

11 QUARTERLY PERFORMANCE REPORT

FILE REFERENCE INT1855470

RESPONSIBLE GENERAL MANAGER Derek Madden

AUTHOR Jo Battin

RECOMMENDATION

That the Quarterly Performance Report for Quarter 4 2017-18 be received and noted

Attachments

1 Quarterly Performance Report 65 Pages

EXECUTIVE SUMMARY

To present the Quarterly Performance Report for the April to June 2017-18 period.

BACKGROUND

Cardinia Shire Council made good progress in the final quarter of 2017-18 as we continued to deliver results in alignment with the Council Plan 2017-21.

This year the shire celebrated 150 years of history. Beginning in 1968 as the Shire of Berwick, renamed as the Shire of Pakenham in 1974, and finally becoming Cardinia Shire in 1994 after council amalgamations. The following highlights demonstrate how far we've come and indicate a promising future ahead.

Transparent and effective governance

After community consultation, Council adopted the Budget and Council Plan for the 2018-19 financial year in May. More than \$55.6 million was allocated for capital works in the upcoming year, with \$21 million for new projects and \$34 million towards upgrade and renewal projects. This is the largest budgeted amount for capital works in the shire's history, and \$10 million more than the previous year's capital works program. Council's 2018-19 Budget will provide significant new infrastructure, deliver much-needed community services, and maintain our existing assets while remaining financially responsible.

This quarter, Council trialled live webcasting Council Meetings, providing further opportunities for the community to be informed of Council decisions. In another first for Cardinia Shire, councillors and Council staff competed in a debate with the shire's youth councillors. The debate aimed to develop the public speaking and debating skills of the youth councillors in a practical setting, while being exposed to Council business. In the three-topic debate, each side won one topic and the remaining one was a draw.

In other news, Cardinia Shire Council was acknowledged at the biennial Sir Rupert Hamer Records Management Awards in May for its innovative and cost-saving approach to achieving modern records management in local government. The Records Management team worked with eCloud Business Services to automate all incoming correspondence, resulting in a saving of 80 hours of work per week, a reduction in the cost to process mail, and an improved quality of data.

Fostering community participation

Councillors and staff gathered with community members at the Annual Mayor's Volunteer Reception in May to proudly recognise the value of volunteers in our shire. The event acknowledged hundreds of volunteers across 560 organisations in the shire. This year's Stan Henwood Award recipient was also announced at the event, going to Eric Bumpstead, a member of the Upper Beaconsfield Fire Brigade since 1957 and a dedicated volunteer in his community.

Also in May, Council's Emergency Management team hosted a free Community Emergency Resilience Forum for local residents and community groups to help promote resilience building and community preparation for emergencies. Over 80 people attended the forum designed to assist community leaders to support their communities plan for and recover from emergencies.

The 2018 Cardinia Community Leadership Program was launched in June with 20 participants. The program aims to develop the leadership skills of our local leaders and support them in their efforts to create change that can help better our shire.

Supporting safe and diverse communities

Cardinia Shire's collective impact initiative Together We Can received two awards this quarter. The initiative was the 2018 category winner for Prevention and Community Safety in the National Awards for Local Government. Together We Can also received the gold medal in the Municipal Association of Victoria's National Local Government Innovation Awards. In the year April 2017 to March 2018, the Crime Statistics Agency reported a 23.7 per cent decrease in the rate of serious family violence incidents in Cardinia Shire – another impressive achievement for Together We Can.

In May, Council hosted a special raising of the pride flag at the Civic Centre to celebrate the International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT). The event invited the community to demonstrate support for the LGBTI community and help foster an inclusive community where all residents feel safe.

Continuing its commitment to fostering an accessible and inclusive community, Council participated in Refugee Week celebrations this quarter in proud acknowledgement of our history of successfully settling refugees since post World War II. Then in a commitment to gender-equality initiatives, Council was represented at Richmond Football Club's This Girl Can event, sharing its five-year infrastructure program to transform sports facilities to become both gender neutral and accessible.

Protecting our environment

Council's commitment to protecting and enhancing the natural environment was further demonstrated this quarter. The Sustainable Environment Policy 2018–28 was finalised and published, focusing on the areas of biodiversity, climate change, waste and water. It identifies the challenges facing the municipality in these areas, outlining the plans and strategies already in place and those required to address them.

In June Council consulted with the community on two environmental strategies. The Biodiversity Conservation Strategy, which is being developed to guide long-term strategic direction and efforts to preserve the natural habitats and wide variety of plant and animal life within the shire. It identifies key opportunities for Council to work in partnership with the community. Also, the current Pest Plant Management Strategy is being reviewed and updated to reduce weed infestations across the shire.

In other initiatives, Council is developing a Significant Tree Register to protect trees believed to be significant in Cardinia Shire. These trees will be professionally assessed and placed on a list of recommendations, which will then be sent to the State Government as a Planning Scheme Amendment. Council also implemented a CCTV surveillance trial to target illegal rubbish dumping

activity across the municipality. The project involves roving CCTV cameras and signage at ten sites to record site activities, help identify offenders, and deter illegal dumping behaviour.

Cardinia Cultural Centre redevelopment

In exciting news, Council commenced construction work on the \$8.9 million project to upgrade the Cardinia Cultural Centre in Pakenham. Jointly funded by Council and the Victorian Government Growing Suburbs Fund, the first stage of redevelopment will provide a vibrant new art-space, more amenities, new dance studios, an expanded foyer, a bold new façade with a convenient second entry, and more car parking. The redeveloped centre will better serve our growing community's increasing need for cultural facilities and further enhance Cardinia Shire's liveability.

POLICY IMPLICATIONS

Nil

RELEVANCE TO COUNCIL PLAN

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

CONSULTATION/COMMUNICATION

Nil

FINANCIAL AND RESOURCE IMPLICATIONS

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

CONCLUSION

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



Cardinia Shire Council

Quarterly Performance Report

Quarter 4 April - June 2017-18

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CEO's Report

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Further details of the results achieved by Council in the fourth and final 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 was prepared and is being used to advocate to local members, 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

For the financial year 36 grant applications were lodged for a variety of projects across the Shire totalling over \$12.5M. Of these applications 15 have been successful totalling \$6.15M.

Legislative Program

The new Local Government Act Bill was introduced into Parliament during the quarter and passed the Legislative Assembly with minor amendments on 21 June and received its second reading in the Legislative Council on the same day.

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.

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	Civil works including netball and tennis courts, drainage, ovals and car parks have been completed. A consultant has been engaged by Council to develop the design plans for the pavilion. Consultation with the user groups regarding the pavilion design is underway.
Start	February 2017
End	June 2018
Cost	\$6m

Name	Emerald Netball Pavilion/Courts
Description	Construction of 4 netball courts.
Comment	Civil works have nearly been completed with the exception of final asphalt layer and road access. 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	Contractor was appointed by Council in April 2018. Construction commenced in June 2018 and is tracking well. Demolition works have been completed ahead of schedule.
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	August 2018
Cost	\$2.5m

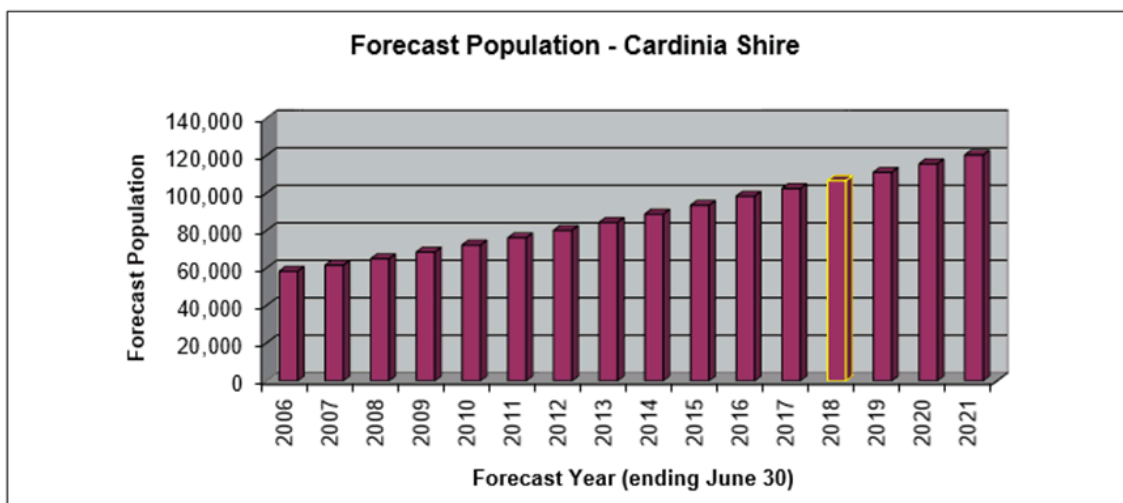
Name	Hills Community Hub
Description	Construction of new multi-purpose community facility in Emerald.
Comment	MelbCon awarded building contract. Funding successful under the Growing Suburbs Fund 2017 - 2019 for \$1.5 million.
Start	Demolition and construction commenced May 2018
End	September 2019
Cost	\$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 286 lots in application for the certification of plans of subdivision this quarter. Results are 67% lower than the previous quarter. Applications are 0.4% lower than the same time last year.

Figure 2. Residential lots – applications

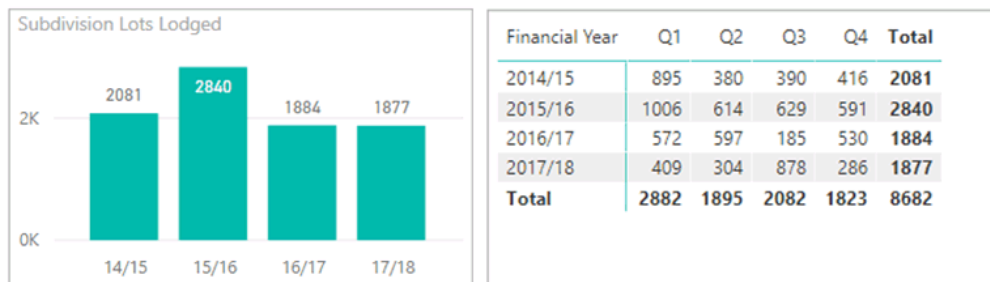
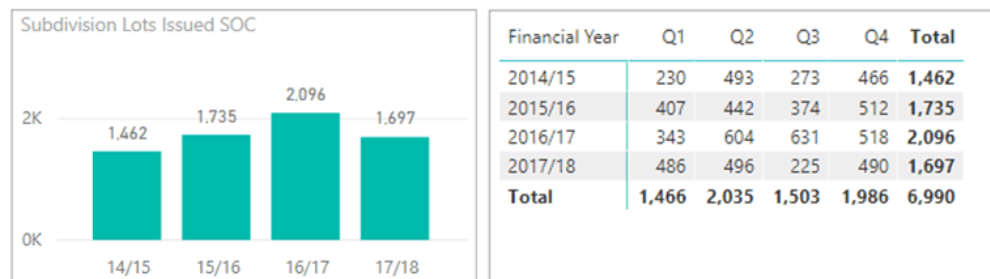


Figure 3 illustrates that there were 490 lots for which a statement of compliance was issued this quarter, allowing for the sale and development of individual lots. Results are 118% higher than the previous quarter and 19% lower than the same time last year.

