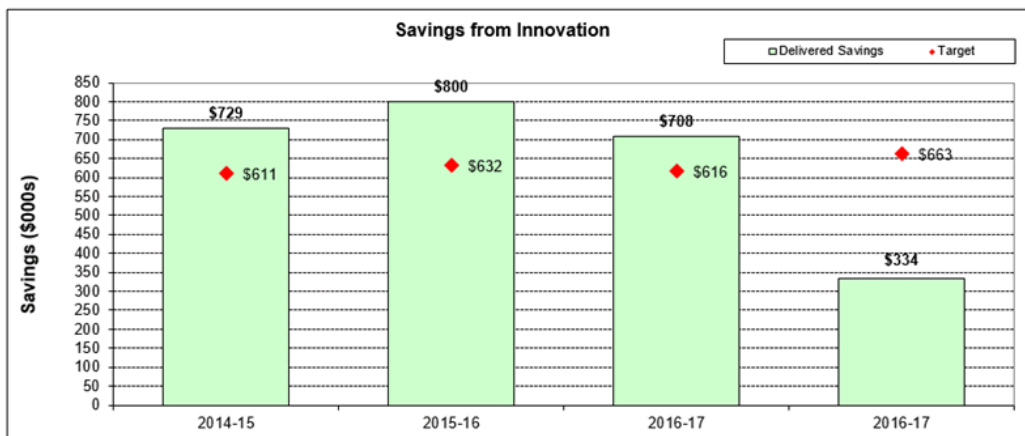
* New targeted program introduced Q2 2015/16

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 58 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

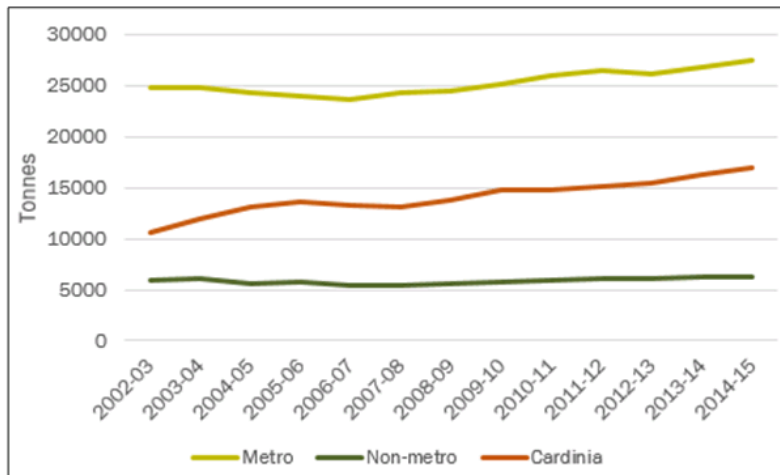
Indicators in this section relate to our behaviour with waste disposal and resource recovery. That is, how much waste we send to landfill and how much is recycled or composted. These figures are monitored on a monthly basis.

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

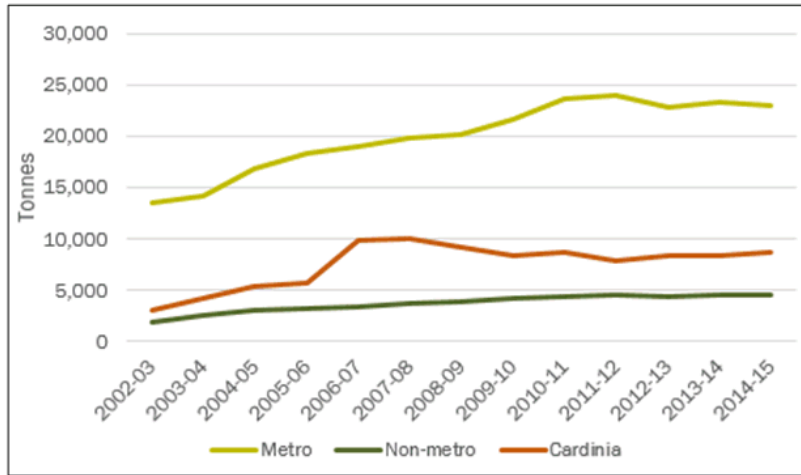
Figure 24. Cardinia Shire garbage generated compared with other metro and non-metro Victorian councils



* 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.



