

15 QUARTERLY PERFORMANCE REPORT

FILE REFERENCE INT1878997

RESPONSIBLE GENERAL MANAGER Jenny Scicluna

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RECOMMENDATION

That the Quarterly Performance Report for Quarter 1 2018-19 be received and noted.

Attachments

1 Quarter 1 Performance Report 2018-19 64 Pages

EXECUTIVE SUMMARY

Activity has begun on all but three of the 147 adopted Council Plan Actions for 2018-19. Furthermore, nine of these actions have already been completed. Sixty-five business improvement projects have already been identified by the organisation, and these represent 87% of our annual efficiency target.

Population growth within the Shire remains robust, at six families moving to the area, per day, for the quarter. This rate may decelerate slightly in the near future, given recent modest falls in building completions. That said, increases in subdivision applications are likely to again drive building activity over the mid-term, providing continued support for strong population growth.

BACKGROUND

The Quarterly Performance Report provides a variety of information informing Council and the community on key items. These include changes in legislation affecting Council, progress on major capital projects, progress updates on delivering the council plan and statistical information relating to growth and service delivery.

Council Plan Performance

There are 147 Council Plan actions due for completion for the 2018-19 financial year. The target is 90% completion by 30th June 2019. Nine Council Plan actions are completed (6%). Please refer to the Quarter 1 Performance Report 2018-19 for detailed progress.

	Completed	In Progress	Not Started	Total
1. Our People	1	49		50
2. Our Community		19	1	20
3. Our Environment	2	39	1	42
4. Our Economy	2	20		22
5. Our Governance	4	8	1	13
Total	9	135	3	147

Council Activity Summary

Cardinia Shire Council commenced the first quarter of 2018–19 with a number of projects across all five key areas of our Council Plan. The following highlights demonstrate our solid start to this financial year, and promise an exciting three quarters ahead for Council and community.

Advocacy

Council continued to advocate strongly for the needs of Cardinia Shire, working to promote a range of projects important to our community. A package of almost 60 priority projects was presented to local state candidates, covering roads and transport, education, sports and recreation facilities, community support services, and more.

Council presented \$178,000 in funding under the Community Capital Works Grants for community groups to upgrade community and recreation facilities.

We welcomed \$75,000 in funding support from the Victorian Government's Local Government Free from Violence grants for Together We Can's new Community Solutions program. A further \$35,000 was announced for Cardinia Shire and Bass Coast to work together on efforts to address violence against women and children.

We also pledged to support the 'Racism. It stops with me' campaign, in recognition that racism is unacceptable and as another step towards creating a safe and inclusive community.

Community participation

More than 100 grade six students gathered for the inaugural Cardinia Shire Council Student Leaders Conference. This is an important part of our community engagement commitment and as a designated Child Friendly City, Council recognises children as important citizens in our community. The conference gave primary school-aged children a platform to be heard, and for Council to listen.

We invited community input to help develop a plan for the Emerald Lake Park precinct, which will guide activities, maintenance, promotion and improvements at the park.

As the year draws to an end for our 2018 Youth Council program, it is opportune to reflect on the important role this initiative has played in helping the young councillors learn about local government, and the advocacy and contributions they make on behalf of young people across the Shire. Applications opened late September for the 2019 program.

Nominations are open for the Cardinia Shire Australia Day Awards to recognise residents and community events making an outstanding contribution to our local community. Residents are encouraged to learn more about the awards and nominate someone or an event that makes an important contribution to our shire

Sustainability

Pakenham Library underwent an environmentally-friendly facelift with Council installing an 84kW solar electricity system and upgrading to energy efficient lighting to reduce energy consumption and improving the quality of lighting for people using the library, hall and U3A. A 37kW solar electricity system was also installed at the Beaconsfield Community Complex, which will provide savings of approximately \$7,000 per year in energy costs.

Community workshops on sustainability continued to provide valuable information and recommendations towards developing sustainable living practices and resilient communities – the July and August sessions covered Sustainable Gardening and the Food Cycle.

Council resolved to support participation and establish the Environmental Upgrade Financing Program to enable businesses to access financing from the Sustainable Melbourne fund for environmental upgrades to improve water, energy and waste efficiency.

Local Business and Economy

The Casey Cardinia Business Breakfasts continued, as an initiative for local businesses to connect and be inspired about business and leadership. Brendon Gale, CEO of Richmond Football Club was the guest speaker at September's Business Breakfast.

Council placed its first Community Food Strategy and Action Plan on exhibition in September. The Strategy aims to grow a vibrant local food economy, which supports growers and enables people to access locally produced food.

Major Projects

James Bathe Recreation Works – Stage 1 progressed with work beginning on two sports ovals, netball courts, a multi-use ball court, multi-use nets; and areas for skateboards and scooters. Work is also progressing on the open space areas, a nature-based playground, barbecues, shelters and car parking.

Construction and sealing of the entrance road, car park and associated access roads at the IYU Recreation Reserve neared completion, improving access to Cardinia Shire's premier soccer facility and one of the best soccer venues in the south-east.

Families started to enjoy the redeveloped Pakenham Kindergarten that includes a new multipurpose area, storage room, staff room, amenities and covered outdoor storage space enabling more programs to be offered and capacity to cater for extended services if required.

The old timber bridge on Jolley Road was replaced with a new reinforced concrete structure enabling improved community access as well as access into Bunyip Regional Park for emergency services.

Innovation

Council was recognised as one of Australia and New Zealand's Most Innovative Companies. The Australian Financial Review ranked Council as number 77 overall – the only local government to make the top 100 list.

Council launched MyCardinia – a platform to deliver a better experience for online interactions with Council. MyCardinia enables residents to make, manage and track service requests and transactions with us through a single online platform when and where it suits them.

Business Improvement Summary

Council promotes a culture of continuous improvement. There is an ongoing effort to improve processes and services by identifying opportunities for streamlining within the organisation. Council currently has sixty-five improvement project opportunities underway and has achieved 3% of the business improvement target for this financial year. Examples of our current improvement projects include:

- Removal of refrigerant gas (R22) and replacement with new units - Council maintains heating units that use R22 gas. This refrigerant is being phased out due to environmental concerns and it is becoming more expensive to maintain such units. Phasing out of the older units will save maintenance costs.
- Reduction in cost to deliver South East Professional Development Day - Co-operation between Cardinia, Casey and Dandenong councils to share costs for this event therefore saving Cardinia Shire resources.
- Implementation of centralised temporary labour hire system - Use of a centralised system to improve efficiency and reduce costs to Council for staffing.

Growth Summary

Residential land development in the shire has had varied results this quarter. There were 666 Subdivision applications this quarter, 151% higher than the previous quarter. YTD Figures are 70% higher than last year. Lots issued a Statement of Compliance this quarter are 70% lower than last quarter and 67% lower than last year.

Residential building completions are trending downwards. 449 residential building completions were processed this quarter, 7% lower than last quarter. YTD figures are 8% lower than the same time last year.

The family growth rate in the Shire remains at six families per day for the quarter. The YTD figure also remains at six families per day. There were 421 births in the Shire this quarter, 3% higher than last quarter but 2% lower than last year. Enrolments to Maternal and Child Health have increased by 2% this quarter but are 5% lower than last year.

POLICY IMPLICATIONS

Nil.

RELEVANCE TO COUNCIL PLAN

As a key component of the Council Plan, Council undertakes to embrace and demonstrate effective governance and transparency, and this performance report is part of Council's efforts to meet this objective.

CONSULTATION/COMMUNICATION

Relevant managers and officers, from almost all divisions across the organisation, provide updates and comments that feed into the Quarterly Performance report.

FINANCIAL AND RESOURCE IMPLICATIONS

Nil.

CONCLUSION

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



Cardinia Shire Council

Quarterly Performance Report

Quarter 1 July - September 2018-19

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CEO's Report

Cardinia Shire Council commenced the first quarter of 2018-19 with a number of projects across all five key areas of our Council Plan.

The following highlights demonstrate our solid start to this financial year, and promise an exciting three quarters ahead for Council and community.

Advocating for our community

Council continued to advocate strongly for the needs of Cardinia Shire, working to promote a range of projects important to our community. A package of almost 60 priority projects was presented to local state candidates, covering roads and transport, education, sports and recreation facilities, community support services, and more.

Council presented \$178,000 in funding under the Community Capital Works Grants for community groups to upgrade community and recreation facilities.

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We also pledged to support the 'Racism. It stops with me' campaign, in recognition that racism is unacceptable and as another step towards creating a safe and inclusive community.

Fostering community participation

More than 100 grade six students gathered for the inaugural Cardinia Shire Council Student Leaders Conference. This is an important part of our community engagement commitment and as a designated Child Friendly City, Council recognises children as important citizens in our community. The conference gave primary school-aged children a platform to be heard, and for Council to listen.

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Nominations are open for the Cardinia Shire Australia Day Awards to recognise residents and community events making an outstanding contribution to our local community. I encourage you to learn more about the awards and nominate someone or an event that makes an important contribution to our shire.

Working towards greater sustainability

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Council resolved to support participation and establish the Environmental Upgrade Financing Program to enable businesses access financing from the Sustainable Melbourne fund for environmental upgrades to improve water, energy and waste efficiency.

Supporting local business and a thriving economy

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Council placed its first Community Food Strategy and Action Plan on exhibition in September. The Strategy aims to grow a vibrant local food economy, which supports growers and enables people to access locally produced food.

Delivering major projects and facilities

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Leading the way with innovation

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We launched MyCardinia – a platform to deliver a better experience for online interactions with Council. MyCardinia enables residents to make, manage and track service requests and transactions with us through a single online platform when and where it suits them.

Farewell

This quarterly update marks my last as Chief Executive Officer - ahead of my retirement in October.

Council will welcome Carol Jeffs as the Shire's new CEO – she will bring her extensive experience in local government management and leadership, as well as a commitment to community engagement and participation to the role.

I am delighted to have worked with Cardinia Shire Councillors and officers over the past 11 years, and to have worked closely with community groups and members to deliver great outcomes for Cardinia Shire.