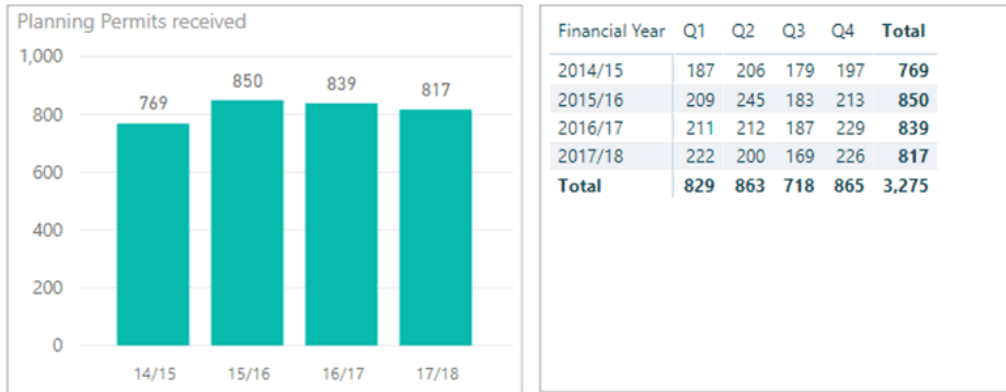
Figure 3. Residential lots – statement of compliance



Planning applications

Figure 4 highlights the level of development activity in relation to applications for planning permits. There were 226 planning applications this quarter, 34% higher 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 560 building permits issued this quarter. That is a decrease of 13% from the previous quarter and 1% lower than the same time last year.

Figure 5. Total building permits issued

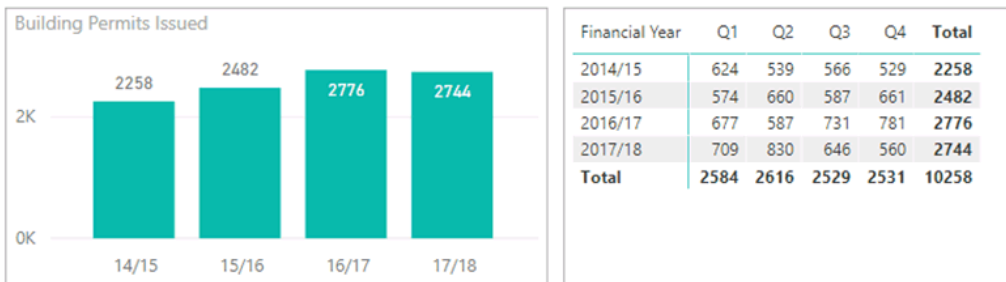


Figure 6 illustrates that there were 459 residential building completions this quarter. That is an increase of 24% from the previous quarter and 27% higher than the same time last year.

Figure 6. Residential building completions

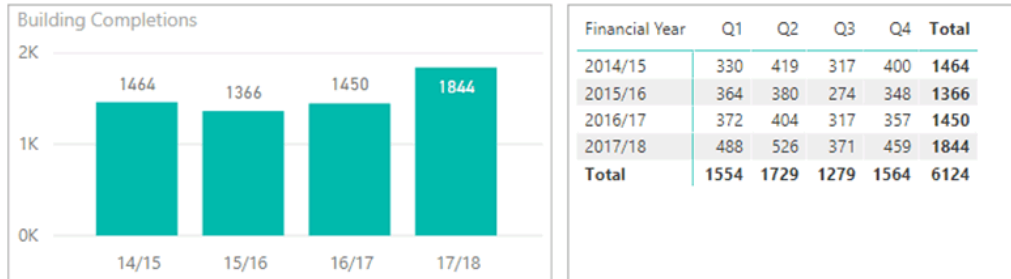
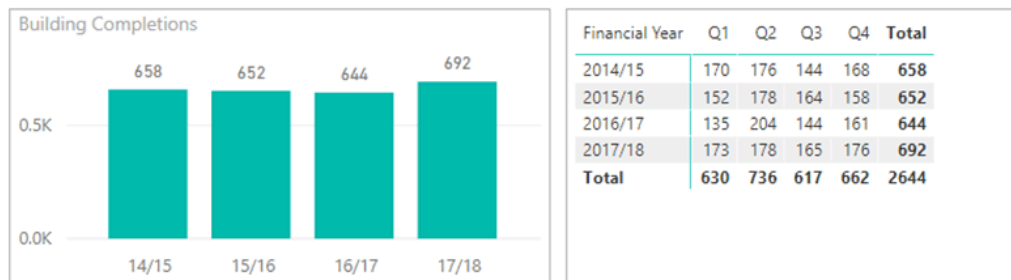


Figure 7 illustrates that there were 176 non-residential building completions this quarter. That is an increase of 7% from the previous quarter and 7% higher than the same time last year.

Figure 7. Non-residential building completions

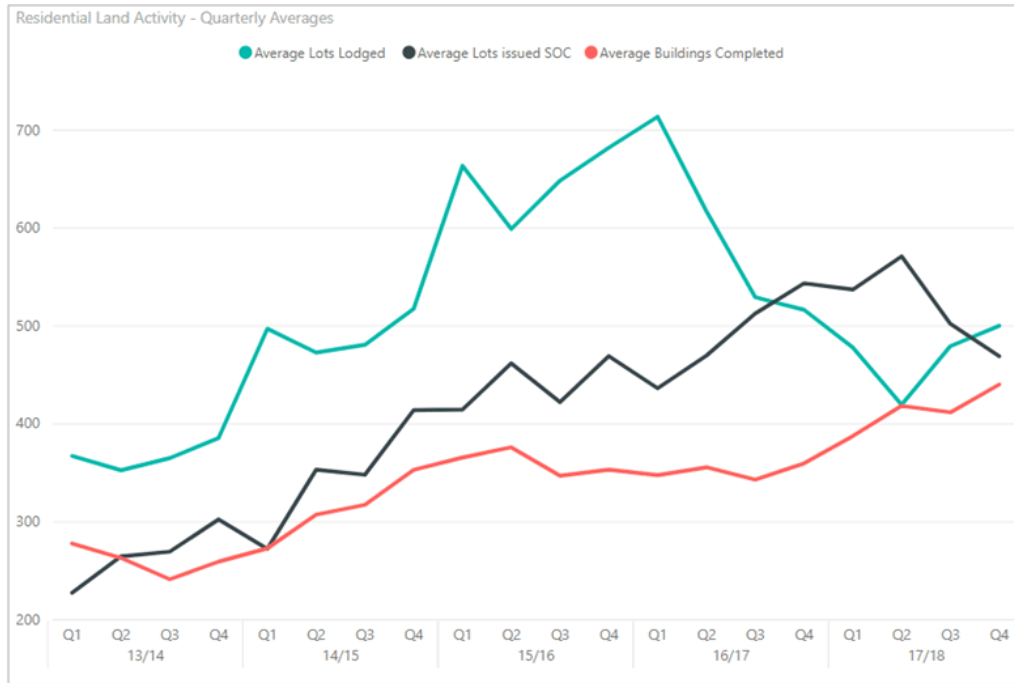


Residential land development indicators

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 2013-14.

Figure 8. Residential land development indicators



The average number of **lots lodged for subdivision** reached a record low in the 2nd quarter of 2013-14 with 353 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 714 lots submitted for subdivision. The current average number of lots is 500 but this is expected to increase as the Officer Precinct development progresses.

The average number of **lots issued statement of compliance** and released onto the market has been steadily increasing since the 1st quarter of 2013-14. Numbers have dropped this quarter with an average of 469 lots released.

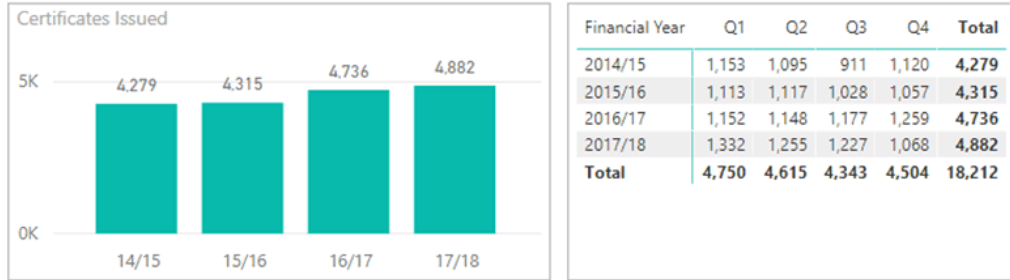
The average number of **building completions** is 440. This is a lag indicator and is expected to continue to rise within 6 to 12 months as land development progresses.

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 1,068 certificates issued this quarter, 13% lower than the previous quarter. Year to date results are 3% higher than the same time last year, an indication of a growing property market.

Figure 9. Land information certificates



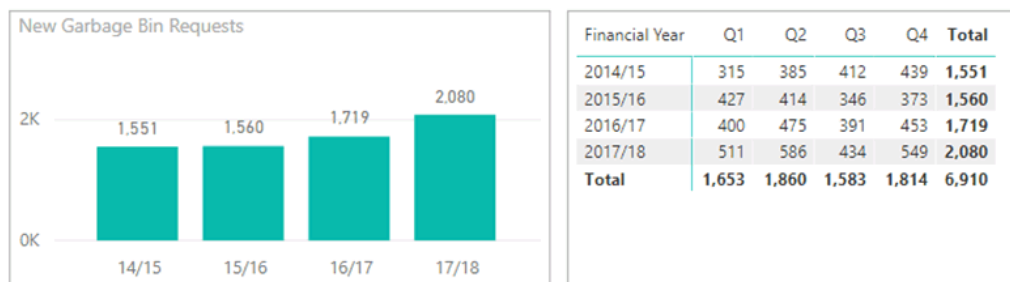
Household garbage service

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 549 new bins requested this quarter, 26% higher 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 increases to six 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



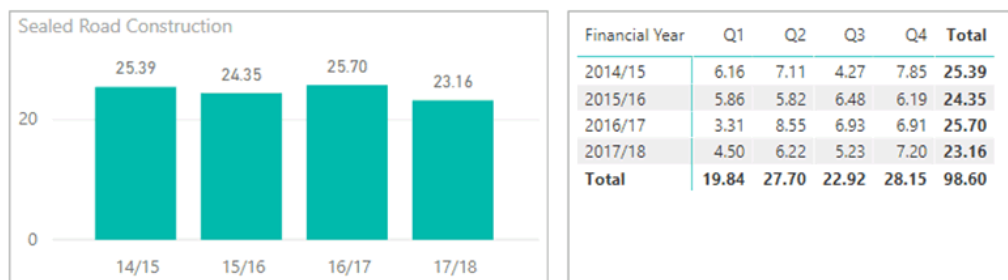
Roads and footpaths

Sealed roads

The sealed road network is approximately 691 km in length. Sealed road growth is due to a combination of subdivision development and Council's 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 Council's Road Management Plan and is supplemented by cyclic maintenance programs including annual road resealing and rehabilitation.

Figure 11 illustrates that there was an additional 7.20km of sealed roads constructed this quarter, 38% higher than the previous quarter. The year to date total is 10% lower than at the same time last year.