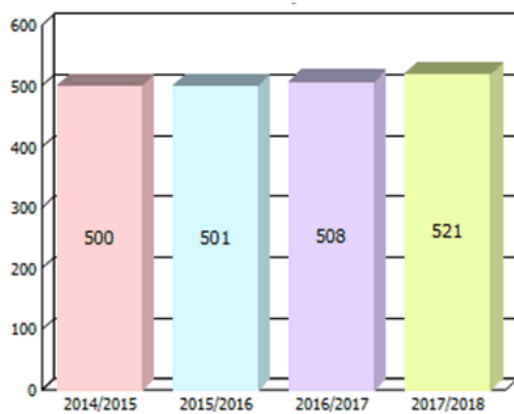
* Annual Local Government survey - Sustainability Victoria

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 521kg to date this financial year. This is an increased 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 5,038 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

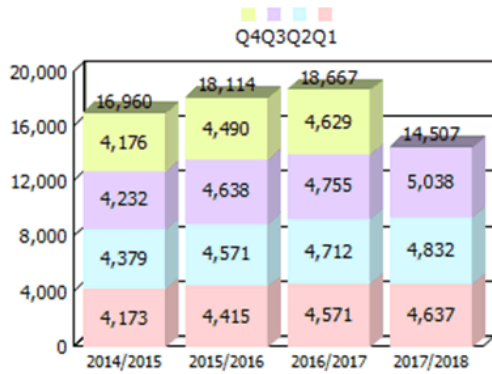


Figure 28 illustrates that there were 2,647 tonnes of recycle waste collection this quarter, 2% higher than last quarter. The YTD figure is 3% higher than last year.

Figure 28. Recycle waste – tonnes collected

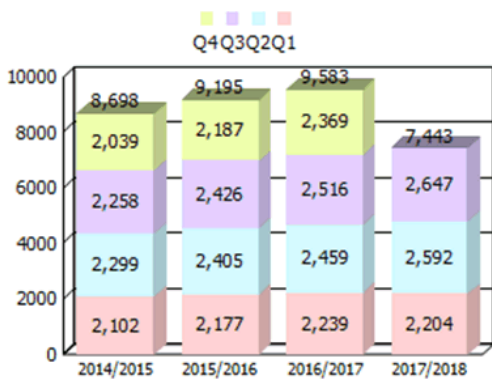
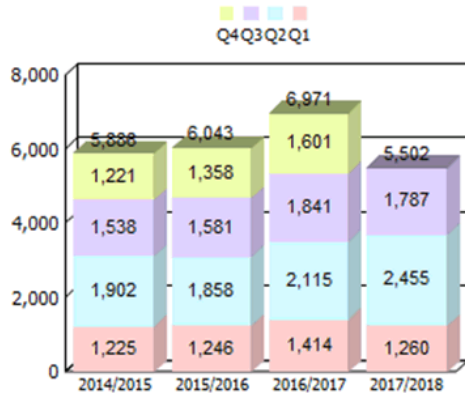



Figure 29 illustrates that there were 5,502 tonnes of green waste collection this quarter, 27% lower than last quarter. The YTD figure is 2% higher than last year. Green waste collection is seasonal and is based on weather and garden growth rates.

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.

Action	Progress Comments	Business Unit	Complete by
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.	<p>30/03/2018 - The Minor Capital Works program priorities are on track to be completed by end of FY, together with meeting expected expenditure levels. The new Facility Maintenance & Management contractor is working well and ensuring contract requirements are being adhered to. Asset Management data collection has been completed by UMS and being handed over to the new FMM contractor for ongoing Service compliance and service level requirements.</p> <p>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 FY. 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.</p> <p>24/10/2017 - Some quotes have been received and others are being collected. On target. Draft mobilisation plan completed as new contractor starting on 5/03/2018.</p> <p>7/09/2017 - Annual Renewal Plan has been identified and prioritised. Quotes are being obtained.</p>	Buildings and Facilities	Jun-18
Commence the construction of the Integrated Children's' Centre at Comely Banks (also known as Gum Scrub Creek).	<p>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 Childrens' Services service provider.</p> <p>24/10/2017 - Construction is continuing and on target to expected completion date.</p> <p>7/09/2017 - Construction has begun and monitoring to expected completion date of February 2018.</p> <p>7/09/2017 - The Policy is currently being reviewed as part of the Key Project - Asset Management</p>	Buildings and Facilities	Completed
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 Liveability Plan 2017-2029. Work continues on the review of service gaps and attraction in Cardinia. Recent Service Reviews across the Shire has identified a number of priority areas for Council to focus on in the coming months.	Community Strengthening	Jun-18

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Our People

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

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

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

Action	Progress Comments	Business Unit	Complete by
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	Adopted by Council on 21 August, 2017. - 29/08/2017	Community and Family Services	Completed
Measure the uptake and effectiveness of the 'wrap around model' of support for working parents using the Arena Child and Family Centre	Initial conversations have taken place with Early Years Managers. bestchance now has a framework in place to measure uptake. Early Childhood Management Service (ECMS) has surveyed families regarding the needs for wrap around support.	Community and Family 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.