Further details of Council's first quarter progress for 2018–19 can be found on 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 current financial year 5 grant applications have been lodged for a total of \$1.7M. Of the 17 outstanding grant applications lodged in the previous financial year financial year 6 have been successful for a total of \$4.38M, no announcements have been made at this stage regarding the other 11 applications.

Legislative Program

The new Local Government Act Bill introduced into Parliament during the previous quarter passed the Legislative Assembly with minor amendments on 21 June and received its second reading in the Legislative Council on the same day. The Bill remains in the Upper House and no decision will be made on further progress until after the State Election.

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 facilities in the Shire. These are projects that have a value over \$500,000.

Name	Lang Lang Sporting Facilities
Description	The construction of a major recreation and community precinct being undertaken. It will include sporting facilities, multipurpose community spaces, parks and other open spaces for recreational activities
Comment	Following the completion of the civil works, an architect has been appointed for the design of the pavilion. The design of the new pavilion has been finalised in consultation with all stakeholders. The construction of the pavilion will be put out to tender in November 2018.
Start	February 2017
End	December 2019
Cost	\$10+m

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. Temporary toilets have been established and construction of the new section of building has commenced.
Start	March 2018
End	June 2019
Cost	\$8.5m

Name	Eastern Dandenong Ranges 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 now completed and in use by the community. Official opening to be held the week of 29 October 2018.
Start	July 2017
End	August 2018
Cost	\$2.5m

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	July 2019
Cost	\$10.5m

Name	Gembrook Leisure Facility
Description	Redevelopment of the existing play and skate park to provide a flexible space suitable for scooters, skating and BMX riding. The site will also provide an exercise area, an open lawn, accessible play & climbing equipment, nature play, a flying fox, a hardcourt space for ball sports and water play facilities. Passive recreation will be encouraged by improving picnic and toilet facilities, while plans include improved connections with the current Gembrook Community Centre via upgraded pathways and landscaping.
Comment	The site is currently in the Masterplan process with the final Masterplan document to commence a four week public consultation and viewing period on Sunday 27 th October 2018.
Start	January 2018
End	July 2020
Cost	\$1.5m

Name	Emerald Netball Facility
Description	Delivery of the Emerald Netball facility at Pepi's Land site including 4 netball courts, car parking and pavilion.
Comment	The internal civil works have been completed. Works on the entrance road will be undertaken in the 18/19 financial year and the pavilion works to follow.
Start	February 2017
End	June 2020
Cost	\$3.2m

Name	James Bathe Recreation Reserve
Description	Construction of two football/cricket ovals, netball courts, playspace and pavilion.
Comment	Construction works associated with the civil project are well underway with the sites earthworks complete. Individual elements at the reserve are now becoming apparent as the works progress. A tender has recently been awarded for the construction of the pavilion.
Start	February 2018
End	December 2019
Cost	\$12.2m

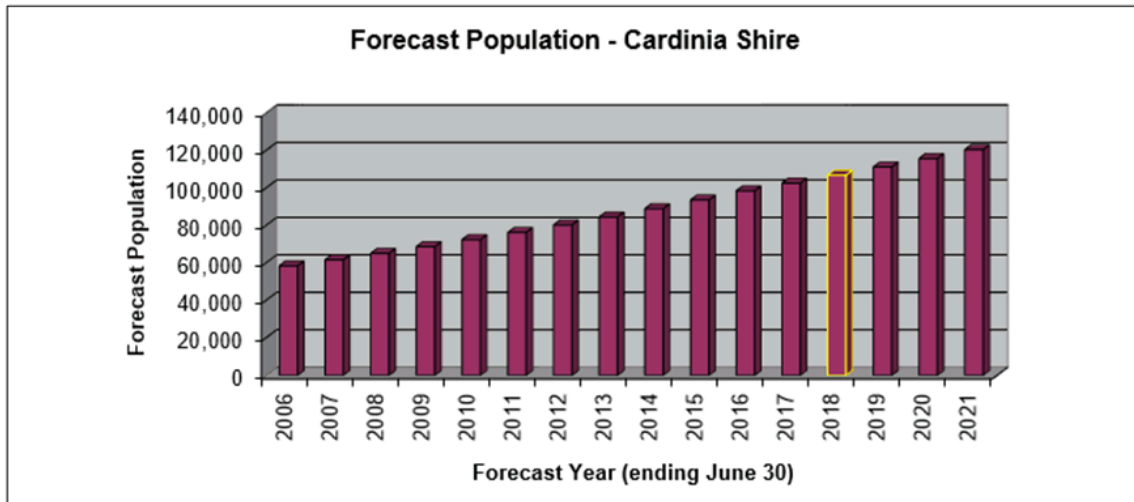
Name	Hills Hub
Description	Construction of new multi-purpose community facility in Emerald.
Comment	The Emerald Community Hub will integrate a range of community groups and programs including a multi-purpose community space, Emerald U3A, Emerald Men's Shed, Emerald Toy Library and the Eastern Dandenong Ranges Project group, enabling and supporting various volunteer and community initiatives.
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 666 lots in application for the certification of plans of subdivision this quarter. Results are 151% higher than the previous quarter. Applications are 70% higher than the same time last year.

Figure 2. Residential lots – applications

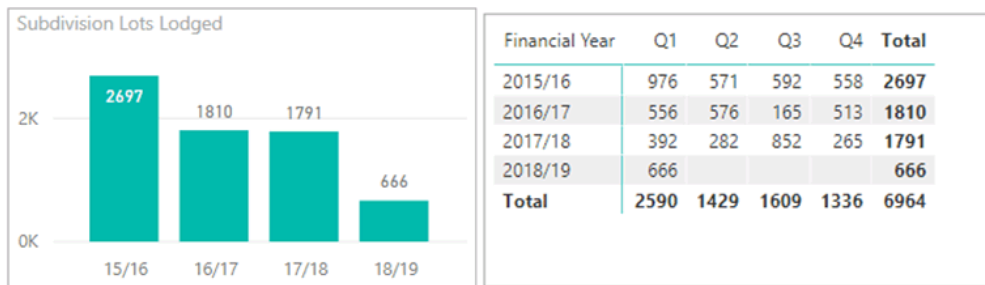
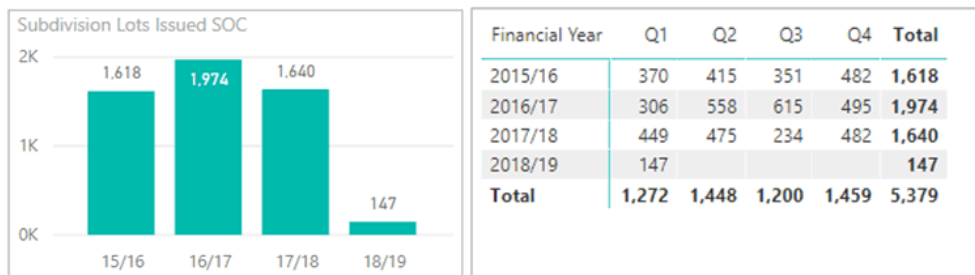


Figure 3 illustrates that there were 147 lots for which a statement of compliance was issued this quarter, allowing for the sale and development of individual lots. Results are 70% lower than the previous quarter and 67% lower than the same time last year.

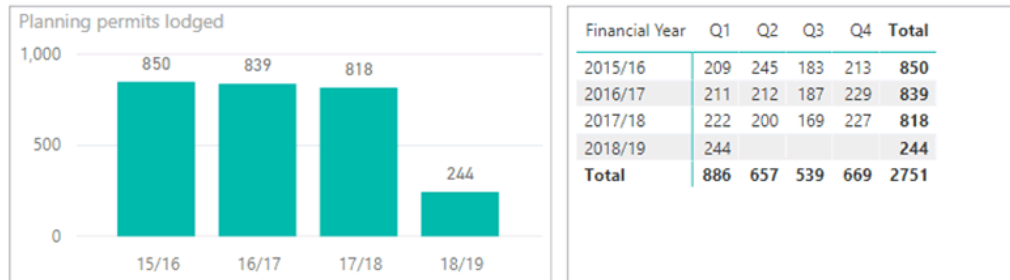
Figure 3. Residential lots – statement of compliance



Planning applications

Figure 4 highlights the level of development activity in relation to applications for planning permits. There were 244 planning applications this quarter, 7% higher than the previous quarter. The year to date figure is 10% higher than the same time last year.

Figure 4. Planning permit applications received



Building permits

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

Figure 5 illustrates that there were 605 building permits issued this quarter. That is a decrease of 2% from the previous quarter and 15% lower than the same time last year.

Figure 5. Total building permits issued

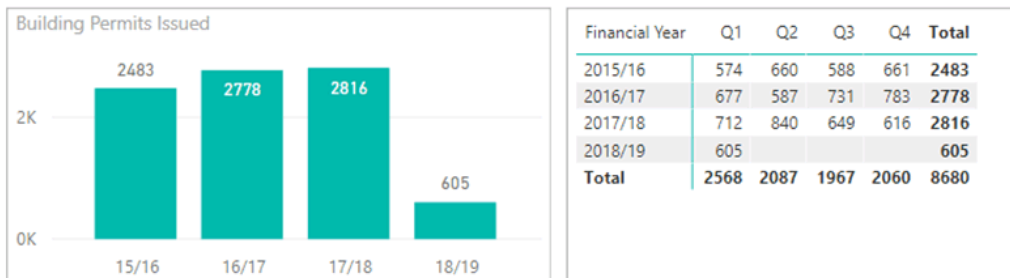


Figure 6 illustrates that there were 449 residential building completions this quarter. That is a decrease of 7% from the previous quarter and 8% lower than the same time last year.