Figure 11. Additional kms of sealed roads constructed

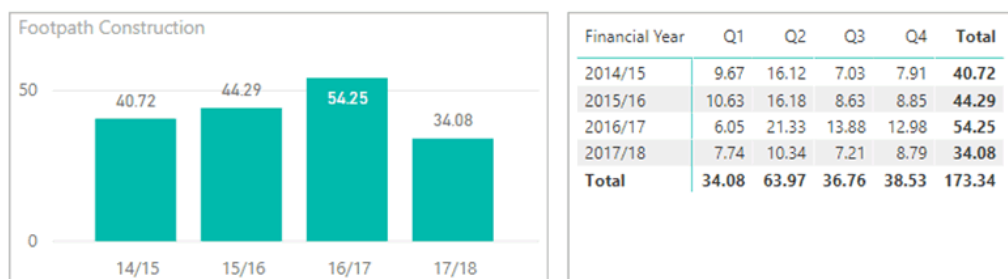


Footpaths

Footpaths are an important means of improving community cohesion by providing for pedestrian traffic around our communities. The footpath network is approximately 681 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 8.79km of footpaths constructed this quarter, 22% higher than the previous quarter. The year to date total is 37% lower than at the same time last year, however, approximately 7-8km of the Eastern Dandenong Ranges Trail will be completed in July.

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.

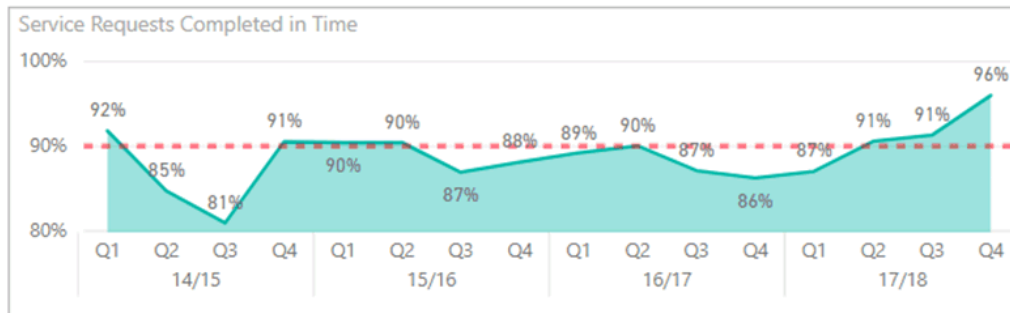
Inwards correspondence – (Mail, fax, email)

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 96% of Action Referrals this quarter were acknowledged within 10 days, 5% higher than the previous quarter. Performance reports are distributed to all managers on a fortnightly basis and this is contributing to a higher level of consistency in relation to actioning correspondence.

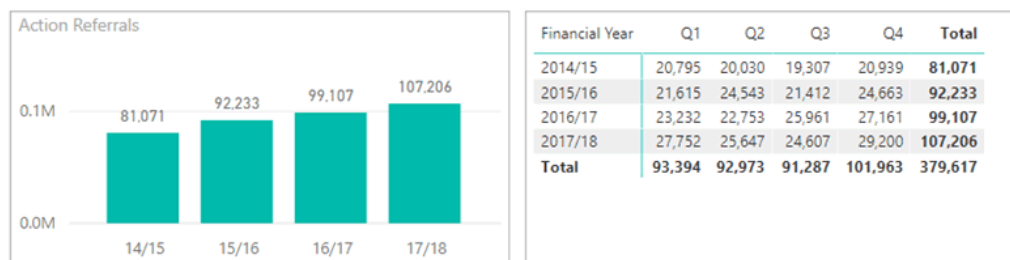
Figure 13. Inwards correspondence –action referrals in time: KPI percentage by quarter



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 29,200 action referrals this quarter, 19% higher than the previous quarter. The year to date total is 8% higher than the same time last year and trending upwards.

Figure 14. Inwards correspondence – action referrals volumes



Service requests

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

Figure 15 indicates that 89% of service requests were finalised in time for the quarter, slightly below the 90% target.

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

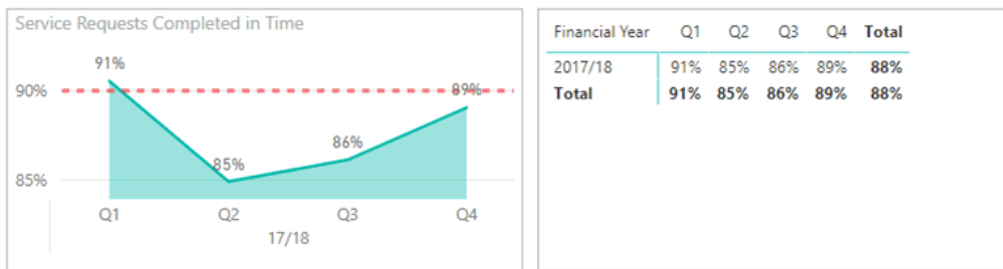
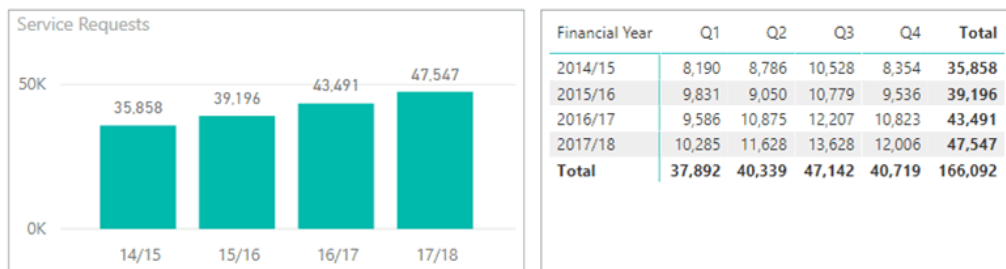


Figure 16 illustrates that there were 12,006 service requests this quarter, 12% lower than the previous quarter. The year to date total is 9% higher than the same time last year, indicating an upwards trend in requests.

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 908km of unsealed road grading this quarter, 13% higher than last quarter and 16% lower than the same time last year.

Figure 17. Unsealed road grading (kilometres)

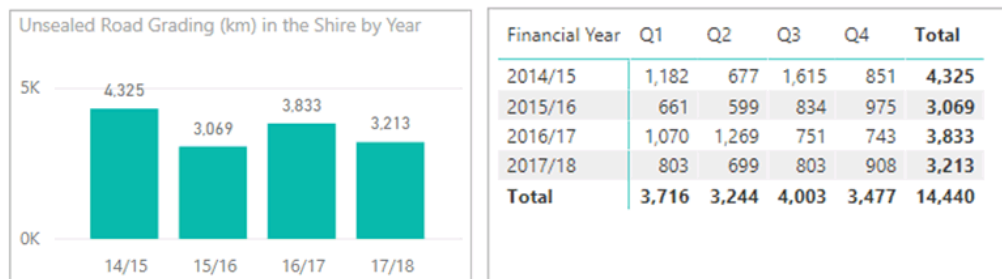
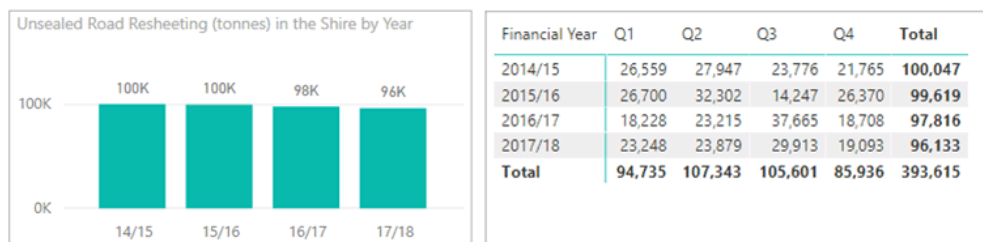


Figure 18 illustrates that there was 19,093 tonnes of unsealed road resheeting this quarter, 36% lower than last quarter and 2% lower than last year. The amount of rock has reduced this quarter due to the completion of the re-sheeting program in April.

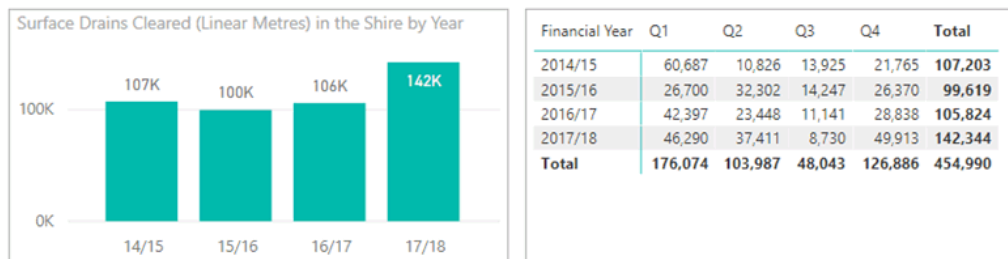
Figure 18. Unsealed road resheeting (tonnes)



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 49,913 linear metres of surface drain clearing this quarter, 472% higher than last quarter and 35% higher than the same time last year. In Quarter 1 and Quarter 4 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

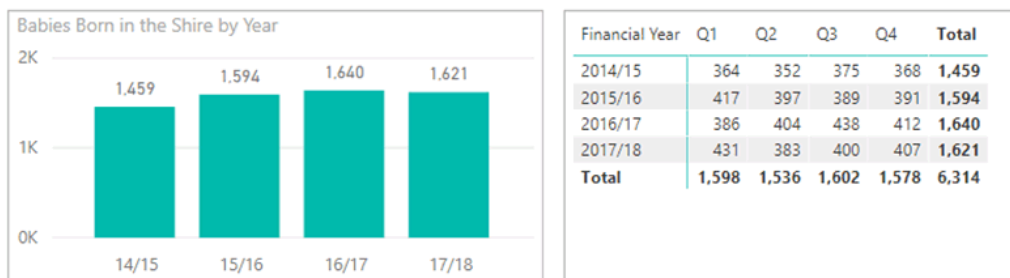
Maternal and Child Health (MCH)

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 407 birth notices this quarter, 2% higher than the previous quarter. The year to date figure is 1% lower than last year.