Action	Progress Comments	Business Unit	Complete by
Develop integrated Child, Youth and Family Strategy 2017–21 which is aligned to Council's Liveability Plan to support the key priorities in order that children, young people and families are Safe; Healthy and Happy; Connected; Realising their Potential; and Achieving Economic Wellbeing.	PM - Strategy was adopted by Council on 21 August, 2017.	Community and Family Services	Completed

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Our People

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

We want to Achieve: Access to 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
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 Community and Home Support Program (CHSP) with links to local providers. Discussions continue with government departments around the planning for NDIS rollout and development of CHSP program	Community and Family Services	Jun-18
In line with the World Health Organisation Guidelines, work in partnership with older people on an annual basis to develop and implement key actions from the Age Friendly Strategy 2015-2019 for the coming year	The Age Friendly Alliance continues to meet and operates as a reference group for work around positive ageing initiatives, Seniors Week events went well.	Community Strengthening	Jun-18

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Our People

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


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

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

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. Communities that Care 2017 survey report shared with youth strategy reference group at February meeting. Reference Group provided input into youth forum survey questions. Survey to be distributed March and April 2018 and will provide opportunity to advocate on behalf of young people. April meeting to focus on youth employment. Councils economic development officer to attend meeting.	Community and Family 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).	All works have been successfully completed.	Active Communities	Completed
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. Youth Forum Survey drafted. Focus group held with youth strategy reference group and young people in February. Data to be collected during March and April 2018. ASDF Research contracted to undertake youth survey review, data analysis and final report.	Community and Family 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: 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 Timbertop. Planning well progressed for schools in Pakenham East with Exhibition in January 2018	Office of the GM - Planning and Development	Completed

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		Office of the GM - Community Wellbeing	Jun-18

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

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

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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: Source funding and deliver a range of initiatives that promote health and wellbeing.


Action	Progress Comments	Business Unit	Complete by
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. Discussions are underway with key agencies to establish a strategic Leadership Group to oversee and direct the work of the Cardinia Mental Health Alliance.	Community Strengthening	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
Adopt and launch the Liveability Health Plan 2017–21 by December 2017	The Liveability Plan was adopted at the General Council meeting 15 September 2017. Following this the Liveability Plan was sent to DHHS and approved by the Department as part of our legislative requirement. The Launch was held on the 16 February 2018 and was well attended. Two presenters, Professor Billie Giles-Corti and Professor Iain Butterworth spoke about Liveability research on a global and national scale. Cardinia Shire Council was congratulated on a progressive Plan that addresses 'Global Issues at the Local Level'.	Community Strengthening	Completed

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. A summary of the findings of this research is now available on the website.	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: 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.	Compact governance group with representation from Casey, Cardinia and Dandenong Councils plus Department of Health and Human Services and Department of Education and Training has now commenced. An Maternal and Child Health coordinator working group is being developed to support one of the objectives of the Compact.	Community and Family 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.	30/03/2018 - Scope has been formalised, with quotations being sought from design consultancies. Currently preparing report for recommendation to select design consultants. 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 have been scoped and programmed and will commence in the coming weeks.	Infrastructure Services	Jun-18
Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	Community grants have been paid to three incorporated Friends groups which includes funds to assist with their insurance costs. In exchange the incorporated Friends groups apply for external funding which improves the Council reserve. Introduced the new Natural Resource Officer (Lisa Kuriata) to the environmental community network. Lisa has met with several community groups and completed track improvement works at Maryknoll to the praise of the local community.	Environment	Jun-18
Undertake car park sealing and construct skate park at Holm Park Reserve.	Works are currently under way at the skate park and the car park works are complete. (Works expected to be completed end of April, weather dependant)	Infrastructure Services	Jun-18
Commence construction of netball courts, car parking and pavilion at Pepi's Land Emerald	Works have commenced on the internal civil works. The external civil works are awaiting VicRoads approval of the plans and service authority works. The building is planned to be tendered separately before the end of the financial year.	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
Deep Creek Reserve (Pakenham) - Master Plan – undertake earth works, service installation and commence building construction	Contracts for the building, all abilities play space, car park civil works, golf course relocation and landscape contract have been awarded. Works have commenced on these contracts.	Infrastructure Services	Completed
Complete construction of the civil works and pavilion for the Pepi's Land (Emerald) netball facility	Awaiting ministerial approval for the rezoning of the site. Detailed design and tender documents completed Project will be completed in future years 2/1/18 - rezoning approved. works planned to start Jan/Feb. 29/3/18 - civil construction underway. earthworks complete. Detailed design of pavilion progressing in consultation with netball club.	Active Communities	Mar-18
Lang Lang Community and Recreation Precinct - continue Stage 1 civil works including the ovals, car parks and roads.	The stage 1 works are near to receiving practical completion. The ovals will undergo a maintenance period and expected to be available for use early 2019.	Infrastructure Services	Jun-18
James Bathe Recreation Reserve - Start civil works of Ovals and car parks	Contractor has commenced works on site	Infrastructure Services	Completed
PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park	Demolition works are scheduled for September 2018. Designs are proceeding for the new car park.	Infrastructure Services	Jun-18
Implement actions identified in Equestrian Strategy adopted in 2013–14, including Wrights Forrest (Cockatoo) perimeter track and road crossing in Huxtable Road Reserve (Pakenham) precinct	End date amended to Mar 18 as per JS Works scheduled to be undertaken in February, March, April 2017. 29/3/18 - some vegetation management works around tracks completed. Detailed works currently being scoped. part carry forwarded into 2018/19 FY.	Active Communities	Mar-18