Figure 6. Residential building completions

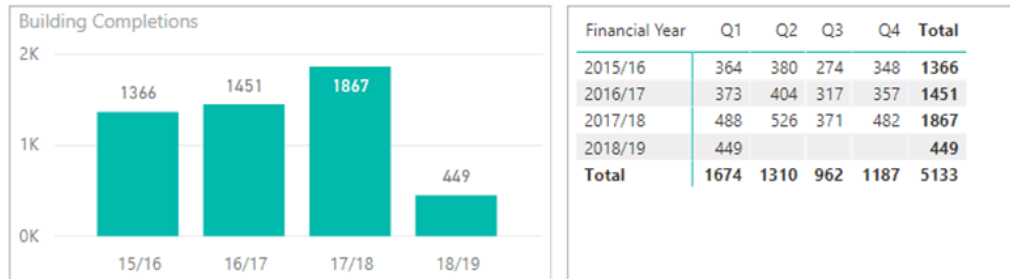
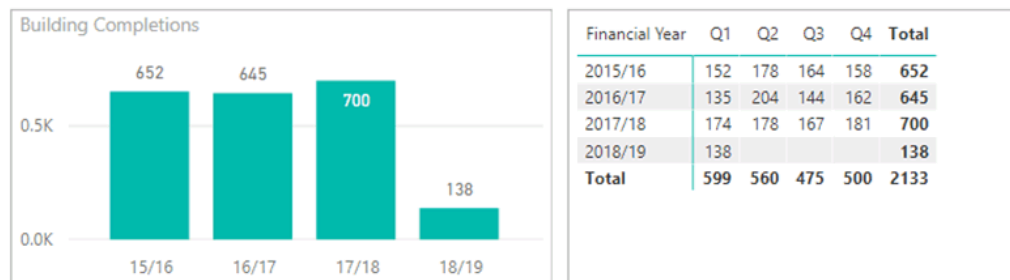


Figure 7 illustrates that there were 138 non-residential building completions this quarter. That is a decrease of 24% from the previous quarter and 21% lower than the same time last year.

Figure 7. Non-residential building completions

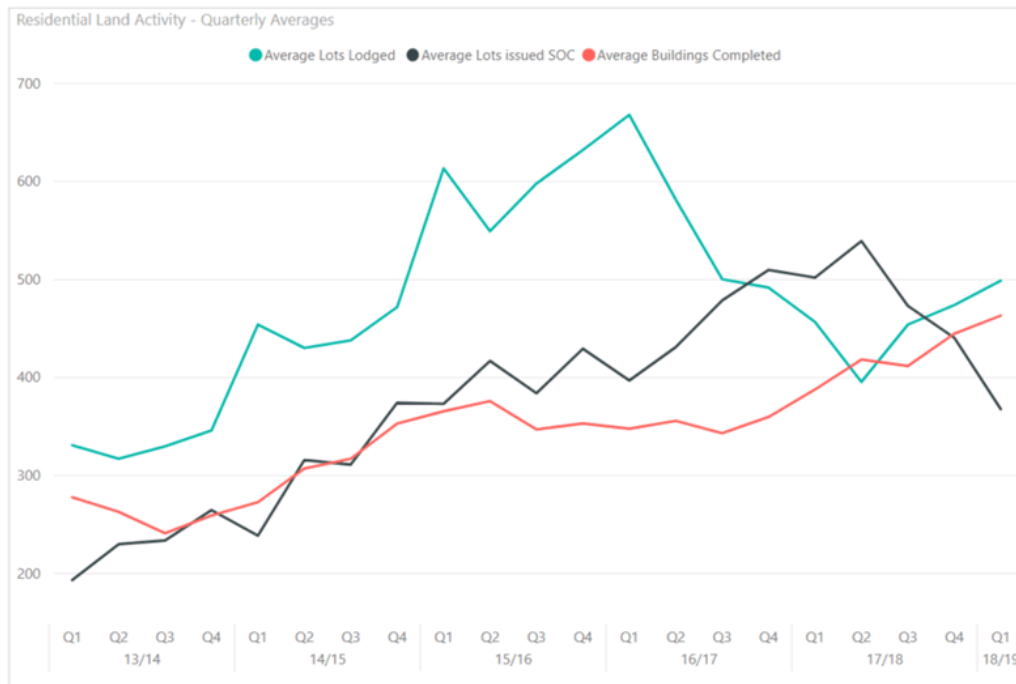


Residential land development indicators

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 last year. The first quarter of 2016-17 peaked at an average of 714 lots submitted for subdivision. The current average number of lots is 499 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 368 lots released.

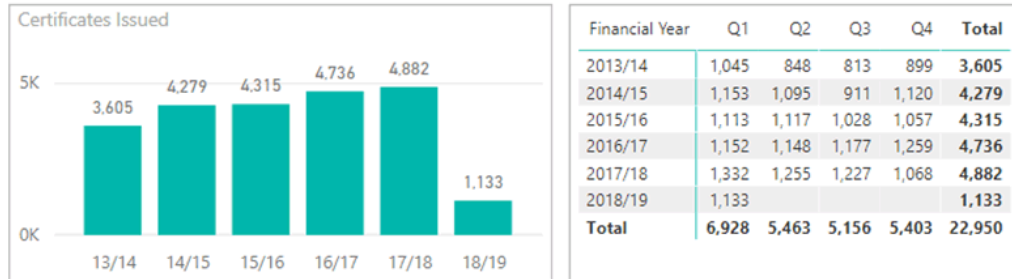
The average number of **building completions** is 463. This is a lag indicator and is expected to continue to rise within 6 to 12 months as land development progresses.

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 1,133 certificates issued this quarter, 6% higher than the previous quarter. Year to date results are 15% lower than the same time last year.

Figure 9. Land information certificates



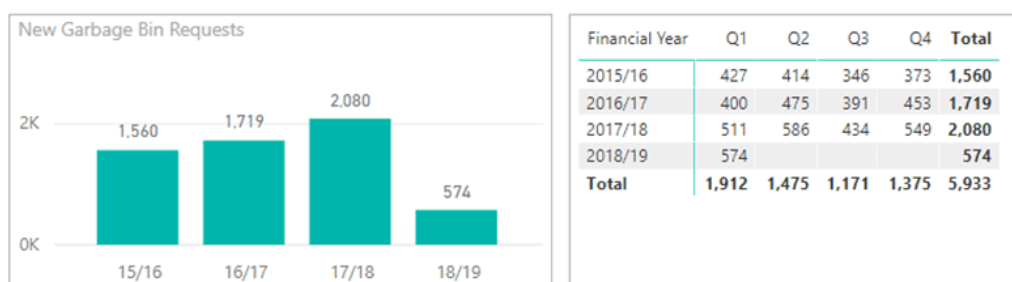
Household garbage service

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 574 new bins requested this quarter, 5% higher than last quarter. The year to date total is on 12% higher than last year, indicating a rise of new households.

The daily average of new households established within the Shire remains as 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



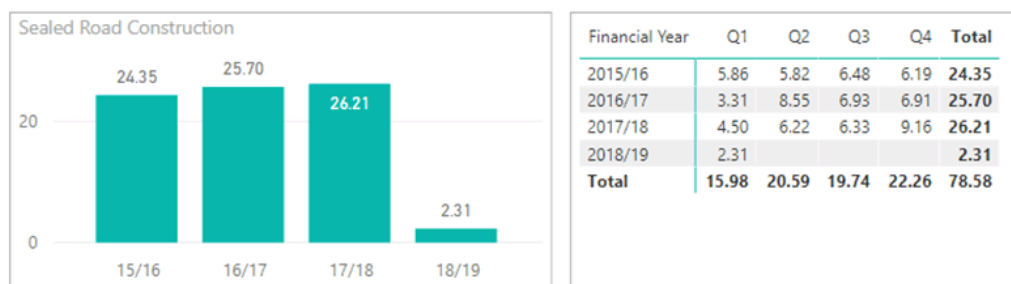
Roads and footpaths

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 2.31km of sealed roads constructed this quarter, 75% lower than the previous quarter. The year to date total is 49% lower than at the same time last year.

Figure 11. Additional kms of sealed roads constructed

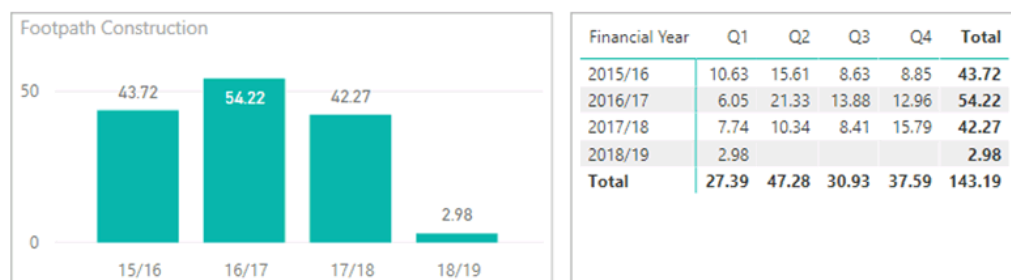


Footpaths

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 2.98km of footpaths constructed this quarter, 81% lower than the previous quarter. The year to date total is 61% lower than at the same time last year.

Figure 12. Additional km of footpaths constructed



Customer responsiveness

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

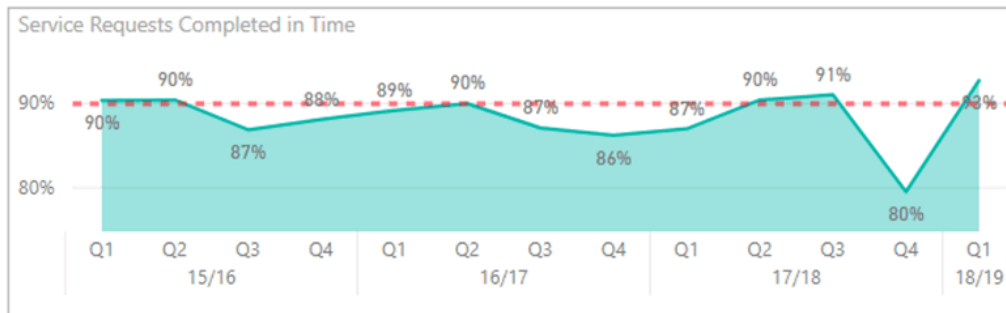
Inwards correspondence – (Mail, fax, email)

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

An Action Referral is an item of inwards correspondence received via mail, fax or email, requiring a response.