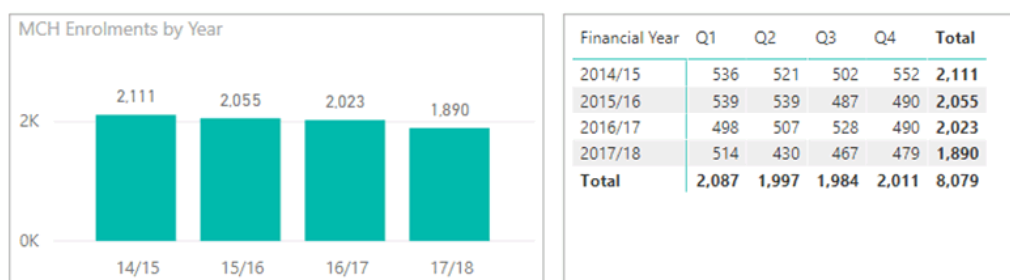
Figure 20. Maternal and Child Health birth notices



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 479 enrolments this quarter, 3% higher than last quarter. The year to date figure is 7% 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. Marillac Disability Service and Best Chance are no longer based at My Place due to moving to their new facilities. Services that commenced/recommended at My Place over the past 12 months include Windermere, TaskForce, Skillsplus and WYASS and Centrelink. Agencies that have expanded service to young people from My Place include Oakwood School (extra staffing), YSAS (Ignite Program and Youth and Family Support) and Headspace (increase of .6EFT)

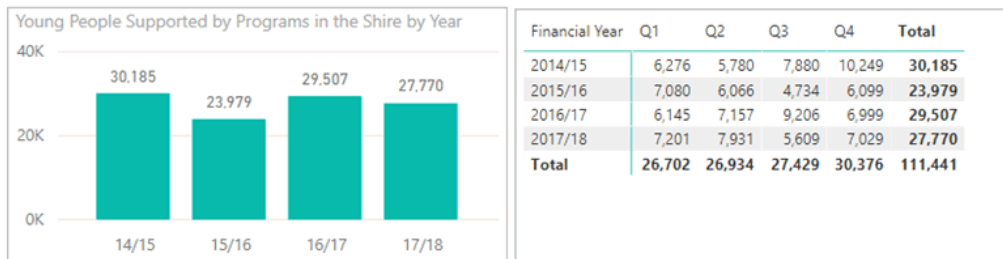
Consulting rooms are fully booked Monday-Thursday impacting on the facilities ability to attract more centre based services. Advocacy to renovate ‘The Chapel’ to establish a Youth Mental Health Hub is taking place.

Councils Youth Support Program continues to be at capacity with a waiting list of five weeks. The Youth Services application for funding from TAC (January 2018) to recruit a .6EFT Youth Support Officer so that the program can increase its outreach capacity was unsuccessful. Youth Support Officers are offering youth support to young people from rural townships in addition to those able to access My Place. Council approved the extension of Windermere’s contract to June 2019 to provide Youth and Family Outreach Support to young people 10-21 years experiencing complex issues.

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 7,029 contacts with young people. Results are 25% higher than the previous quarter and the year to date figure is 6% 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

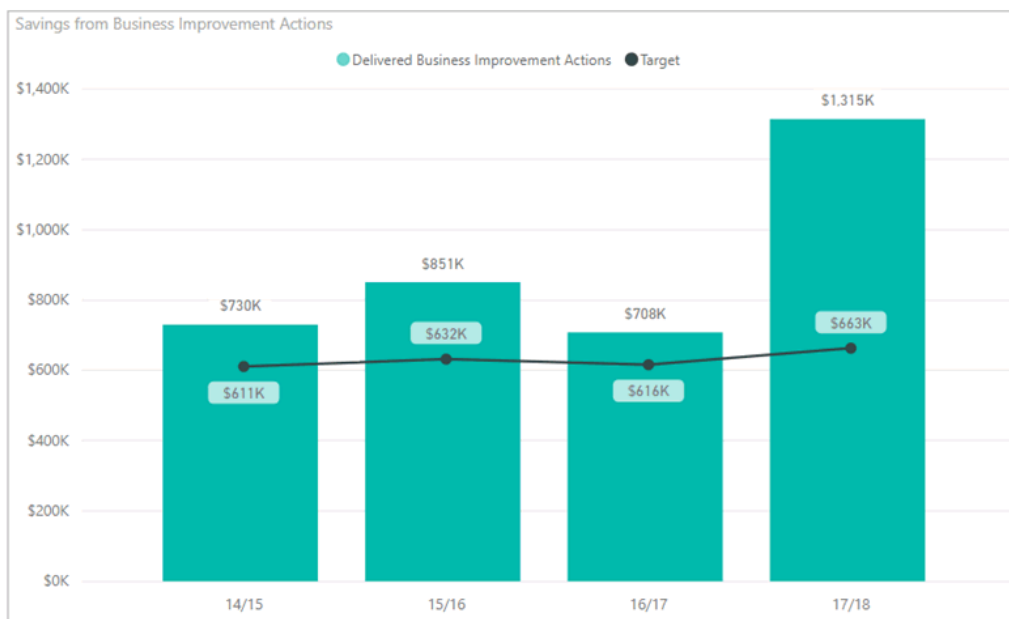


Business innovation

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 63 improvement projects that have been identified. These projects have delivered \$1,314,654 of savings, which is nearly double our target.

Figure 23. Business improvements



Waste management

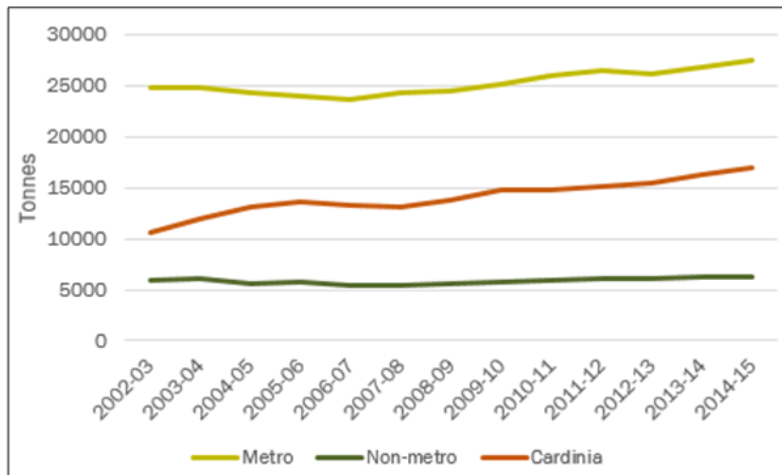
Indicators in this section relate to our behaviour with waste disposal and resource recovery. That is, how much waste we send to landfill and how much is recycled or composted. These figures are monitored on a monthly basis.

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

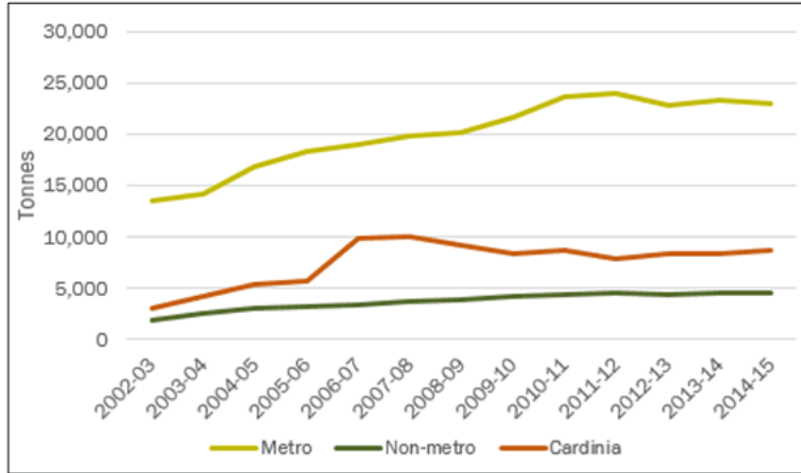
Figure 24. Cardinia Shire garbage generated compared with other metro and non-metro Victorian councils



* 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.



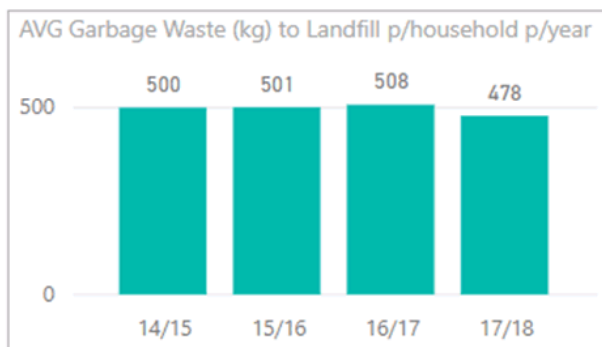
* Annual Local Government survey - Sustainability Victoria

Garbage to landfill

With urban population growth, it is 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 478kg to date this financial year. This is a decrease from last year's annual average of 508 kg.

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



Kerbside collection

Figure 27 illustrates that there were 4,336 tonnes of garbage waste to landfill collection this quarter, 14% lower than last quarter. The year to date figure is 1% 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

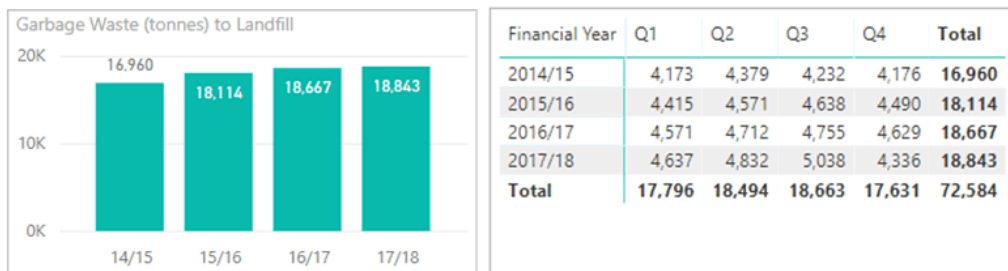


Figure 28 illustrates that there were 2,613 tonnes of recycle waste collection this quarter, 1% lower than last quarter. The year to date figure is 5% higher than last year.

Figure 28. Recycle waste – tonnes collected

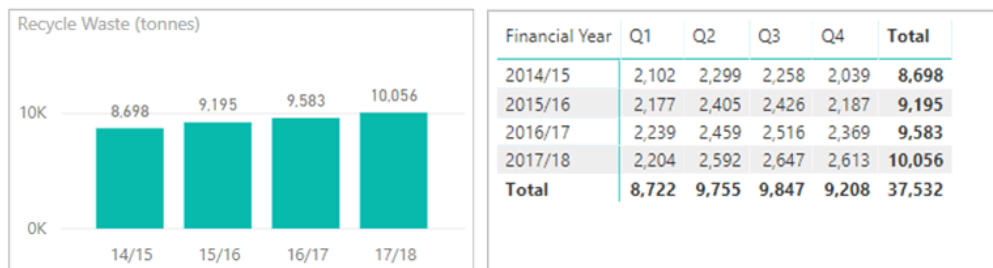
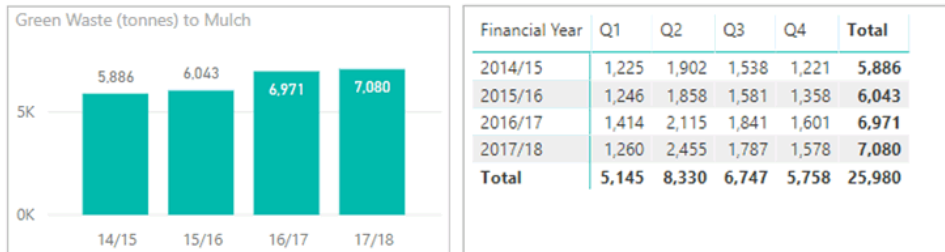



Figure 29 illustrates that there were 1,578 tonnes of green waste collection this quarter, 12% lower than last quarter. The year to date figure is 2% higher than last year. Green waste collection is seasonal and is based on weather and garden growth rates.