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Our People

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

We want to Achieve: Variety of recreation and leisure opportunities

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

Action	Progress Comments	Business Unit	Complete by
Prepare a master plan for 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. 29/3/18 - Draft Master Plan complete and presented to SLT. Discussions now proposed with Education Department regarding Master Planning for Education Precinct and Gin Gin Bin Reserve combined.	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. 29/3/18 - 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 29/3/18 - meeting held with club and Committee of Management to discuss all current projects within Officer Recreation Reserves, including the pavilion social club. Detailed design of pavilion waiting on completion of detailed design of oval 2 redevelopment.	Active Communities	Jun-18
Design Bunyip Soccer Stadium	2/1/18 - architect appointed, draft design being reviewed by Council and club. 29/3/18 - schematic design completed in consultation with club. Consultation undertaken with club and internal stakeholders regarding preferred location of the pavilion. Optimum location still to be determined. Then detailed design can be undertaken. Project will be carried forward into the 2018/19 FY.	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. 29/3/18 - still awaiting funding announcement. Meeting with clubs and Committee of Management in April to discuss scope of pavilion redevelopment. This project will be carried forward into the 2018/19 FY.	Active Communities	Jun-18

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Our People

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

We want to Achieve: Variety of recreation and leisure opportunities


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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Subject to the acquisition of the land Council commence appropriate planning scheme amendments to permit the permanent accommodation of the Pakenham Auto Club and the Koo Wee Rup Motorcycle Club	Advise received from DEWLP that amendment will not be supported. Officers have spoken with DELWP and has set up a meeting with the Green wedge team as to how this can be included in the next amendment.	Strategic Planning	Completed
Commence appropriate planning scheme amendments to permit the permanent accommodation of the Pakenham Auto Club and the Koo Wee Rup Motorcycle Club	Advise received from DEWLP that amendment will not be supported. Officers have spoken with DELWP and has set up a meeting with the Green wedge team as to how this can be included in the next amendment.	Strategic Planning	Completed
Comely Banks Reserve - undertake detailed civil design.	29/3/18 - project scoped and put out to tender for consultant to undertake detailed civil design. Project will be carried forward into the 2018/19 FY.	Active Communities	Jun-18

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>
Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans	Considered at part of PSP development. Provided links to the Local Police to enable them to provide any comments back to inform Councils submission.	Strategic Planning	Jun-18

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Our People

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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.

Action	Progress Comments	Business Unit	Complete by
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	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 in August. 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. 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.	Community Strengthening	Jun-18
Lead the implementation of the Cardinia Safer Communities Framework. Work with Safer Communities Committee to develop key actions to address safety issues within the shire. Achieve designation as an International Safe Community through an accreditation process the International Certifying Centre.	The Safer Communities Strategic Committee continues to meet and provides strategic oversight for the Action Groups. Crime, Mental Health, Alcohol and Other Drugs and Emergency Management have formal groups in place and developed action plans to guide the work. Recently success with grant applications have increased the capacity to deliver initiatives. Cardinia was designated as an International Safe Community in October 2017.	Community Strengthening	Jun-18

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Our People

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

We want to Achieve: Increased awareness of safety


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

Action	Progress Comments	Business Unit	Complete by
Promote resilience building and community prep. for emergencies through Community engagement and education. Identify and train community leaders to support communities to plan for and recover from emergencies. Work with the vulnerable groups and assoc. support services within the shire on emergency 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 Councils 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

We want to Achieve: Minimised impact of emergencies

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

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

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Our People

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


We want to Achieve: Minimised impact of emergencies

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

Action	Progress Comments	Business Unit	Complete by
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	The company Terramatrix have been engaged to develop a 10 year planned burn strategy for Cardinia. The strategy will consider all risk assessments relevant to Cardinia. Terramatrix have commenced mapping potential reserve sites and meeting with key stakeholders. Terramatrix have met with key stakeholders to discuss a preliminarily listing of reserves to be considered for planned burning during the next 10 years. A further meeting will be planned between December 2017 and January 2018 to discuss 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.