Figure 13 illustrates that an average of 93% of Action Referrals this quarter were acknowledged within 10 days, 13% higher than the previous quarter. Performance reports are distributed to all managers on a fortnightly basis and this is contributing to a higher level of consistency in relation to actioning correspondence.

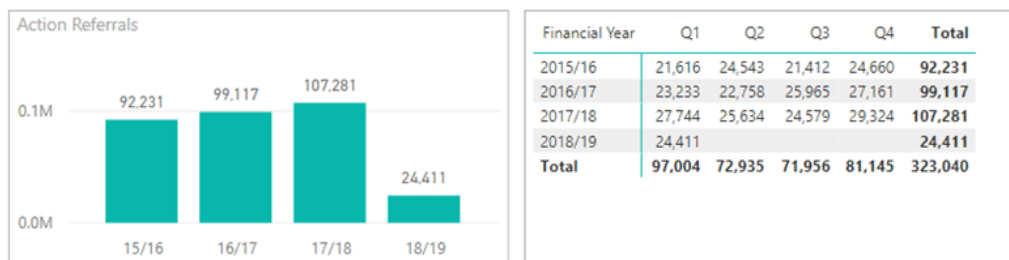
Figure 13. Inwards correspondence –action referrals in time: KPI percentage by quarter



The volume of inwards correspondence is expected to increase, due to our population growth and as Council's services are expanded and enhanced to meet the growing needs of our community.

Figure 14 illustrates that there were 24,411 action referrals this quarter, 17% lower than the previous quarter. The year to date total is 12% lower than the same time last year.

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

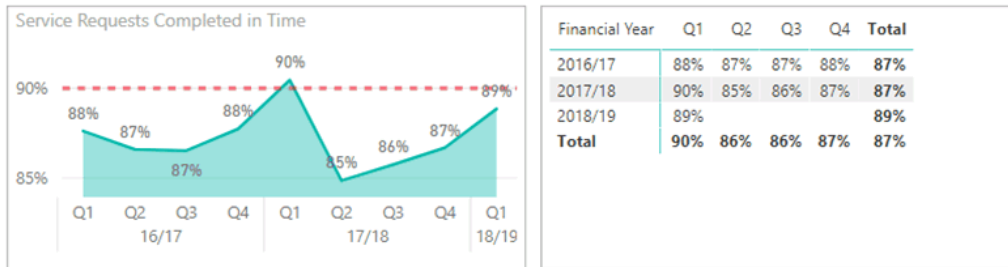
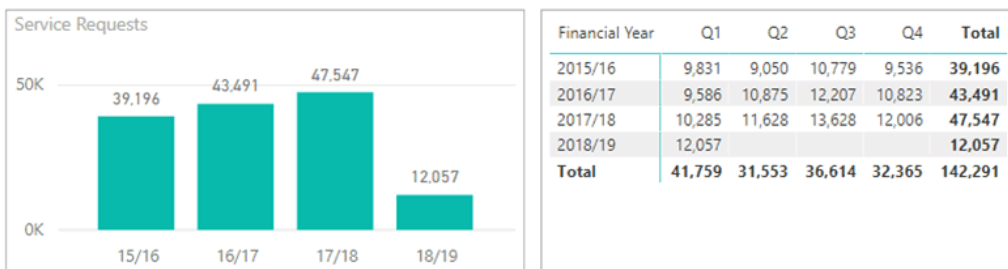


Figure 16 illustrates that there were 12,057 service requests this quarter, slightly more than the previous quarter. The year to date total is 17% higher than the same time last year, indicating an upwards trend in requests.

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 781km of unsealed road grading this quarter, 14% lower than last quarter and 3% lower than the same time last year.

Figure 17. Unsealed road grading (kilometres)

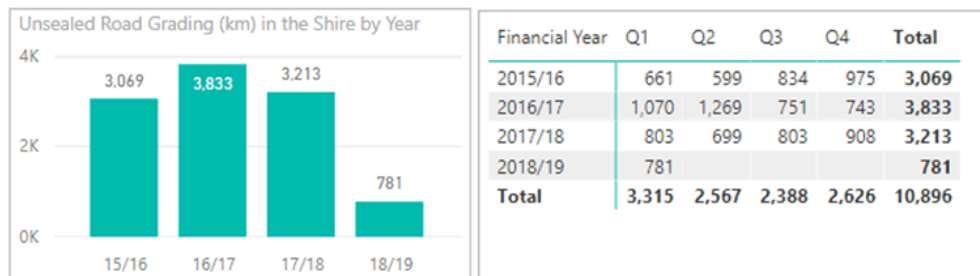
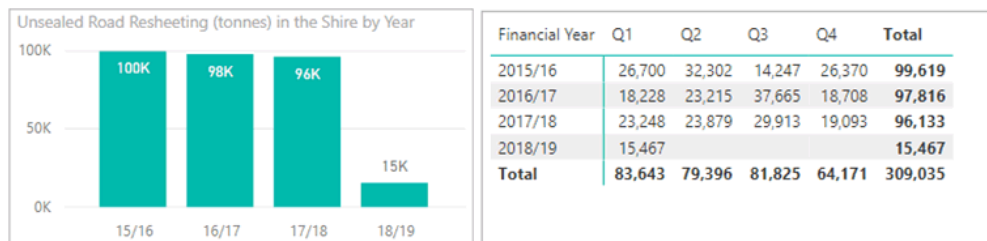


Figure 18 illustrates that there was 15,467 tonnes of unsealed road resheeting this quarter, 19% lower than last quarter and 33% lower than last year.

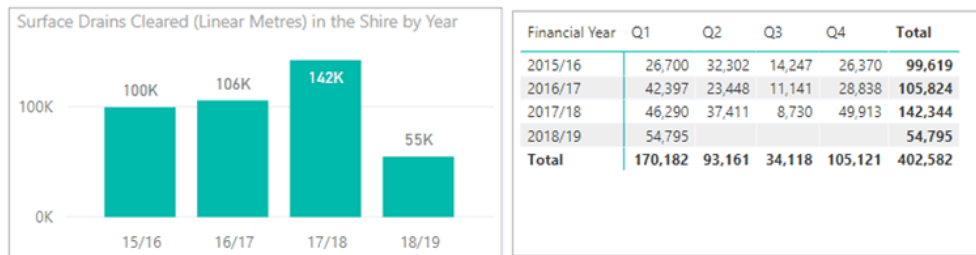
Figure 18. Unsealed road resheeting (tonnes)



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

Figure 19 illustrates that there was 54,795 linear metres of surface drain clearing this quarter, 10% higher than last quarter and 18% higher than the same time last year.

Figure 19. Surface drains cleared (linear metres)



Community

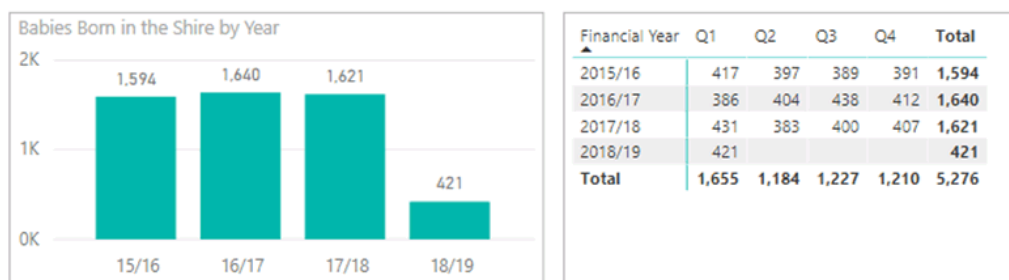
Maternal and Child Health (MCH)

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 421 birth notices this quarter, 3% higher than the previous quarter. The year to date figure is 2% lower than last year.

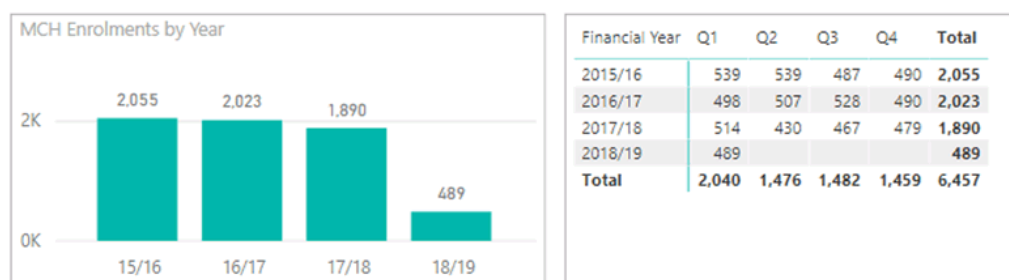
Figure 20. Maternal and Child Health birth notices



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 489 enrolments this quarter, 2% higher than last quarter. The year to date figure is 5% 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 however some services have increased the number of staff/days of service to young people from the centre.

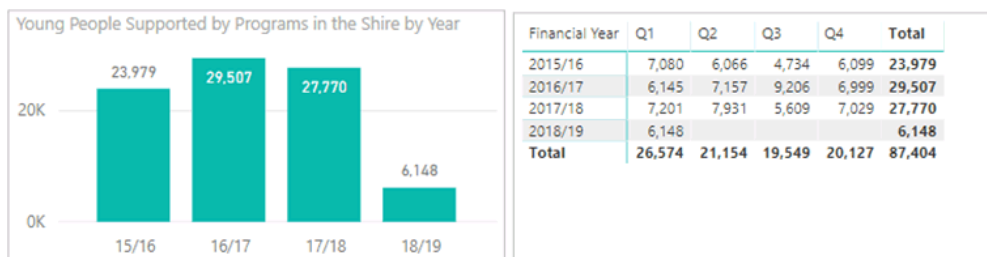
Services that operate from My Place include; Windermere Youth and Family Outreach, Monash Health Youth And Family Counselling, South East Centre Against Sexual Assault, Oakwood School, Skills Plus, TaskForce Skills First Reconnect Program, Westernport Accommodation and Youth Support Service, Centrelink Community Engagement, YSAS (Ignite Program, Drug and Alcohol Counselling and Youth and Family Support) and Headspace.