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.	The Annual Renewal Plan was identified and prioritised, and quotes were sought. A draft mobilisation plan was completed with a new contractor starting in March 2018. The new Facilities Maintenance and Management contractor was appointed and a transition plan implemented. Asset Management data was collated by UMS to assist managing the Renewal and Routine Maintenance programs. This was handed over to the Facility Maintenance and Management contractor for ongoing service compliance and service level requirements. The contractor is ensuring contract requirements are adhered to. The Minor Capital Works Program priorities have been completed as per the financial year schedule.	Buildings and Facilities	Completed
Commence the construction of the Integrated Children's Centre at Comely Banks (also known as Gum Scrub Creek).	Construction commenced. Defects were addressed in January 2018 and the ICC was completed to expectations in readiness for occupation in early February 2018.	Buildings and Facilities	Completed
Review the Services for Success attraction model to ensure appropriate coordination of organisations are being attracted into the Shire.	There will be a number of stages in the review of Council's service attraction model, 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. The first stage of the review of Council's service attraction model has been completed. Work continues on the review of service gaps and attraction in Cardinia Shire. Recent service reviews across the shire have identified a number of priority areas for Council to focus on in the coming months. It is anticipated that a Community Summit for service agencies will be held later in 2018 to identify service gaps as recognised by local service providers. This information will provide strategic rationale to advocate for future funding needs and ensure appropriate organisations are being attracted into the shire.	Community Strengthening	Completed

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Our People

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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	The draft strategy went out for comments prior to adoption by Council. The strategy was adopted by Council in August 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	The Early Years Management bestchance program has commenced. Early Childhood Management Services has surveyed families. Measurement of the wrap around model will progress in the next financial year.	Community and Family Services	Completed

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.	An integrated Child, Youth and Family Strategy 2017–21 was developed and then adopted by Council in 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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Facilitate the Aged and Disability Service Provider Partnership and support their planning to deliver against the objectives of the Commonwealth Community Support Program and the National Disability Support Scheme	A communications and marketing strategy was developed with local service providers. The partnership group met five times during the financial year. Four local service provider agencies have attended a marketing and communication strategy workshop. A dedicated Cardinia Shire Council website space has been developed for the Commonwealth Home Support Programme with links to local providers.	Community and Family Services	Completed
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 has continued to meet, operating as a reference group for work-around positive ageing initiatives. A key initiative for alliance members was to work together to submit an application for Together We Can funding. The funding application was successful, enabling the alliance to produce fridge magnets to highlight the issue of elder abuse. The magnets provided the contact details of Seniors Rights Victoria for assistance. Seniors Week events were held and were well attended. A number of actions in the Age Friendly Alliance Plan were completed throughout the year.	Community Strengthening	Completed

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

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Assess local data and evidence with the Youth Strategic Reference Group to assess the needs of young people in securing employment in the Shire and identify gaps and opportunities for advocacy	Data and evidence has been shared with the Strategic Reference Group throughout the year. This was collated at the workshop held with the Youth Strategy Reference Group in June 2018. The workshop identified key actions for advocacy to help achieve an action within the Child, Youth and Family Strategy: 'To support strategic planning efforts to provide job opportunities for young people in the Shire'.	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 support services and programs for young people

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

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 playground upgrade works have been completed and the playgrounds are open for the community to use and enjoy..	Active Communities	Completed
Undertake a local review of youth needs through the Youth Forum Survey in partnership with local steering committees and networks	The youth survey was distributed between March and May of 2018 and collected the voices of over 700 local young people. The final Youth Survey Report will be distributed to key stakeholders and be available on the Council website after the Council briefing in July 2018. The survey findings will help inform advocacy and service/program planning for young people, both internally and external to Council.	Community and Family Services	Completed


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.

Action	Progress Comments	Business Unit	Complete by
Identify need for new schools annually and advocate to the Victorian government and local MPs for the allocation of funding in the state budget	Council continues to advocate for new schools and includes the planning for new schools in the Precinct Structure Plans. A public acquisition overlay has been put in place for Timbertop, and the Panel hearing for Pakenham has been completed.	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.

Action	Progress Comments	Business Unit	Complete by
Work with tertiary training providers and registered training organisations to maximise opportunities for further education across the Shire	Council is working with Gippsland Community College to relocate the school and double the amount of students able to access education through this service. Plans are underway to redevelop the Lion's Den building to house the expanded school.	Office of the GM - Community Wellbeing	Completed

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Our People

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

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

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

Action	Progress Comments	Business Unit	Complete by
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, strategic advice and support has been provided to relevant committees of management in Cardinia shire, including the neighbourhood house cluster, the U3As and other community led activities. This was undertaken with a view to assisting the development of sustainable models and programs.	Community Strengthening	Completed


We want to Achieve: Improved health and wellbeing for all

To achieve this we will: Source funding and deliver a range of 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)	A Mental Health Alliance has been established as a working group for professional practitioners. There are approximately 20 mental health agencies represented in the alliance, providing services to Cardinia Shire residents. These organisations are either based in the shire or operate outreach to the shire. The purpose of the alliance is to understand and improve the diversity of services offered in Cardinia Shire and increase awareness within the local community regarding how and where to access these services. The Alliance meets every six to eight weeks. An action plan has been established and working groups will deliver on the actions. A strategic leadership group has been formed with representatives from key agencies to oversee and direct the work of the Mental Health Alliance. The inaugural meeting of the strategic leadership group will be held in July 2018.	Community Strengthening	Completed

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 by Council in September 2017. As part of our legislative requirement, the Liveability Plan was sent to Department of Health and Human Services and subsequently approved by the department. The Liveability Plan was launched at an event in February 2018, which 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 for a progressive plan that addresses global issues at the local level.	Community Strengthening	Completed

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Our People

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

We want to Achieve: Improved health and wellbeing for all

To achieve this we will: Routinely 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)	Council regularly undertakes social research to establish areas of need and identify emerging social trends. In past years, Cardinia Shire has experienced a shortage of social and affordable housing for disadvantaged residents. Research was undertaken to further explore this social need and a number of recommendations to address this issue were made. One of the key recommendations of this research was for Council to develop a Social and Affordable Housing Strategy. Development of this document is underway, with a draft copy due to be available for community comment by July 2018. A summary of the findings of the social research is available on the website.	Community Strengthening	Completed


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 groups have commenced with representation from Cardinia Shire, City of Casey and City of Greater Dandong councils, as well as the Department of Health and Human Services and the Department of Education and Training. A Maternal and Child Health coordinator working group is being developed to support one of the objectives of the Compact.	Community and Family Services	Completed

We want to Achieve: Variety of recreation and leisure opportunities

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

Action	Progress Comments	Business Unit	Complete by
Start the design stage of the Worrell Reserve Sports Pavilion.	The budget for the Worrell Reserve pavilion was re-evaluated in preparation for the design stage. The project scope was formalised and quotations were sought from design consultancies. The principal consultant was engaged and they are developing the schematic stage, after consultation with the club representatives has been undertaken. The consultant is working to prepare relevant documentation up to tender stage.	Buildings and Facilities	Apr-19
Pepi's Land (Emerald) Master Plan – Revegetation planting along watercourse	Revegetation works at Pepi's Land in accordance with the proposed annual works have been completed.	Infrastructure Services	Completed

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Our People

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We want to Achieve: Variety of recreation and leisure opportunities

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

Action	Progress Comments	Business Unit	Complete by
Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	Community grants were finalised to 13 community friends groups and wildlife shelters. Funding included refunds for insurance costs to ensure groups were comprehensively protected in their volunteer work. Friends groups were key contributors to the Environment and Heritage team's Biodiversity Conservation Strategy workshops. The Natural Reserves Bushland team have commenced working with community groups to provide advice, undertake weed control, and prepare sites for revegetation during winter and spring.	Environment	Completed
Undertake car park sealing and construct skate park at Holm Park Reserve.	Works have been completed and are in the defects liability period.	Infrastructure Services	Completed
Commence construction of netball courts, car parking and pavilion at Pepi's Land Emerald	Work has commenced and is well underway on the internal civil works. The entrance road works are awaiting VicRoads approval of the plans and service authority works. The building will be delivered separately.	Infrastructure Services	Completed
Deep Creek Reserve (Pakenham) - Master Plan – undertake earth works, service installation and commence building construction	Bulk earth works have been completed for the building, all-abilities play space, car park civil works, and golf course relocation. The landscape contract has been awarded. Works have commenced by the building contractor.	Infrastructure Services	Completed
Complete construction of the civil works and pavilion for the Pepi's Land (Emerald) netball facility	Rezoning was approved by the Minister and civil construction was commenced. A detailed design of the pavilion progressed in consultation with the netball club. Civil works are nearing completion, with road works and final sealing of the car park still pending. The pavilion design is being finalised. Civil works are expected to be completed in November 2018 and the pavilion in September 2019. This project was delayed by planning scheme approvals and the redesign of the netball pavilion.	Active Communities	Nov-18
Lang Lang Community and Recreation Precinct - continue Stage 1 civil works including the ovals, car parks and roads.	This project has reached practical completion.	Infrastructure Services	Completed
Resurface and upgrade current Recreation Sports Ovals - Worrell	This project has been deferred until 2018-19.	Infrastructure Services	Deferred
James Bathe Recreation Reserve - Start civil works of Ovals and car parks	The contractor has commenced works.	Infrastructure Services	Completed

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Our People

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

We want to Achieve: Variety of recreation and leisure opportunities

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

Action	Progress Comments	Business Unit	Complete by
PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park	The car park construction awaits demolition works to be completed which is scheduled for September 2018. The engaged consultant is proceeding with the design of the car park and investigation into the removal of old tanks.	Infrastructure Services	Jun-19
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	Works to implement the 2014 Equestrian Strategy continued, including the installation of equestrian signage along Huxtable Road to identify the roadside trail, vegetation management works and the off-road trail along the Crane Road access path. Liaison with Parks Victoria continues to ensure equestrian linkages are maintained around Wrights Forest Bushland Reserve.	Active Communities	Completed
Prepare a master plan for Gin Gin Bin Reserve Officer	A consultant was appointed and a draft master plan was prepared and presented to Council's Senior Leadership Team. Discussions have been proposed with the Victorian Department of Education and Training regarding combined master planning for an education precinct and Gin Gin Bin Reserve. The master plan can't be finalised until consultation with the Victorian Department of Education and Training has taken place.	Active Communities	Jun-19
Prepare a master plan for McMullen Recreation Reserve Officer	Preparation of the Mc Mullen Recreation Reserve master plan is on hold pending negotiations regarding the purchase of land.	Active Communities	Jun-19
Work with user groups for the design and construct of the Officer Recreation Reserve Social Space	This is a club driven project and construction of the social space is dependent on club funds being available. Council has met with the club, Committee of Management and the club-appointed architect to discuss the draft design. The detailed design of the oval 2 redevelopment needs to be completed before the detailed design of the new social space can be finalised.	Active Communities	Jun-19
Design Bunyip Soccer Stadium	An architect was appointed and a draft concept and schematic design was completed for the new soccer pavilion in consultation with club. The optimum location for the pavilion has been finalised in consultation with the club and detailed design of the soccer pavilion is underway. The project has been delayed due to issues with siting of the pavilion and service provision issues requiring investigation. The project will be carried forward into 2018–19.	Active Communities	Oct-18