Action	Progress Comments	Business Unit	Complete by
Support community initiatives (i.e.. Ready to Go) and assist communities to develop community emergency management plans	Councils EM team 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 EM 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 2017-2029 and raise community understanding and awareness regarding Council's commitment to the identified health and social priorities and policy domains. The Census 2016 findings have recently been released and can be found on Council's website along with recent social and community demographics, statistics and emerging trends. Recent social research into housing and homelessness has identified a number of areas Council can focus on. A factsheet on the findings of this research can be found on the website.	Community Strengthening	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
Undertake a demonstration social housing project in partnership with a housing association, local housing providers and social support services	Council continues to explore opportunities to address the housing crisis facing the Shire. to this end 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-18

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

Action	Progress Comments	Business Unit	Complete by
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 29/3/18 - waiting approval to use Puffing Billy sites. Meeting with stakeholders. Draft EOI ready to go.	Active Communities	Jun-18
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. 29/3/18 - detailed design and contract documentation completed. Put out to tender. Going to Council in April to appoint contractor. Carry forward to 2018/19 FY will be required.	Active Communities	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: Plan for the provision of facilities to service and support the changing community.

Action	Progress Comments	Business Unit	Complete by
Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	Updated to represent new ID data - no change to current plan at this stage New data release meetings have taken place with id. Anticipated release of data July 2018	Community and Family 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.

Action	Progress Comments	Business Unit	Complete by
Delivery of the McBride Street (Cockatoo) laneway development -horticultural landscaping and toilet installation.	29/3/18 - toilet has been installed and ready for use, final horticultural works have been tendered and will be completed during April and May. Temp fencing will be relocated to allow access to public toilet while final horticultural works are completed.	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.	Draft report received review being undertaken.	Strategic Planning	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.

Action	Progress Comments	Business Unit	Complete by
Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies. Provide opportunities for community input into Council's Liveability Health Plan.	Community engagement activities and opportunities have been planned and delivered across a wide range of council policy, strategy and project developments. These include but are not limited to Municipal Health and Wellbeing Strategic Plan (Liveability Plan), Cardinia Cultural Centre redevelopment, Play Space renewals, Aged Friendly Strategy, Disability Access and Inclusion Action Plan. Community 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.	Communications have commenced the process to identify opportunities to refine and improve Connect Magazine. This will be further progressed upon the appointment of a new CEO.	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 being 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 annual path program is well progressed and nearing completion.	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 developing an Action Plan. Harmony Day was recently held and was very successful.	Community Strengthening	Jun-18
Review existing Access and Inclusion Policy and action plan. Develop new 2017–21 Access and Inclusion Policy and action plan in accordance with current legislation	The Disability Access and Inclusion Plan has been reviewed and a new plan was endorsed by Council in August.	Community Strengthening	Completed
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 2017. Council formally congratulated the Bunurong Land Council on becoming a Registered Aboriginal Party in part of Cardinia. Council business units are progressing through their actions in the plan.	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 in mapping the community resilience of one of our communities.	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.

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


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

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

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

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

Action	Progress Comments	Business Unit	Complete by
Share health and social priorities with the community and support the development of local projects that align to the Liveability Health plan. Action: Plan and deliver a Community Summit	Community Summit was held on the 28 October and 30 October 2017. At this event Council shared health and social priorities as identified in the development of the new Liveability Plan and offer support to local volunteer community organisations and interested members to initiate projects to address these priorities. Invitations have been sent to all community organisations and local networks and over 80 community members have register for the event to date. The Community Summit has now been delivered across two days. Over 120 community members, Councillors and representatives from community organisations attended. Evaluation of the outcomes of this Summit is now underway.	Community Strengthening	Completed