Consulting rooms are fully booked Monday-Thursday impacting on the facilities ability to attract more centre based services. Youth Services are currently in the process of sourcing funding to renovate 'The Chapel' to establish a Youth Mental Health Hub. Youth Services will commence delivering programs and activities from 'The Church and hiring out the space to external agencies to increase engagement with disengaged/vulnerable young people who are currently not accessing structured programs/services.

Council's Youth Support Program continues to be at capacity with a waiting list of five weeks. 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 6,148 contacts with young people. Results are 13% lower than the previous quarter and the year to date figure is 15% lower than the same time last year.

Figure 22. Engagement with young people

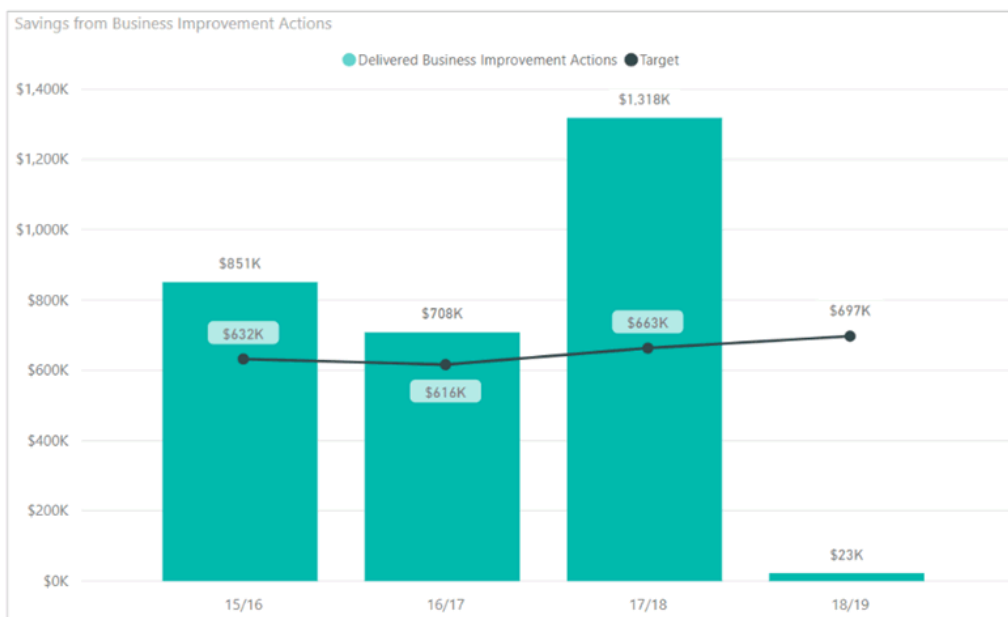


Business innovation

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 2018–19 for improvements is to deliver a minimum of \$697,600 in savings. There are currently 65 improvement projects that have been identified.

Figure 23. Business improvements



Waste management

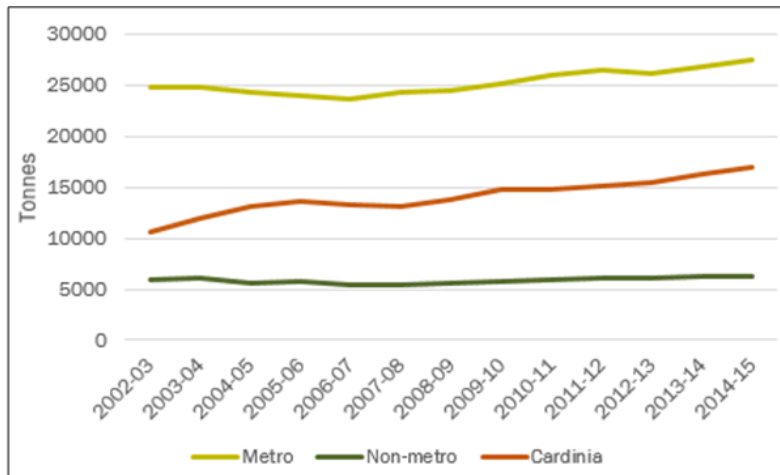
Indicators in this section relate to our behaviour with waste disposal and resource recovery. That is, how much waste we send to landfill and how much is recycled or composted. These figures are monitored on a monthly basis.

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

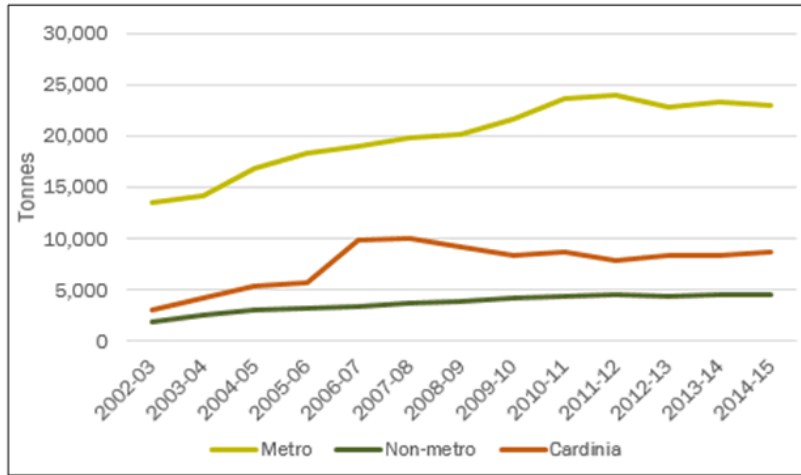
Figure 24. Cardinia Shire garbage generated compared with other metro and non-metro Victorian councils



* 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.



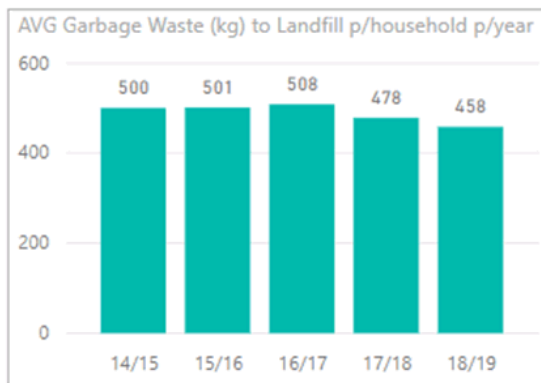
* Annual Local Government survey - Sustainability Victoria

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 458kg to date this financial year. This is a decreased from last year’s annual average of 478kg.

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



Kerbside collection

Figure 27 illustrates that there were 4,763 tonnes of garbage waste to landfill collection this quarter, 10% higher than last quarter. The year to date figure is 3% 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

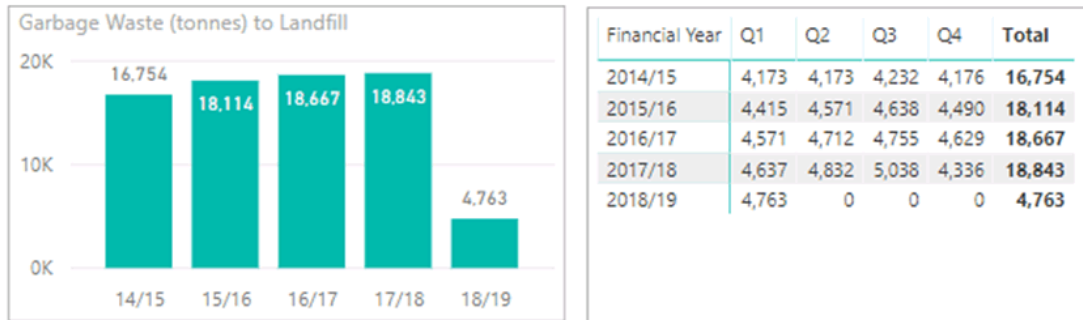


Figure 28 illustrates that there were 2,417 tonnes of recycle waste collection this quarter, 8% lower than last quarter. The year to date figure is 10% higher than last year.

Figure 28. Recycle waste – tonnes collected

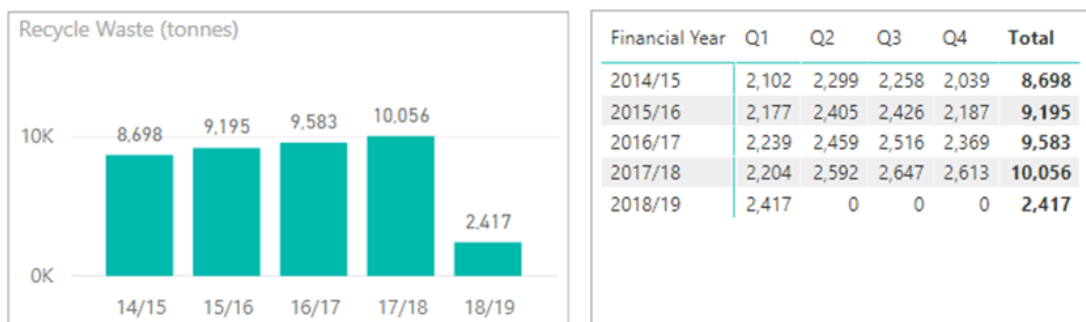
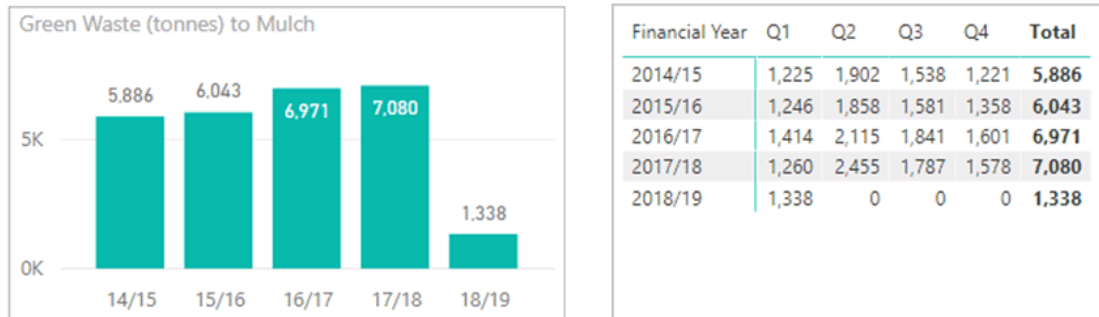



Figure 29 illustrates that there were 1,338 tonnes of green waste collection this quarter, 15% lower than last quarter. The year to date figure is 6% higher than last year. Green waste collection is seasonal and is based on weather and garden growth rates.