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We want to Achieve: Variety of recreation and leisure opportunities

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

Action	Progress Comments	Business Unit	Complete by
Design redevelopment of Cora Lyn reserve Pavilion	This is a user group and Committee of Management driven project, with additional external funding required to meet user group expectations. A funding application was submitted for Building Better Regions Fund, with an outcome expected mid 2018. Initial discussions have been held with the user groups and committee of management to discuss the scope of the pavilion redevelopment. The pavilion design can't be progressed until the outcome of the funding application is known. This project will be carried forward into 2018–19.	Active Communities	Oct-18

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

Action	Progress Comments	Business Unit	Complete by
Subject to the acquisition of the land Council commence appropriate planning scheme amendments to permit the permanent accommodation of the Pakenham Auto Club and the Koo Wee Rup Motorcycle Club	Planning scheme amendment documentation was prepared and authorisation was sought in early 2017. Advice has been received from the Minister of Planning that the amendment request is not supported. Council will continue to advocate for rezoning to accommodate the use.	Policy, Design and Growth Area Planning	Completed
Commence appropriate planning scheme amendments to permit the permanent accommodation of the Pakenham Auto Club and the Koo Wee Rup Motorcycle Club	Planning scheme amendment documentation was prepared and authorisation was sought in early 2017. Advice has been received from the Minister of Planning that the amendment request is not supported. Council will continue to advocate for rezoning to accommodate the use.	Policy, Design and Growth Area Planning	Completed
Comely Banks Reserve - undertake detailed civil design.	The project was scoped, put to tender and a consultant appointed for the detailed design of the proposed sporting facilities and associated civil works at Comely Banks Reserve. Grant funding for this project has been applied for through Sport and Recreation Victoria. This project will be carried forward into 2018–19.	Active Communities	Dec-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: Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.

Action	Progress Comments	Business Unit	Complete by
Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans	Crime Prevention Through Environmental Design (CPTED) principles have been considered and included in the Pakenham East PSP. The police were also asked for comment on this plan.	Policy, Design and Growth Area Planning	Completed
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	A Together We Can community advisory committee (survivors group) now operates with eight members, who were identified and supported by local service providers. The group is chaired by Kristy McKellar and is working with the community solutions projects as identified at the Community Leadership summit in August 2017. Council is participating in and supporting the Family Violence Regional Strategy, including 16 days of activism. This initiative resulted in the distribution of 4,000 cups to four local cafes to raise awareness about gender equality. A social media campaign provided key messages on the prevention of violence against women during this period. As part of Council's White Ribbon Accreditation, the Listen, Learn, Lead Program rolled out with an action plan developed. Council partnered with Outlook to host a morning tea for White Ribbon Night in July, with 100 people attending. The focus was on the increased vulnerability of women with a disability. A White Ribbon Day community event was also held in November 2017, with several hundred people attending. The theme focused on Safe Kids, Safe Community. Over the financial year, nine community solutions were delivered, 14,024 people engaged directly through the community solutions, 21 articles were published in the Pakenham Gazette, transitioning of the backbone to Council was agreed and is being implemented, A gold medal was received in the National Local Government Awards for Prevention and Community Safety, monthly meetings were held with the Community Advisory Committee, monthly meetings were held with the governance group, and three Victorian Government grant applications were made, focussing on community, workplaces and Culturally and Linguistically Diverse communities. In the latest statistics (April 2017 to March 2018), a 23.7 per cent decrease was reported in the rate of serious family violence incidents as reported to police in Cardinia Shire.	Community Strengthening	Completed

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


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Lead the implementation of the Cardinia Safer Communities Framework. Work with Safer Communities Committee to develop key actions to address safety issues within the shire. Achieve designation as an International Safe Community through an accreditation process the International Certifying Centre.	The Safer Communities Strategic Committee met regularly throughout the year to provide strategic oversight for the action groups. Formal groups in place for crime, mental health, alcohol and other drugs, and emergency management. These groups have developed action plans to guide their work. Successful grant applications have increased the capacity to deliver initiatives. Cardinia Shire was designated as an International Safe Community in October 2017.	Community Strengthening	Completed

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Promote resilience building and community prep. for emergencies through Community engagement and education. Identify and train community leaders to support communities to plan for and recover from emergencies. Work with the vulnerable groups and assoc. support services within the shire on emergency mgmt planning. Deliver a bi-annual community resilience forum or series of workshops. Promote emergency safety awareness, programs and messaging, inc. the council developed emergency mgmt videos.	A number of Emergency Planning Sessions were delivered to groups across the shire with the aim to both educate residents on emergency planning and to identify vulnerable people and groups, so they can be supported to a greater level. The Emergency Management team continues to support community emergency planning groups across the shire by attending meetings, promoting resilience projects and providing expert advice. A Community Emergency Resilience Forum was held in May 2018 with approximately 85 people in attendance. The evening enabled the community to learn about and share information on community resilience to emergencies. A number of communities are engaging with Council to consider emergency planning in their townships. The Emergency Management team is also working with Outlook to support emergency safety awareness for people with disabilities.	Community Strengthening	Completed

We want to Achieve: Minimised impact of emergencies

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

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Our People

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


We want to Achieve: Minimised impact of emergencies

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

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	Municipal Emergency Management Planning Committee meetings were undertaken quarterly. Plans, arrangements and risk profile are regularly reviewed at these meetings. The Municipal Pandemic Plan was developed and endorsed in June 2017. The Municipal Emergency Animal Management Plan is currently in draft. The plan has been presented to Council's Senior Leadership Team and to Council in June 2018. This plan has been discussed with the Municipal Emergency Management Planning Committee and will put to Council for endorsement shortly. An action plan has been developed to continue identifying the capacity of supporting organisations and services for animals during emergencies in Cardinia Shire. This will be implemented in 2019. Elements of the Municipal Emergency Management Plan have been exercised, including activation of Council resources, coordination, and the flood and storm plan. The Relief and Recovery Sub Plan was exercised at Exercise Emerald in April 2018. This was a discussion-based exercise with Council, the community and supporting agencies to identify operations within the township of Emerald in the event of a fire. The Municipal Emergency Management Planning Committee and Sub Committees continue to review the risk profile of Cardinia Shire. A working group of the Municipal Emergency Management Planning Committee has been established to develop an Emergency Management Sub Plan for Emerald Lake Park.	Community Strengthening	Completed

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	A consultancy service has been engaged to develop a ten-year planned burn strategy for Cardinia Shire. The strategy considers risk to the shire from fire, potential reserve sites, priority areas and fuel reduction methods. Council has reviewed the strategy and determined costings. Council's Senior Leadership Team will be presented with costing requirements in July 2018. Implementation of the strategy will commence in 2019 in conjunction with the Country Fire Authority. Two planned burns were conducted in 2018.	Community Strengthening	Completed

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Our People

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

We want to Achieve: Minimised impact of emergencies

To achieve this we will: 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	Council's Emergency Management team has continued to support local community Emergency Management initiatives and planning. This includes Ready to Go, the Emerald Emergency Planning Committee, Emerald RSL, Emerald Community House, Koo Wee Rup Health Service and Upper Beaconsfield Township Association. An exercise was held to identify capacity and capability of community emergency groups, agencies and local government in the case an emergency should impact the township of Emerald. Council also worked with the townships of Cockatoo, Emerald and Gembrook to provide advice on community based emergency planning. Resilient Melbourne has provided additional support to the Emergency Management team to assist community planning. Council continues to provide ongoing support the existing groups within Cardinia Shire.	Community Strengthening	Completed

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Our Community

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

We want to Achieve: Our diverse community requirements met

To achieve this we will: Monitor and research 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 been developed to compliment the Liveability Plan 2017-2029. These aim to raise community understanding and awareness about Council's commitment to the identified health and social priorities and policy domains. The Census 2016 findings were released and are available 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 is available on the website. Additional information on the recently released Australian Bureau of Statistics homeless count and the bankruptcy data is also available on the website.	Community Strengthening	Completed

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 has continued to explore opportunities for social housing. Council has discussed 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. Council has developed a partnership with a Women's Housing Provider to deliver Women's Community Housing in Pakenham. The location of this development is yet to be confirmed; however, it is anticipated the project will commence in 2019.	Community Strengthening	Completed

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	An artist was engaged and artwork was constructed and installed. The artwork was titled Mr Yakkerboo Meets Blue in Main St Pakenham by Julie Squires.	Active Communities	Completed
In conjunction with the Public Art Coordination team, plan for public artworks to be delivered in Ranges Ward	The scope and sites for this project were determined after consultation with Puffing Billy Railway and a number of stakeholders. An expression of interest was undertaken and an artist consultant appointed. This project will be delivered during the 2018-19.	Active Communities	Completed
Cardinia Arts Facility – Complete design and commence construction for Stage 1 redevelopment of the CCC.	An application for additional funding for the redevelopment through the Victorian Government Growing Suburbs Fund was successful. Detailed design and contract documentation of the Stage 1 redevelopment of the Cardinia Cultural Centre was completed. The project was put to tender and construction commenced in June 2018. This project will be carried forward into 2018-19 and is due for completion June 2019.	Active Communities	Completed

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Our Community

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

We want to Achieve: Our diverse community requirements met

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.	The Child and Family Centre Build Plan has been updated to represent new data provided by the company id. New data release meetings have taken place with id, with the release of data anticipated in July 2018.	Community and Family Services	Completed


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.	All works have been completed and the site is open for public use.	Active Communities	Completed
Commence an economic review of the townships to guide future planning. Support Nar Nar Goon progress association in developing their township strategy.	A draft report has been received by Council and will be used as part of the review of the Nar Nar Goon plan as prepared on behalf of the progress association	Policy, Design and Growth Area Planning	Completed

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 range of Council policy, strategy and project developments. These include (but are not limited to) the Municipal Health and Wellbeing Plan (Liveability Plan), the Cardinia Cultural Centre redevelopment, play space renewals, the Age Friendly Strategy, and the Disability Access and Inclusion Action Plan. Data from the Community Summit will guide the support required for grants and community projects.	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: Engaged communities

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

Action	Progress Comments	Business Unit	Complete by
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 appointment of the new CEO.	Customer Communications	Dec-18


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

Action	Progress Comments	Business Unit	Complete by
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.	The Cardinia Community Leadership Program was delivered to over twenty Cardinia Shire residents in partnership with Leadership Victoria through a range of scheduled programs and activities. The inaugural program was completed and a graduation ceremony was held. Evaluation and preparation is underway for the 2018 program.	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.