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Our Community

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


We want to Achieve: 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. Ten 'community food animators' have been trained to facilitate the Talks from Feb - April 2018.</p> <p>Cardinia Food Movement Instagram followers increased by 34% since December to a total of 330 and Facebook followers increased by 3% to a total of 479.</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	<p>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. Council is awaiting a decision on a recent application to the State Government applying for additional funding in partnership with Monash Health to expand health services at this Centre.</p>	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	Delivery of the annual program of works is well under way.	Infrastructure Services	Jun-18
Inspections and maintenance of the road network in accordance with the Road Management Plan	Inspections are carried out in accordance with Councils Road Management Plan. Weekly reports are provided from Reflect indicating weekly performance to inspections and defects. Quarterly reports are also provided to SLT	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.	29/3/18 - workshops and discussions are currently occurring involving council officers to review details in the open space management framework. a survey of park users occurred has occurred to ensure the user satisfaction data is considered as part of the review process.	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 29/3/18 - Detailed design nearly complete and ready for consultation with Committee of Management and users groups. This project will be carried forward into the 2018/19 FY.	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
<p>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.</p>	<p>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.</p>	<p>Community Strengthening</p>	<p>Completed</p>
<p>New fit-out to the ground level of the Officer municipal offices.</p>	<p>30/03/2018 - The ground level potential cafe' area is not being utilised due to no expression of interest in the open market. 22/12/2017 - Nothing further to report, as no external interest at present. 24/10/2017 - nothing further to report. 7/09/2017 - Awaiting on interested party and commitment to lease, before being able to start any works.</p>	<p>Buildings and Facilities</p>	<p>Jun-18</p>
<p>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.</p>	<p>30/03/2018 - 17/18FY priorities approved by the CAIAC have progressed further and will be completed by end of FY. A list of priorities for the next 5 years is currently being developed for adoption by the CAIAC. a Community feedback program has been implemented to continue to support the Universal Access initiatives and priorities. Current funds being fully spent by end of FY. 22/12/2017 - Progressing further with obtaining quotes and implementation of prioritised and approved program. On target and will be completed by FY end. 24/10/2017 - Approval received from Access & Inclusion Committee on 17/18FY schedule of works. Quotes are being obtained and implementation plan being drafted. 7/09/2017 - This is an annual program. 17/18 year priorities have been finalised and consulted with the Access & Inclusion Committee. Quotes are being obtained before works are began.</p>	<p>Buildings and Facilities</p>	<p>Jun-18</p>

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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
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).	30/03/2018 - Stage 3 & 4 Depot Redevelopment works are on track to be finalised in May 2018. Additional \$50k to budget provided to assist with procuring required FFE in completing the works. 22/12/2017 - Construction works have been underway and currently on target to deliver completion of project. 24/10/2017 - Site works have commenced and are on target. 7/09/2017 - Contractor has been approved and works are expected to start late September early October 2017.	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.

Action	Progress Comments	Business Unit	Complete by
Commence construction of the Lang Lang Bypass from Westernport Road to McDonalds Track, including Milner's Road	This project is still awaiting legal proceedings and funding to proceed. It is proposed to defer the completion date for this action until June 2018 Tender documents and drawings for the bypass have been completed, however developments with adjacent quarry has resulted in some design modifications. Construction to commence once funding is secured from sand extraction operators or alternatively substantial government grants being available. Council's application for funds through the NSRF has not been successful.	Infrastructure Services	Jun-18
Upgrade Jolly Road bridge	Funding has been received. Contract has been awarded and works are expected to commence in April.	Infrastructure Services	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
Wheelers Road (Maryknoll) - Construction and finalisation of scheme costs and statutory process	Construction works associated with the scheme have been completed. A finalisation report is being prepared.	Infrastructure Services	Completed

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Our Environment

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

We want to Achieve: Transport linkages connecting towns

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


Action	Progress Comments	Business Unit	Complete by
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 have been undertaken. The Construction works are set to be tendered in May.	Infrastructure Services	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
Implementation of the footpaths identified in the Pedestrian Bicycle Strategy	Designs being completed on the footpath from Como Street to Pinnocks Rd Emerald. Puffing Billy approval on the layout of the path has been received from Como all the way to Edenmont. Works are expected to start early May but still predicted to be completed by the end of the year.	Infrastructure Services	Jun-18
Cockatoo–Gembrook Trail – commence construction	Works are significantly completed, with only minor works outstanding, which include the relocation of an Ausnet power pole, the pedestrian crossing at Pakenham Road in Cockatoo and signage. The signage will be in consultation with the Eastern Dandenong's Rail Trail association	Infrastructure Services	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
Provide information when required to the Interface Councils' Group and South Eastern Metro Integrated Transport Group as part of aim to enhance the frequency and coverage of public transport within Cardinia Shire and the south-east region	Council officers have recently been working with the transport group on the development of a regional transport strategy.	Infrastructure Services	Jun-18