Figure 29. Green waste to mulching – tonnes collected




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Our People

We 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 implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	The Services For Success philosophy has been updated and a new brochure has been designed and printed. A spreadsheet to collect data regarding service provision is currently being developed.	Community Strengthening	Jun-19
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 Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.	20/09 - This is an annual program of works to improve existing conditions and usability of Council's building assets. Planning has finalised and currently seeking quotes prior to implementation.	Buildings and Facilities	Jun-19
Assess and report on the utilisation of community facilities for the benefit of community	Currently ensuring new system Ungerboeck can capture this information	Community and Family Services	Jun-19
Start the design and in part the construction of the Integrated Children's Centre at Timbertop.	20/09 - This project is in partnership with the VSBA and is awaiting on Government's approval to proceed. In the meantime design documentation is progressing.	Buildings and Facilities	Jun-19
Finalise the construction, fit-out and opening of the Integrated Children's Centre at Comely Banks.	20/09 - This project is the Bridgewood ICC delivered in partnership with the VSBA and is complete.	Buildings and Facilities	Completed

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

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

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

Action	Progress Comments	Business Unit	Complete by
Implementation of year one of Child, Youth and Family Strategy with a focus on the development of a joint learning and service support model 'Our Place' for the integrated Gum Scrub Creek Child and Family Centre	Secondary services process drafted Operations manual drafted Governance model finalised Presented 'First 100 days of Bridgewood' to Dept of Education and Training	Community and Family Services	Jun-19


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

Action	Progress Comments	Business Unit	Complete by
Report on the progress of the Aged and Disability Service Provider Partnership	Meetings have commenced with four of Cardinia Shire Councils local home and community care service providers to ensure gaps and opportunities are identified. A progress report has been completed for the Department of Health and Human services on the achievements for the last 6 months.	Community Strengthening	Jun-19
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	Progress on the Age Friendly Action plan was presented to council demonstrating 95% completion of actions. The remaining 5% will be completed by June 2019 in line with the completion of the strategic period. The community engagement plan has commenced for the new strategic plan. Councils age friendly alliance group continues to be a key voice for Seniors across the delivery of strategic planning & actions.	Community Strengthening	Jun-19

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

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

Action	Progress Comments	Business Unit	Complete by
Advocate for a range of education, training and development opportunities for young people	Workshop held with youth strategy reference group with a focus on education and training. Youth Services supported SELLEN Jobs Fair in September 2018 which aimed to link young people to local employment opportunities. Youth Services have been in discussions with SkillsInvest regarding the potential for a targeted VCAL program (African Young People) Youth Services team continue to support young people to develop resumes and apply for training/job opportunities	Community and Family Services	Jun-19

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Our 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. Project nominated include: Robin Crt, Pakenham, Phillip Crt, Pakenham, Gembrook Adventure Playground, Gembrook. Maryknoll recreation reserve, Maryknoll.	The program of works is currently being scoped. Minor works are expected to commence prior to Christmas, while the Gembrook playground will commence in 2019.	Active Communities	Jun-19
Identify service gaps and utilise the 'Services for Success' model to advocate for additional infrastructure.	New services that have been attracted to the following facilities: Pakenham Upper Hall - CPAC Bridgewood Child and Family Centre: 1. Monash Community Health Mother Goose x2 2. Living and Learning - Reading For Life/ bestchance 3. Play To Learn Community Playgroup Bridgewood / Lakeside / Pakenham Springs Child and Family Centres - National Disability Agency (La Trobe Health) Lakeside Child and Family Centre - At Work Australia Arena Child and Family Centre - Oz Child	Community and Family Services	Jun-19

To achieve this we will: Investigate opportunities for allied services to be co-located with Council facilities

Action	Progress Comments	Business Unit	Complete by
Explore options for expansion or relocation of My Place to cater for increased services for young people.	The Chapel is currently being renovated to provide office accommodation and counselling rooms (four rooms available). Space will provide a base for mental health support to young people and an outreach base for workers. Youth Services has been involved in discussions regarding the future development of Officer Library and potential to relocate My Place to to this site.	Community and Family Services	Jun-19

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Our People

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

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

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	Continue to have conversation with State Government and identifying appropriate sites	Office of the General Manager - Planning and Development	Jun-19


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 education providers to enhance opportunities for further education for residents of all ages.	Work continues regarding the redevelopment of the Lion's Den building for occupation by Gippsland Community College. Design has been confirmed with the college and a QS has been sought. The lease has been negotiated and is awaiting final approval by GCC.	Office of the General Manager - Community Wellbeing	Jun-19
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.	Annual funding allocations provided to the Cardinia shire Neighbourhood House cluster, Cardinia U3A and Emerald U3A. Range of funding provided to Senior Citizens groups. We will continue to support the important work these organisations undertake in creating learning opportunities for all.	Community Strengthening	Jun-19

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 Liveability Plan	Council has been supporting a joint Mental Health and Wellbeing funding grant led by Monash Health for the staff working in Neighbourhood Houses across the Shire.	Community Strengthening	Jun-19

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Our People

We want to Achieve: Improved health and wellbeing for all

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


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement the ' Action Agenda ' by November 2018 of the Liveability Plan and complete an annual progress report.	The 2018 Annual Review of Cardinia Shire's Liveability Plan Action Agenda is now complete. The report has been endorsed by the Liveability Partnership Steering Group. Development of the 2019 Action Agenda is now underway.	Community Strengthening	Jun-19

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning	Council officers are currently preparing a Health and Wellbeing survey to ascertain baseline data for the Liveability Plan.	Community Strengthening	Jun-19

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Assess the outcomes for children being achieved through the Best Start program's two outcome indicators: a) increased numbers of vulnerable children into Maternal and Child Health service and b) increased numbers of vulnerable children into kindergarten and ensure that council services respond to the learnings in order to strengthen the universal systems	Plan, Do, Study and Act activities now being undertaken across early childhood settings including Maternal and Child Health. Outcomes will be made available as they progress.	Community and Family Services	Jun-19


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Our People

We want to Achieve: Variety of recreation and leisure opportunities

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	Commenced consultation work with Friends of Mt Cannibal in preparation of reserve track restoration and redevelopment project. Three Council staff attended Cardinia Environment Coalition (CEC) AGM to provide support for the group. Continued consultation with CEC over the Deep Creek Ecocentre and nursery development including preparation of consortium agreement to deliver environmental education.	Environment	Jun-19
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
Complete construction of the civil works and pavilion for the Pepi's Land (Emerald) netball facility.	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.	Active Communities	Nov-18
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 October/November 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
Commence the design 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	Jun-19
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
Pepi's Land (Emerald) Master Plan – construction of path to Hamilton and revegetation planting	Works planned to be completed this financial year	Infrastructure Services	Jun-19


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Our People

We want to Achieve: Variety of recreation and leisure opportunities

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Complete construction of netball courts, car parking and pavilion at Pepi's Land Emerald	Car park and netball courts are being constructed, with the car park to be asphalted in October. Currently finalising designs of the external intersection works prior to going to tender. The building is currently being redesigned before tender documents are issued.	Infrastructure Services	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	The detailed design of the western oval reconstruction has been completed. The draft design of the new social space is currently being finalised by the club and options for funding investigated.	Active Communities	Jun-19
Deep Creek Reserve (Pakenham) - Complete Eco Centre/Golf Club House construction along with all abilities play space	The all abilities playspace and the golf course works are substantially complete. The Building has commenced construction as too has the car park.	Infrastructure Services	Jun-19
Design Bunyip Soccer Stadium	The location of the soccer stadium has been moved to the western side of the soccer pitches. The draft design is currently being finalised in consultation with the club and reserve committee of management.	Active Communities	Oct-18
Lang Lang Community and Recreation Precinct - Finalise Stage 1 civil works including the ovals, car parks and roads.	Works associated with stage 1 are near completion, just awaiting power to be connected, all other works have achieved Practical Completion.	Infrastructure Services	Jun-19
Design redevelopment of Cora Lyn reserve Pavilion	The application for funding under Building Better Regions Fund was unsuccessful. Council has applied for a loan through the State Government to construct the pavilion including change rooms, canteen and social space. A concept design for the development of the pavilion has been prepared and initial comment from the user groups and Committee of Management sought. Further consultation with the users groups and COM is required on the revised concept design.	Active Communities	Oct-18
Resurface and upgrade current Recreation Sports Ovals - Officer (PO) Officer	The project has been tendered and is currently being assessed to prepare a Council report	Infrastructure Services	Jun-19

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Our People


We want to Achieve: Variety of recreation and leisure opportunities

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
James Bathe Recreation Reserve - Finalise civil works of ovals and car parks	Works currently under way. Irrigation is being installed to the ovals	Infrastructure Services	Jun-19
Work with user groups to design and construct Gembrook Reserve Pavilion	The concept design and cost plan are currently being finalised with the club and consultant architect.	Active Communities	Jun-19
Present options to Council for the potential redevelopment and expansion of Cardinia Life. If approved, proceed with detailed design.	Initial studies have commenced.	Active Communities	Jun-19
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 October/November 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
Construction Bunyip Soccer Stadium	The tender documentation is being prepared in readiness to go out to market for pricing in December.	Active Communities	Jun-19
Construct redevelopment of Cora Lyn Reserve Pavilion	Concept plans have been prepared as part of a government low interest funding application and are awaiting approval with 2 other projects before year end.	Active Communities	Jun-19

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Comely Banks Reserve - undertake detailed civil design.	The consultant has been progressing the detailed design of the civil works, The outcome of the grant funding from Sport and Recreation Victoria is still not known.	Active Communities	Dec-18
Continue to investigate an appropriate location, for a permanent home for the Koo Wee Rup and District Motorcycle Club and the Pakenham Auto Club.	Motorsport Clubs Steering Committee formed to progress the future home of both clubs	Governance	Jun-19