Action	Progress Comments	Business Unit	Complete by
Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy	All projects have been completed.	Infrastructure Services	Completed

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Our Community

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

We want to Achieve: Increased levels of community participation

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

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.	A Culturally and Linguistically Diverse (CALD) advisory group was formed and is developing an action plan. A successful Harmony Day event was held at Pakenham Hall with excellent participation from diverse communities. An event was held at Living Learning Pakenham during Refugee Week, which was also well attended.	Community Strengthening	Completed
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 existing policy was reviewed and a new Disability Access and Inclusion Policy 2017–21 was endorsed by Council in August 2017.	Community Strengthening	Completed
Implement the Reconciliation Action Plan 2015–19 through the focus areas of relationships, respect and opportunities by increasing knowledge of Aboriginal culture across the organisation and community. Actions include to partner with local organisations to acknowledge and/or celebrate days and events of Aboriginal cultural significance	A number of meetings have been held with Aboriginal elders. Council business units are progressing through actions in the Reconciliation Action Plan 2015–19. Council officers met with Latrobe City, South Gippsland Shire and City of Casey councils to discuss the sharing of resources, networking opportunities and to explore the potential of an Aboriginal Development Collaboration.	Community Strengthening	Completed
Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	Cardinia Shire Council facilitated a series of five educational workshops with Resilient Melbourne with both internal Council staff and external stakeholders. This included training in resilience fundamentals as well as mapping and applying Resilient Melbourne strategies into our work. This training will be applied in a pilot project in Upper Beaconsfield. Council held a Community Emergency Resilience Forum in May 2018, which promoted the benefits of resilience in communities for emergencies. Over 80 people attended with key guest speakers from Emergency Management Victoria, State Emergency Services and the Department of Environment, Land, Water and Planning.	Community Strengthening	Completed

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Our Community

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

We want to Achieve: Increased levels of community participation

To achieve this we will: 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 was held in May 2018.	Governance	Completed


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 project-specific support has been provided to the organisation through the Community Engagement Facilitator role and the Community Development team. This includes the provision of a policy and a handbook, and has supported thirty project and policy developments.	Community Strengthening	Completed

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	A Community Summit was held during October 2017 to share health and social priorities as identified in Council's Liveability Plan. The event also provided support for local volunteer community organisations and interested members to help initiate projects to address the plan priorities. Over 120 people attended the event, comprised of community members, councillors and representatives from community organisations. Evaluation of the Community Summit outcomes is 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)	The Food Circles Project was launched at the Cardinia Food Forum in November 2017. 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 in the event planning and coordination. As a result of the Cardinia Food Forum, new partners, including Casey Cardinia Libraries, will join the Food Network in 2018. The event also commenced the Kitchen Table Talks process, which provided community engagement for developing the shire's first Community Food Plan. Ten 'community food animators' facilitated these talks from February to May 2018, directly engaging with more than 420 people in the process. Cardinia Food Movement Instagram followers have increased by 34 per cent since December to a total of 330 and Facebook followers increased by 3 per cent to a total of 479.	Community Strengthening	Completed

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

Action	Progress Comments	Business Unit	Complete by
Evaluate and support the delivery of services through the Pakenham Health Centre	Council continues to work closely with Pakenham Health Centre to identify required health services and to support delivery of these services. Maternal and Child 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 Victorian Government for additional funding in partnership with Monash Health to expand health services at this centre. While funding was not received in the May budget announcements, Council is hopeful that funding will be made available in the near future.	Community Strengthening	Completed

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Our Environment

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

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

To achieve this we will: Maintain all Council roads and supporting infrastructure in accordance with the 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	All works have been completed.	Infrastructure Services	Completed
Inspections and maintenance of the road network in accordance with the Road Management Plan	Inspections have been 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 Council's Senior Leadership Team.	Operations	Completed

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.	An open space hierarchy, functions and standards review has been completed. The updated review identifies all open space areas and the appropriate service standards to meet the needs of the community. This will enable an accurate service specification to be developed for the open space maintenance contract due to commence November 2019.	Active Communities	Completed

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	The project was delayed to align with the timeframes of the Emerald Community Hub and Worrell Reserve pavilion redevelopment projects. Detailed design of the oval resurfacing was completed and consultation was undertaken with the committee of management and user groups. The contract has been put out to tender and is currently being assessed. This project will be carried forward into 2018–19.	Active Communities	Dec-18

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Our Environment

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

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

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

Action	Progress Comments	Business Unit	Complete by
Hills Hub (Emerald) Redevelopment – finalise design for the Hub. Develop tender for release late 2017 with a view to commence construction early 2018. Coordinate with current stakeholders alternative venues to continue their operations. Work with DEWLP to clarify new management structure for the Hills Hub.	The design phase for Emerald Community Hub has been completed. The contract was awarded for construction. The management of land was transferred to Council in February 2018. Liaison with stakeholders and the contractor has been undertaken to manage the site and access during the build. Demolition and construction has commenced.	Community Strengthening	Completed
New fit-out to the ground level of the Officer municipal offices.	This project awaits an interested party and commitment to lease the space before works can commence. The ground level potential cafe area is not being used due to no expression of interest in the open market at present.	Buildings and Facilities	Deferred
Install pre-fabricated public toilets at Emerald Lake Park.	The ten-year Capital Works Program does not indicate this an item of reference. The public toilets are informed by the master plan for the park and there is no reference to a redevelopment priority for the toilets in 2017–18. This project has been postponed to 2018–19 and a review of the current master plan has been requested.	Buildings and Facilities	Deferred

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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>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>The 2017–18 priorities were finalised in consultation with the Cardinia Access and Inclusion Advisory Committee. Approval for the 2017–18 schedule of works was received from the committee. Quotes were obtained and an implementation plan was drafted.</p> <p>A list of recommended priorities has been developed for consideration by the committee. A community feedback program was implemented to continue to support the universal access initiatives and priorities.</p> <p>All 2017–18 priorities for access and inclusion works and activities have been completed.</p>	Buildings and Facilities	Completed
<p>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).</p>	<p>A contractor was appointed and works started in 2017. Construction works progressed on target to deliver completion of the project. Stage 3 and 4 depot redevelopment works were finalised in May 2018. The budget was increased by \$50K to enable the procurement of furniture, fixtures and equipment required to complete the works. Building works have been completed and are now awaiting electrical re-connection. The internal fit-out will follow.</p>	Buildings and Facilities	Completed

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Our Environment

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

We want to Achieve: 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 awaiting legal proceedings and funding to proceed. Deferral of the completion date for this action has been proposed until June 2019. Tender documents and drawings for the bypass have been completed; however, developments with the adjacent quarry have resulted in some design modifications that need to be incorporated. Construction will commence after funding is secured from sand extraction operators, or alternatively, until substantial government grants are available.	Infrastructure Services	Jun-19
Upgrade Jolly Road bridge	Works have commenced and are due to be completed in the coming weeks.	Infrastructure Services	Completed

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	The construction of Wheeler Road Special Charge Scheme has been completed.	Infrastructure Services	Completed
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's Road, Hill Street and Peet Street has been declared. Pre-construction activities have been undertaken. The construction works have been tendered. A tender assessment is underway with a report expected to be presented to Council in August 2018.	Infrastructure Services	Jun-19

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	All works have been completed.	Infrastructure Services	Completed
Cockatoo-Gembrook Trail – commence construction	Works are significantly completed, with only minor works outstanding. This includes the relocation of an Ausnet power pole, the pedestrian crossing at Pakenham Road in Cockatoo, and signage. The signage will be completed in consultation with the Eastern Dandenong's Rail Trail association.	Infrastructure Services	Completed

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Our Environment

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

We want to Achieve: Transport linkages connecting towns


To achieve this we will: Advocate for and facilitate improved public transport options 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	Ongoing consultation has continued.	Infrastructure Services	Completed

We want to Achieve: Enhanced natural environment

To achieve this we will: Adapt to the impacts of climate change by working in partnership with 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)	Council has continued to support the South East Councils Climate Change Alliance via membership and participation in projects. This year the alliance developed and submitted a grant application to the Climate Innovations Grants program, for a regional Zero Emissions Strategy. While this application was unsuccessful, the alliance has made initial steps to ensure momentum of this project continues. Council has actively participated in a number of alliance initiatives throughout the year. This includes: 30 Cardinia Shire staff members participating in EcoDriver efficiency training, resulting in increased safety and fuel savings; Residential Energy Assessments were completed for 22 homes in the shire; and ten pensioner homes were retrofitted with solar energy systems through the Solar Savers project, improving the thermal comfort and financial security of the pensioner home owners. The cost of these systems will be recovered over a ten-year period.	Environment	Completed
Development and adoption of new Sustainable Environment Strategy	The Sustainable Environment Policy was finalised and then adopted by council in June 2018.	Environment	Completed

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Our Environment

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


We want to Achieve: Enhanced natural environment

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

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	A project meeting was held to commence upgrade of the Environmentally Sustainable Development matrix. This upgrade is in partnership with seven other councils through the South East Councils Climate Change Alliance. A revised draft matrix was issued for consideration after a process of review and feedback was undertaken. Feedback was incorporated into the revised matrix to improve the usability and application of the tool, and its ability to deliver expected outcomes. An updated and improved draft Environmentally Sustainable Development matrix was provided by the project consultant. The consultant is now finalising the matrix and developing a user guide after receiving further feedback. Discussions with other councils to inform the Environmentally Sustainable Development Strategy have taken place. The development of this strategy will carry over into 2018–19 after the matrix is completed.	Buildings and Facilities	Dec-19
Implement the Aspirational Energy Transition plan including projects such as environmental upgrades at Koo Wee Rup Pool and Pakenham Library, Hall and U3A	Implementation of the Aspirational Energy Transition plan has continued. Solar PV systems continue to be installed, with Council celebrating the 1,000th solar panel installation at Emerald library. This inspired the Casey Cardinia Libraries Corporation to make the 'Take 2' climate change pledge. Council is working with the library cooperation to help identify and reduce organisational energy consumption. Council has established a partnership with Federation University where students will develop an energy efficiency handbook. The handbook will provide the Cardinia Shire community with information about improving household energy efficiency and reducing energy costs. This project continues into 2018–19.	Environment	Completed

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	Our training consultant has been providing Beyond the Bin incursions to schools and early learning centres within the shire. Assistance and support is also being provided to schools and early learning centres on request to help them implement recycling programs.	Infrastructure Services	Completed

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Our Environment

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


We want to Achieve: Enhanced natural environment

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

Action	Progress Comments	Business Unit	Complete by
Review effectiveness of kerbside flexible plastics recycling initiative and further promote to the community.	Post-project audits were conducted and identified 23 per cent of residents were using the service every fortnight with low contamination. This indicates the initiative was a success. Further promotions will continue and are scheduled for inclusion in Connect magazine.	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 Victorian Government regarding the proposed e-waste ban and the requirement to support local infrastructure, including privately run infrastructure. Advocacy is ongoing. An outcome has not yet been provided. Detox your home services were delivered in April 2018, with good attendance. A Council officer also attended a Product Stewardship review forum.	Infrastructure Services	Completed
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.	Council staff continue to attend ongoing workshops and monthly regional meetings.	Infrastructure Services	Completed

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

Action	Progress Comments	Business Unit	Complete by
Implement the Integrated Water Management Plan including implementing water-efficiency measures recommended in the water audits at Cardinia Life and Holm Park Reserve	Water audits at Cardinia Life and Holm Park Reserve were completed. Additional water monitoring via the Building Management System was completed at Cardinia Life, providing real-time water consumption data. Other works included minor water efficiency upgrades at Cardinia Life, Holm Park Reserve and Cardinia Cultural Centre.	Environment	Completed

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Our Environment

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


We want to Achieve: Enhanced natural environment

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program. and mandate property connection in 2017–18	Council's Environment team advocated to authorities to complete the backlog sewer program.	Development and Compliance Services	Completed