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Our Environment

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


We want to Achieve: Enhanced natural environment

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

Action	Progress Comments	Business Unit	Complete by
Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g.. Home Energy Advisory Service)	<p>The Cooperative Research Centre for Low Carbon Living (CRCLCL) will be building a 'high performance zero energy house' in the Shire. The project is a collaboration between Council, Parklea, SJD homes, Low Carbon Living, SECCCA, Curtin University and Josh Byrne and Associates.</p> <p>The high performance display home in Officer will provide the community with access to a functioning zero energy dwelling, where SECCCA officers will be onsite to provide advice and information on residential energy efficiency and building design to support high performance homes. The project presents the opportunity to raise the profile of Council in the emerging zero energy homes market and engage builders, towards improving energy efficiency and reducing community emissions, as growth and residential development in the Shire continues.</p>	Environment	Jun-18
Development and adoption of new Sustainable Environment Strategy	The draft Sustainable Environment Policy has been finalised and is going through the internal approval processes before being presented to Council in June	Environment	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
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	<p>30/03/2018 - As per previous quarter report, progressing well and feedback continuing to be incorporated into the revised Matrix to improve the usability and application of the tool, and in delivering expected outcomes.</p> <p>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.</p> <p>24/10/2017 - Detailed info on Matrix reviewed and feedback provided. First draft of new Matrix issued for consideration.</p> <p>7/09/2017 - 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.</p>	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.

Action	Progress Comments	Business Unit	Complete by
Implement the Aspirational Energy Transition plan including projects such as environmental upgrades at Koo Wee Rup Pool and Pakenham Library, Hall and U3A	Enervest have been appointed for the installation of the solar electricity system at the Pakenham Library, U3A and Hall. Solar PV installation is scheduled to start in early June. Development of a project brief for the pool blanket at Cardinia Life has been awarded to Campeyn who will develop project brief and engage expert consultant. A project brief is to be developed with requirements for the lighting upgrade at Koo Wee Rup Pool and Pakenham Library. Meeting with prospective solar installers has been held at the Beaconsfield Community Centre. Expecting quotation within 3 weeks on the installation of 100 solar panels at this site.	Environment	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
Liaise with and support schools in the areas of waste minimisation, litter and recycling	Envirocom have been providing Beyond the Bin incursions to schools and Early Learning centres within the Shire. Assistance and support has also been provided to a local school to help them implement a recycling program. Advice was provided on a litter collection project at a local school.	Infrastructure Services	Jun-18
Review effectiveness of kerbside flexible plastics recycling initiative and further promote to the community.	Post project audits were conducted and identified 23% of residents were using the service every fortnight, with low contamination, which means the initiative was a success. Recovery from 16-17 extended to 47% which is also an increase on previous years. Further promotions will continue and are scheduled for Connect magazine in October.	Infrastructure Services	Completed
Build on success of new resource recovery facilities by advocating for improved resource recovery and reuse options (such as e-waste/detox your home/SV programs/new streams/reuse opportunities/education)	A response was provided to the State Government on their proposed ewaste ban and the requirement to support local infrastructure, including privately run. An outcome has not yet been provided. Detox your home services are planned for April with removal of the need to register, which should improve takeup.	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.	Workshops have been attended and monthly regional meetings attended.	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	The additional water monitoring via the BMS has been completed at Cardinia Life to provide greater water use data. Currently working towards engaging a contractor to investigation the feasibility of a blanket for the main pool at Cardinia Life. Minor water efficiency upgrade works at Cardinia Life, Holm Park, Cardinia Cultural Centre	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

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Our Environment

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

We want to Achieve: Enhanced natural environment

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


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 a consultant has been engaged to assist with this project. The community engagement plan has been drafted and is currently being finalised. Consultation commenced at the Pakenham Show conducting a survey with an indigenous plant giveaway. 600 plants were given away and great feedback was received on the day with 125 surveys completed. The results will provide valuable information on community knowledge of assets and threats in relation to the natural environment. Internal and community stakeholder workshops are planned in May to help inform the strategy objectives.	Environment	Jun-18

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

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

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

Action	Progress Comments	Business Unit	Complete by
Implement the Westernport Green wedge Management Plan into the planning scheme. Participate in DELWP advisory committee to enable contemporary agricultural activities. Advocate for Bunyip food belt project.	Planning scheme amendment C215 incorporated into the planning scheme. Advocacy continues for funding for water pipeline for food belt project.	Strategic Planning	Completed

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Our Environment

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

We want to Achieve: 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.

Action	Progress Comments	Business Unit	Complete by
Advocate to implement sustainable design assessment in the planning process.	The Sustainable design assessment in the Planning process (SDAPP) framework 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. SDAPP requires buildings of a particular size to address sustainability as part of that planning application.	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

Action	Progress Comments	Business Unit	Complete by
Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	The March/April edition of Down to earth has been completed and distributed. Planning for the May/June edition is underway.	Environment	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
Commence review of Councils Municipal Strategic Statement.	Background paper finalised preparing to brief SMT and Council.	Strategic Planning	Jun-18


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

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

Action	Progress Comments	Business Unit	Complete by
Undertake a review of the Municipal Strategic Statement	Background paper finalised preparing to brief SMT and Council.	Strategic Planning	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
Complete Pakenham East precinct structure plan / developer contributions plan	PSP exhibition has occurred. Panel hearing in May 2018	Strategic Planning	Jun-18