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Our People

We want to Achieve: Variety of recreation and leisure opportunities


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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Advocate to State Government for funds for development of Comely Banks Reserve.	Funding was applied for through the Sport and Recreation Victoria and Growing Suburbs fund.	Active Communities	Jun-19

We want to Achieve: Increased awareness of safety

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.	CPTED is considered as part of all planning permit applications and development of PSP's	Policy, Design and Growth Area Planning	Jun-19


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Our 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
<p>Support continued implementation of family violence projects in the shire at a local, regional and state level including , Together We Can initiative and White Ribbon Accreditation</p> <p>Cardinia Shire Council</p>	<p>Together We Can Cardinia Shire Council is now the Backbone Organisation for Together We Can in partnership with Victoria Police and University of Melbourne and share experiences and knowledge whilst leading a collective approach to finding local solutions to stop, prevent and end family violence. By embedding the Backbone functions within Council, Cardinia Shire is demonstrating the long-term commitment to address the drivers of family violence and implement a successful collective impact project that will benefit families and children for generations. Key activities include;</p> <ul style="list-style-type: none"> - The Aged Friendly Alliance produced an extensive evaluation report and submitted their project for Elder Abuse into the LG Pro Aged and Disability Awards where they were selected as FINALISTS! - Showcasing what children say about respect and gender equity: Pictures produced by children from Minaret College, St Clare's, St Patrick's and Cardinia Primary Schools. The Cultural Centre displayed the pictures and they are on display at the Pakenham Library until October. Four Berwick buses have an enlarged some of these images on their windows and Council's community bus will soon have a picture displayed on its rear window. Minaret College will also be placing images on their buses shortly. - An eight page front cover wrap around was produced in partnership with the Star News Group to promote the National Awards in an effort to show the community that through their efforts, Cardinia Shire is recognised as a leading municipality addressing Family Violence. The wrap around features were with the Pakenham Gazette and the Pakenham Officer Star News. - Successfully acquired a grant for \$75,000 to work on Council's policy development for prevention of violence against women, small to medium workplace support to implement policies for identifying and supporting employees experiencing family violence and gender equity. The Minister for Women and Prevention of Family Violence awarded Council, as backbone organisation, a grant of \$35,000 to work with Bass Coast Shire to implement a similar project to that of Together We Can. <p>White Ribbon</p> <ul style="list-style-type: none"> - Planning is underway for the 2018 Walk Against Violence on Friday 23rd November. White Ribbon Australia have announced that White Ribbon Day is now to be on the Friday before the 25th November. Cardinia Shire's walk will depart from the Pakenham Library at 12noon, returning to the Library around 12.25pm for formalities and a free BBQ lunch. - Council hosted a White Ribbon Night event on 26th July in supporting those impacted by 	<p>Community Strengthening</p>	<p>Jun-19</p> <p>36</p>

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Our 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
	violence against woman which we raised just under \$5000 for White Ribbon Australia attendance. Ranked second most money raised nationally. Announced 2 awards: The inaugural Garry McQuillan and Tony Fitzgerald Awards presented to Mark Howard from Cardinia Shire and Michael Wright (Outlook Victoria) - Hosted RU OK day event on 13th September which provide mental health support for members of staff which included training across the organisation.		
To continue to work with the Cardinia Safer Communities Strategic Committee and action groups to address safety issues within the shire. Conduct real-time evaluation of implementation/effectiveness of key actions contained within Safer Communities Framework	Work on the Cardinia Safer Communities Strategy continues. The associated action groups meet regularly with each implementing an action plan. Action Groups report into the overarching Strategic Committee. Of mention this past quarter is the ReLink Football Team through the Alcohol and Other Drugs Action Group and Community Crime Prevention Workshops in Bunyip and Emerald as part of the Crime Action Group.	Community Strengthening	Jun-19

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

Action	Progress Comments	Business Unit	Complete by
Promote resilience and community preparations for emergencies by engaging with communities to assist the development of localised plans and actions. Initial focus will be on Upper Beaconsfield community.	The Upper Beaconsfield Pilot Project is continuing with a community survey being utilised to gather information from residents about resilience and their experiences with emergencies in their community. We have also engaged with the CFA and Upper Beaconsfield Association - Resilience Group around potential fuel management strategies for the community based on similar work in Monbulk.	Community Strengthening	Jun-19

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Our 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 – Municipal Relief and Recovery Plan and Municipal Heat Health Plan	Council's Emergency Management arrangements are reviewed quarterly through the Municipal Emergency Management Planning Committee. Recently as a review of the shire risk profile an Emergency Management Plan was developed for the Emerald Lake Park Precinct. A number of small events have required Council enact the emergency management planning arrangements to provide resources to emergency service organisations, this has included additional water for fire fighting and temporary fencing for unsafe structures.	Community Strengthening	Jun-19

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
Implement the long term plan for burning in Council reserves. Review the Municipal Emergency Management Plan (including CERA -Community Emergency Risk Assessment), Annual review VFRR Undertake Municipal Emergency Management Plan audit. Conduct annual fire inspection program.	Council is in the process of preparing for the Municipal Emergency Management Plan Audit in November 2018. The VFRR review is currently being undertaken by the Municipal Fire Management Planning Committee. Preparations are underway for the 2018/19 Fire Hazard Inspection Program, which will commence by November 2018.	Community Strengthening	Jun-19

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. Utilise social media and publications to promote awareness of safety measures to support residents in the areas of heat health, thunderstorm asthma, fire preparation activities	Council has been engaging with community through media platforms such as Connect Magazine, social media and the Council website to promote awareness of risks to the community, with a particular focus on the upcoming summer. A summer-period communications plan is currently being finalised.	Community Strengthening	Jun-19

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Our Community

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)	Council continues to provide statistical data on social and health issues such as gaming, housing and food security. A major piece of work around the Liveability Plan evaluation framework has recently been completed.	Community Strengthening	Jun-19

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
Advocate and work with local housing provider to monitor the impact of social housing	Council is currently working with a number of Housing partners to deliver social and affordable housing options across the Shire.	Community Strengthening	Jun-19

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

Action	Progress Comments	Business Unit	Complete by
In conjunction with the Public Art Coordination team, deliver public art works in Ranges Ward	Consultant has been appointed and engagement activity with the community held in September 2018.	Active Communities	Jun-19
Complete construction of the Cardinia Arts Space at CCC.	Construction has commenced and is on track. Ministerial sod turning event has been scheduled.	Active Communities	Jun-19

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

Action	Progress Comments	Business Unit	Complete by
Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	Plan has been updated with current data and projections and presented to Council. Strategies to meet the growth needs have been approved.	Community and Family Services	Jun-19

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Our Community

We want to Achieve: Our diverse community requirements met

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Complete the economic review of the railway townships and develop a program for land use strategies in priority locations	Draft completed - review by officers being undertaken	Economic Development, Tourism and Major Projects	Jun-19


We want to Achieve: Engaged communities

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies. Begin planning and preparation of the new Community Plan.	Community Development has provided strategic advice on a range of projects, policies and initiatives and developed over 20 engagement plans including the Cockatoo Neighbourhood House Revitalisation project, Emerald Lake Park Strategic Plan and the Pakenham Heritage overlay. Preparations have commenced for the development of a Community Plan including identifying resources required and potential methodologies.	Community Strengthening	Jun-19

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Undertake a review of Connect magazine and consider the introduction of ward or township-based newsletters. Continue to utilise website and social media channels.	Communications have commenced the process to identify opportunities to refine and improve Connect magazine. This will be further progressed upon appointment of the new CEO.	Customer Communications	Dec-18
Development of new Digital Communications Strategy	The Communications Unit has commenced work on an integrated, 5-year communications strategy which will include a new Digital Communications Strategy. It is expected the draft strategy will be presented to SLT in the last quarter of 2018.	Customer Communications	Jun-19

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Our Community

We want to Achieve: Engaged communities


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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders. Evaluate and assess the current Community Leadership Program.	Council in partnership with Leadership Victoria is delivering a structured program to 20 Cardinia Shire emerging community leaders equipping them with a range of skills and building their capacity to share their learnings in their local organisations. A review of the program will be completed at the end of the financial year.	Community Strengthening	Jun-19

We want to Achieve: Increased levels of community participation

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy	Footpath maintenance works are well under way while the annual footpath program is 75% complete.	Infrastructure Services	Jun-19
Development of new Cultural Diversity Action Plan	Initial planning has recently commenced to identify timeframes and resourcing to implement the development of the new plan.	Community Strengthening	Jun-19
Implement the Disability - Access and Inclusion action plan	Council continues to implement the Disability Access and Inclusion Action Plan. At the recent AGM of the Access and Inclusion Committee the progress of action plan was reported on. A number of tasks are either completed or in progress. The action plan is reviewed regularly at the Access and Inclusion Committee meetings.	Community Strengthening	Jun-19
Development of a new Reconciliation Action Plan	An advisory group is being established to inform the the development of the new Reconciliation Action Plan. In its early stages Council will call for expressions of interest to form the Advisory Group.	Community Strengthening	Jun-19
Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	Council has organised Resilience Fundamentals Training for Council staff. This will provide Council staff with the knowledge and resources required to practice resilience in the community.	Community Strengthening	Jun-19

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Our Community

We want to Achieve: Increased levels of community participation

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

Action	Progress Comments	Business Unit	Complete by
Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire	Reception will be held	Governance	Jun-19

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	Council's Community Engagement Facilitator works collaboratively across the organisation and has developed approximately 25 engagement strategies to date, this financial year. Community Engagement training being scheduled in the Corporate Training Calendar with a view to having this undertaken by staff as part of the induction process.	Community Strengthening	Jun-19


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
Plan and deliver a Community Summit in line with the Community Wellbeing Grants	Planning is underway for the Community Summit which will be held in February 2019. It will run over two days, the first being dedicated to volunteer organisations and members, the second day dedicated to Service Providers in line with the new Services for Success philosophy which details specific service gaps.	Community Strengthening	Jun-19