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives	In the first year of the two year project to develop a Biodiversity Conservation Strategy, four consultation workshops were held with internal staff, key government agencies and the broader community to discuss issues and opportunities. Efficiencies were achieved by coordinating consultation for the review of the Pest Plant Management Strategy at the same time. A total of 14 consultation events and media articles have been made to elicit community feedback, including over 800 direct contact interactions with residents (i.e. direct email, surveys completed, workshop attendees). Drafting of the strategies continues with adoption anticipated in June 2019.	Environment	Completed

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Our Environment

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

We want to Achieve: Enhanced natural environment

To achieve this we will: Preserve and improve our bushland and natural environment by implementing weed management strategies and programs and continuing 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	<ul style="list-style-type: none"> • Preparations are underway for a planting project with Landcare in the Avonsleigh Bushland Reserve to compliment planting projects previously undertaken. • Preparations for a Landcare hosted National Tree Day planting event (July 2018) at Pepi's Land have been completed. • Council's Natural Reserves Team assisted the Maryknoll Friends Group to undertake a planting day. • A weed management project has been undertaken in Pepi's Land as part of the Wetlands Restoration Program, targeting high threat weeds. • Emerald Lake Park's Vegetation Management Project has been successfully delivered for 2017/18 and the project brief has been prepared for the 2018/19 weed target program. This will be enhanced by the inclusion of follow up works by Council's Natural Reserves Rangers and enhancement plantings within the 2017/18 weed control zones. • The multi-agency Peri Urban Project has been successfully delivered for 2017/18, which includes six Council managed reserves and three roadside clusters. The project brief has been prepared for the 2018/19 weed target program. • Site auditing is underway for the 2018/19 bushland reserves maintenance program which will include a combination of Natural Reserves Ranger and Contractor works. • Works have commenced in Council's reserve offset sites as part of the Developer Contributions Fund. • Roadside weed control was successfully undertaken, targeting high threat weeds in the 2017/18 project scope areas of Lang Lang, Heath Hill and Pakenham/Officer. • Roadside Weed Mapping has been undertaken in the 2018/19 project scope area to inform the weed control works program. 	Operations	Completed

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Our Environment

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

We want to Achieve: Enhanced natural environment

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.	Completed the Implementation of the Westernport Green wedge Management Plan into the planning scheme through amendment C215.	Policy, Design and Growth Area Planning	Completed

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

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


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 framework continues to be rolled out on a voluntary basis for new building developments in the shire. This framework requires buildings of a particular size to address sustainability as part of the planning application. This initiative will continue into 2018–19.	Environment	Completed

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 Down to Earth newsletter increased to a bimonthly distribution, with several editions released this year. The subscription list has continued to grow as the community becomes more aware of the publication.	Environment	Completed

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.	A background paper has been finalised with a briefing to both Council's Senior Leadership Team and Councillors. Consultation will be undertaken in 2018/19	Policy, Design and Growth Area 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: 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	A background paper has been finalised with a briefing to both Council's Senior Leadership Team and Councillors. Consultation will be undertaken in 2018/19	Policy, Design and Growth Area Planning	Completed

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	The precinct structure plan exhibition with a panel hearing occurred in May 2018.	Policy, Design and Growth Area Planning	Completed
Introduce schedules for the new residential zones in Beaconsfield Upper	The work to introduce schedules for the new residential zones in Beaconsfield Upper has been delayed while Council awaits the outcome of the Victorian Government review of residential zones.	Policy, Design and Growth Area Planning	Completed
Ongoing review of PSP's and DCP's	Consultants have been engaged to undertake a review of best practice in the DCP process with an external grant. Officer Town Centre review is currently at a planning panel.	Policy, Design and Growth Area Planning	Completed
Implement approved structure plans for the growth area.	Ongoing works have been undertaken to implement structure plans through development approvals, works in kind and Council works.	Policy, Design and Growth Area Planning	Completed

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	A review of actions for the existing township strategies has been completed.	Policy, Design and Growth Area Planning	Completed
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	An implementation plan has been completed and a letter sent to the Minister seeking funding for the Northern Ranges Green Wedge Management plan. No funding announcements have been made as yet by the Minister.	Policy, Design and Growth Area 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: Balanced needs of development, the community and the environment

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Seek authorisation to exhibit planning controls to further enhance protecting habitat and corridors for bandicoots.	Amendment documents have been finalised. The amendment exhibition is expected in the second half of 2018 once approved by DELWP.	Policy, Design and Growth Area Planning	Completed

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Our Economy

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

We want to Achieve: Increased business diversity in Cardinia Shire

To achieve this we will: 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.	The Officer Town Centre review has been completed. A planning scheme amendment is being undertaken by the Victorian Planning Authority.	Policy, Design and Growth Area Planning	Completed

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 has taken the lead role in the business breakfasts and will continue to work alongside the City of Casey on all other networking opportunities.	Economic Development, Tourism & Major Projects	Completed

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	The timing of this PSP has been delayed whilst working through traffic issues. The PSP will be progressed to exhibition in the second half of 2018.	Policy, Design and Growth Area Planning	Dec-18
Commence preparation of Officer South Developer Contribution Plan	Input has been provided in relation to infrastructure delivery and costing associated with the development of the plan.	Infrastructure Services	Completed
Work with the VPA in the preparation of Officer South Precinct Structure Plan and Development Contribution Plan	Council is waiting for the Victorian Planning Authority to commence preparation of the precinct structure plan as advised it would commence in 2018	Policy, Design and Growth Area Planning	Completed

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Our Economy

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

We want to Achieve: Increased business diversity in Cardinia Shire

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


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Development Contribution Plan	Cancelled due to duplication of this action.	Policy, Design and Growth Area Planning	Cancelled

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Finalise car parking strategy for Pakenham Town Centre. Work with ISPT to facilitate the development of the mixed use precinct adjoining Pakenham Railway Station	A car parking strategy will be submitted to Council in 2018.	Policy, Design and Growth Area Planning	Completed
Facilitate development of key sites in the core commercial area in Siding Avenue (Officer)	Ongoing consultation with relevant land owners has been undertaken with Development Victoria releasing some land in 2017/18 to the market.	Policy, Design and Growth Area Planning	Completed
Work with the VPA in the preparation of Pakenham East Precinct Structure Plan and Development Contribution Plan	A precinct structure plan exhibition has occurred with a panel hearing in May 2018. Council has written to the Minister requesting the PSP not progress until the ICP funding is resolved.	Policy, Design and Growth Area Planning	Completed
Work with VPA in the review of Officer Town Centre	Exhibition of the Officer Town Centre review was undertaken in April 2018 by the VPA. Council has made a submission and is awaiting the outcome.	Policy, Design and Growth Area Planning	Completed

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy	Actions within the strategy are being achieved. More than one job for every household has been created in Cardinia Shire's economy over the last three years.	Economic Development, Tourism & Major Projects	Completed

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Our Economy

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

We want to Achieve: Increased business diversity in Cardinia Shire

To achieve this we will: 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	This has been completed and now forms part of the standard tender documentation.	Finance	Completed

We want to Achieve: Maintained strong agricultural activities

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


Action	Progress Comments	Business Unit	Complete by
Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy and the Green Wedge Management Plan	Cancelled due to duplication of this action.	Economic Development, Tourism & Major Projects	Cancelled

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	Successfully advocated for funding with South East Water receiving \$400,000 for investigation work in utilising recycled water for 3rd party uses, awaiting advice from South East Water regarding the full scope of this work.	Economic Development, Tourism & Major Projects	Completed

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 continuing but progress has been limited due to workload.	Infrastructure Services	Jun-19

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Our Economy

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

We want to Achieve: Diverse and resilient business community

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

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 Economic Development team has continued to respond to requests from investors and owners.	Economic Development, Tourism & Major Projects	Completed

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	The strategy was adopted and the actions are being implemented. The new regional Tourism Board will now take the lead on the Strategy and actions may change substantially in the future.	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 has continued to provide assistance as requested. The census data released this year revealed more than one job per new household in being created in the region.	Economic Development, Tourism & Major Projects	Completed

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

Action	Progress Comments	Business Unit	Complete by
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	Council has continued to work with all businesses and tourism groups as requested and has advocated to the Victorian Government for assistance. In the last 12 months Invest Assist within the state government has assisted Cardinia to help two new large businesses to establish in the region, bringing over 350 jobs.	Economic Development, Tourism & Major Projects	Completed

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Our Economy

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

We want to Achieve: Diverse and resilient business community


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

Action	Progress Comments	Business Unit	Complete by
Council will help facilitate training opportunities for local businesses	A new online training portal was funded through Casey Cardinia Libraries to provide a free online service accessible to greater numbers of business people as well as the general public. This has had over 1200 people per month taking up this free service. Council still continues to offer 9 training courses throughout the year, as well as access to mentoring through the Small Business Bus and Small Business Victoria.	Economic Development, Tourism & Major Projects	Completed

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

Action	Progress Comments	Business Unit	Complete by
Tender documentation and consideration includes weighting for local products and services	This has been completed and now forms part of the 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 to develop an Engagement Strategy. A detailed review of the Communications Strategy will continue following the commencement of a new team leader for Communications in April 2018.	Customer Communications	Dec-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	A compliance check list is in place and is being monitored.	Governance	Completed
Maintain and update the register of information to be available to the public	The register is regularly updated and 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	A Councillor Code of Conduct was adopted and is being monitored.	Governance	Completed

We want to Achieve: Long-term financial sustainability

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

Action	Progress Comments	Business Unit	Complete by
Develop annual budget and Five-year Financial Plan which will deliver on the actions presented in the Council plan and maintain long-term financial goals	The draft budget and Strategic Resource Plan was adopted in May 2018.	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: Long-term financial sustainability

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

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

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


Action	Progress Comments	Business Unit	Complete by
Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	This is completed as part of the budget process. Budget process completed and budget adopted in May 2018.	Finance	Completed

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

Action	Progress Comments	Business Unit	Complete by
Debt Management Policy	This is reviewed as part of the budget process, which was adopted in May 2018.	Finance	Completed

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

Action	Progress Comments	Business Unit	Complete by
Develop and maintain 'internal consulting' ability within Service Planning and Improvement Team, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions	Internal training and knowledge sharing on consultancy and facilitation methods was undertaken alongside on-the-job training in preparation for Quality Circle facilitation work. Furthermore, Business Intelligence skills were developed through the creation of public dashboards. Team members have become conversant in Business Intelligence technologies, and are able to build attractive and useful dashboards and reports, with limited IT support. The team's active involvement in the development of Business Intelligence Dashboards and Reports will help improve productivity, resulting in operating cost reductions and improved transparency.	Service Planning and Improvement	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: 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.

Action	Progress Comments	Business Unit	Complete by
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	A pack representing Council's priority projects for both State and Federal Governments has been completed in preparation for the Council workshop in November 2018.	Chief Executive Office	Completed

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.

Action	Progress Comments	Business Unit	Complete by
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.	Council is involved in an extensive advocacy campaign focussed on increasing investment in services across interface councils. Cardinia Shire has been selected as a pilot site to demonstrate localised joint commissioning. This will be presented for ministerial endorsement in June 2018.	Office of the GM - Community Wellbeing	Completed