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Our Environment

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

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

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


Action	Progress Comments	Business Unit	Complete by
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 Planning	Jun-18
Ongoing review of PSP's and DCP's	Consultants have been engaged by Council to undertake review of DCP process as part of a VPA funded initiative for best practice.	Strategic Planning	Jun-18
Implement approved structure plans for the growth area.	Works undertaken	Strategic Planning	Jun-18

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

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 Planning	Jun-18
Implementation plan for the Westernport Green Wedge Management Plan and continue advocacy for Green Wedge Management Plan for the northern part of the Cardinia Shire	Implementation plan has been completed and letter sent to the Minister seeking funding for Northern Rangers Green Wedge Management plan	Strategic Planning	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 bandicoots.	Amendment documents finalised. Amendment exhibition in June 2018	Strategic Planning	Jun-18

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Our Economy

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

We want to Achieve: Increased business diversity in Cardinia Shire

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


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.	Exhibition of Officer TC review has commenced on exhibition until 27/04/2018	Strategic Planning	Jun-18

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	Cardinia now takes the lead role in the business breakfasts and will continue to work alongside Casey	Economic Development, Tourism & Major Projects	Jun-18

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 2018 as per AP.	Strategic Planning	Jun-18
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-18
Work with the VPA in the preparation of Officer South Precinct Structure Plan and Development Contribution Plan	Date amended 30.03.2018 as per AP. Awaiting data and background studies from VPA. Amended end date by GM approval	Strategic Planning	Mar-18

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Our Economy

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

We want to Achieve: Increased business diversity in Cardinia Shire

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


Action	Progress Comments	Business Unit	Complete by
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 to be submitted to Council in May 2018.	Strategic Planning	Feb-18
Facilitate development of key sites in the core commercial area in Siding Avenue (Officer)	Consultation continues with relevant land owners	Strategic Planning	Jun-18
Work with the VPA in the preparation of Pakenham East Precinct Structure Plan and Development Contribution Plan	PSP exhibition has occurred. Panel hearing in May 2018.	Strategic Planning	Jun-18
Work with VPA in the review of Officer Town Centre	Exhibition of Officer TC review has commenced on exhibition until 27/04/2018	Strategic Planning	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy	Actions within strategy are being achieved with more than one job for every household being created in Cardinia's economy over the last three years	Economic Development, Tourism & Major Projects	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
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.

Action	Progress Comments	Business Unit	Complete by
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.	Economic Development, Tourism & Major Projects	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
Identify a hierarchy of roads directly related to primary production that require advocacy	The hierarchy of roads is still continuing but progress is limited due to workload	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.


Action	Progress Comments	Business Unit	Complete by
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	Economic Development, Tourism & Major Projects	Jun-18

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

Action	Progress Comments	Business Unit	Complete by
Adopt and implement the Casey Cardinia Tourism Strategy	Strategy adopted and actions are being implemented.	Economic Development, Tourism & Major Projects	Completed

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

Action	Progress Comments	Business Unit	Complete by
Assist businesses to develop in the Casey-Cardinia region	Council continues to provide assistance as requested.	Economic Development, Tourism & Major Projects	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: 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 work with all businesses and tourism groups as requested, Council continues to advocate to the State for assistance	Economic Development, Tourism & Major Projects	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	New online training portal funded through Casey Cardinia Libraries to provide a free online service accessible to more business people	Economic Development, Tourism & Major Projects	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.

Action	Progress Comments	Business Unit	Complete by
Commence a review of the Communications Strategy and work with Community Strengthening to develop an Engagement Policy	Discussions have commenced with Community Strengthening around the development of an Engagement Strategy. A detailed review of our Communications Strategy will continue following the commencement of a new TL Communications in mid April.	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.

Action	Progress Comments	Business Unit	Complete by
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.

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

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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 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	Draft Budget is out for public consultation	Finance	Jun-18

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

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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: 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	<p>September 2017: Internal training and knowledge sharing, on consultancy and facilitation methods, have begun. Team also engaged in on-the-job training, through keys projects.</p> <p>November 2017: Internal training is continuing in preparation for Quality Circle facilitation work. OJT on BI is being facilitation through the BI project and co-location.</p> <p>December 2017: Internal training is continuing in preparation for Quality Circle facilitation work. BI skills development continues with ownership of the creation of the public dashboard.</p> <p>March 2018: Team is highly involved in Quality Circle activity work, and the next step for each team member will be to lead facilitation (with support from manager). Team members are also becoming very conversant in BI technology and are able to build more attractive and useful dashboards and reports.</p>	Service Planning and Improvement	Jun-18

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

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

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

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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: 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.		Office of the GM - Community Wellbeing	Jun-18

ACTIVITY REPORTS