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., Develop a Local Food Strategy)	<ul style="list-style-type: none"> - Draft Community Food Strategy currently open for public exhibition, to be finalised in October - First meeting of the Food Circles Steering Group undertaken - Food Circles Project highlighted at the Sustainable Communities Summit - Pakenham Community Grocer 6 month report received - Food Hub scoping underway - Pick My Project voting open for the Pakenham Secondary School farm project - Food Literacy and Household Food Security Survey completed - Planning underway for the 2019 Food Forum 	Community Strengthening	Jun-19


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Our Community

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

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
Work with partners to ensure local health and wellbeing priorities are delivered through the Pakenham Health Centre	Council has been involved in a number of health service reviews which have identified service needs. Advocacy to the State Government by Council and Monash Health has been undertaken for additional Mental Health services and an Early Parenting Centre	Community Strengthening	Jun-19

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Our Environment

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

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


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Inspections and maintenance of the road network in accordance with the Road Management Plan		Operations	Jun-19
Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans	Tendering on the identified roads in the annual program has been undertaken. Preparation works have commenced.	Infrastructure Services	Jun-19

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Finalise the upgrading program at Emerald Lake Park Arboretum - Complete path and road renewal works within Emerald Lake Park including desilting of lake. Complete review of service standards for the open space contract.		Operations	Completed

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Upgrade of the Gembrook Reserve Sports Pavilion.	20/09 - The design stage is underway, but tendering and construction is unknown at this stage due to budget not being finalised and formalised. Note this action relates only to the design stage for this project.	Buildings and Facilities	Jun-19
Continue construction of Hills Hub with a view to completing in 2019. Provide regular communication updates to the community, SLT and Council. Work with user group to develop new management structure.	Hills Hub construction in progress. Demolition of the previous Emerald Mechanic's Institute completed and construction of the new Hills Hub is underway and on track for completion mid 2019. Regular updates being provided to Council, SLT and the broader community. Continuing to work with key stakeholders through the Hills Hub Advisory Group. Management model for the hub to go to an expression of interest in January 2019.	Community Strengthening	Jun-19


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Our Environment

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
Conduct a program of resurfacing of playing surfaces at recreation reserves – Worrell Reserve (Emerald) – reshaping drainage and irrigation	The contractor has been appointed and commenced works. These works are being coordinated with the Hill's Hub construction works.	Active Communities	Dec-18
Conduct a program of resurfacing of playing surfaces at recreation reserves – Officer Reserve oval 2 (complete redevelopment)	Western oval redevelopment designed in consultation with the clubs and reserve committee. It was put out to tender for construction and is going to the October Council meeting for contractor appointment..	Active Communities	Jun-19
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.	20/09 - Planning of the approved works has been completed and currently obtaining quotes prior to implementation of this year's annual program.	Buildings and Facilities	Jun-19
Depot Master Plan (Pakenham) – Stage 4 – development of amenities, lunchroom and training/toolbox facilities in former laundry facility.	20/09 - This project was completed in last FY.	Buildings and Facilities	Completed

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Our Environment

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

To achieve this we will: Manage Council's assets like roads, drainage, footpaths and buildings, etc. in a way that ensures they are adequately maintained over their life.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Review of Open Space Asset Management Plan	Initial meeting held with internal stakeholders	Infrastructure Services	Jun-19


We want to Achieve: Transport Linkages connecting towns

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Commence construction of the Lang Lang Bypass from Westernport Road to McDonalds Track, including Milner's Road.	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
Implement recommendations from revised Road Safety Strategy, including cyclist awareness program	Delivery of Road Safety Strategy actions are ongoing through programs provided by Road Safe South East as well as internal programs	Infrastructure Services	Jun-19
Implementation of the Lang Lang Bypass from Westernport Road to McDonalds Track	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

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Finalise statutory process for the construction of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham) and commence construction	The Special Charge Scheme for O'Sullivan's Road, Hill Street and Peet Street has been declared. Pre-construction activities have been undertaken. The construction works have been tendered and awarded and scheduled to commence in October.	Infrastructure Services	Jun-19

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Our Environment

We want to Achieve: Transport Linkages connecting towns

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


Action	Progress Comments	Business Unit	Complete by
Boronia Cr, Caroline Ave, Rouen Rd, and Bell St (Cockatoo) – Road and Drainage Scheme planning phase and preliminary design Review SCS Program in conjunction with Policy update.	Agreeing on Cockatoo Roads Priority with CRAG21.	Infrastructure Services	Jun-19
Commence construction of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham) and finalise statutory process	Tender has been awarded to Streetworks and we are looking to start construction mid October	Infrastructure Services	Jun-19
Review SCS Program in conjunction with Policy update.	Special Charge Scheme policy has recently been reviewed. Peet Street SCS is currently being delivered and Fairbridge lane out to tender. Future schemes are to be reviewed.	Infrastructure Services	Jun-19

To achieve this we will: Develop transport networks that incorporate effective public transport.

Action	Progress Comments	Business Unit	Complete by
Proposed Implementation of Road Development Program to seal rural collector roads	Works to date have included the preparation of concept plans and review of tender documentation to allow a tender to be released later in the year.	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	Delivery of the annual footpath program is underway.	Infrastructure Services	Jun-19

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Our Environment

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.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Provide information when required to the Interface Councils' Group and South Eastern Metro Integrated Transport Group as part of aim to enhance the frequency and coverage of public transport within Cardinia Shire and the south-east region	Council officers have been attending SEMITG meetings as well as providing information for the regional transport document.	Infrastructure Services	Jun-19

We want to Achieve: Enhanced natural environment

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce community energy use)	Completed EcoDriver training for 22 Civic Centre and Depot based staff. Completed SECCCA facilitated in-house energy information session for 27 Council staff on environmentally sound options towards reducing their household energy bills.	Environment	Jun-19


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Our Environment

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	20/09 - The ESD improvements list has been drafted and project briefs and specs will be shortly developed. 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 phase two of the decorative street lighting retrofit with energy efficient lighting	Implementation of Aspirational Energy Transition Plan is ongoing. Community focused energy improvement handbook is being developed in partnership with Federation University and EUF program will aid in reducing community emissions. Decorative Street lighting upgrade is currently out for quotation. Progress was previously on hold while AGL were clarifying credit to be brought forward from the previous round of upgrades.	Environment	Jun-19

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Our Environment


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
1) Finalise the development of a formal ESD strategy for all new and existing Council buildings and commence implementation. 2) Continue to work in conjunction with Planning & Development Division and Environment unit on Sustainable Design Assessment in the Planning Process (SDAPP), to assist them to review planning applications against required sustainability standards to be achieved, including reductions of carbon emissions.	20/09 - The Matrix is the first document to be finalised in order to inform on the Strategy document. The Matrix has been developed in conjunction with other Councils and is being tested across various areas before the development of the Strategy is able to commence.	Buildings and Facilities	Jun-19

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
Provide education material and support to schools and ELC to improve engagement and resource recovery	Education opportunities with Schools is ongoing.	Infrastructure Services	Jun-19


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Our Environment

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
Begin review and development of system for diverting food waste from landfill. To include <ul style="list-style-type: none"> • review best practice of food waste collection system at the kerbside and learn from other examples • identify collection service change requirements and review service specifications • develop behaviour change program and identify support required • identify resources required for 2 year implementation. 	Assessment of required actions and proposed action plan is being prepared.	Infrastructure Services	Jun-19
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)	Advocacy in this area has been ongoing through Councils representative on the Technical advisory group for the waste forum, as well preparation for the upcoming ewaste ban. A Detox your Home day is planned for April 2019. Regular interactions occur with Representatives of resource recovery centres within the shire. Opportunities are also being explored with the Libraries.	Infrastructure Services	Jun-19
Collaborate on regional project with south east councils and MWRRG to procure landfill and alternative to landfill services, including pre sort options for commencement post 2021.	This project is underway with regular meetings and workshops being attended by Council officers with the South east cluster of Councils and MWRRG. The aim is to progress this to provide alternatives to Landfill that provide social and environmental benefits and long term security of service.	Infrastructure Services	Jun-19

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Our Environment

We want to Achieve: Enhanced natural environment

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Implement the Integrated Water Management Plan including the continued implementation of water-efficiency measures recommended in the water audits at Cardinia Life and Holm Park Reserve	Campeyn have been engaged to provide a suitable design and quotation and feasibility of installing a pool blanket at Cardinia Life.	Environment	Jun-19

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. Advocate to South East Water for the timely delivery of the Officer Township backlog program.	Continue to advocate with Yarra Water and South East Water for sewer projects and assess Planning Permits/Septic Permits in accordance with the Acts	Development and Compliance Services	Jun-19

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	Completed a joint project with Johns Hill Landcare with 21 volunteers at Pepis Land National Tree Day planting. Currently drafting the Biodiversity Conservation Strategy and review of the Pest Plant Management Strategy.	Environment	Jun-19

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Preserve and improve natural environment by undertaking weed management and indigenous plantings		Operations	Jun-19

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Our Environment

We want to Achieve: Enhanced natural environment

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Facilitate investment in farm practises and work with State Government to review the regulatory system whilst implementing the Westernport green wedge management plan	Council staff continue to work with land owners to support investment in farming practices.	Policy, Design and Growth Area Planning	Jun-19

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

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


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Promote the development and implementation of water sensitive urban design elements into infrastructure works	We are continuing to promote and review the type and way in which we deliver WSUD assets. We encourage the use of regional based assets in preference to localised assets, unless they are of a temporary nature	Infrastructure Services	Jun-19

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	Down to Earth eNewsletter continues to be developed and distributed, providing information on council based programs, as well as highlighting significant species and community groups.	Environment	Jun-19

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Complete review of Councils Municipal Strategic Statement into the Planning scheme.	Review of Municipal Strategic Statement has been completed. Review document to be submitted to Council briefing in October 2018.	Policy, Design and Growth Area Planning	Jun-19

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

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 consultation as part of the review of Councils Municipal Strategic Statement and the Cardinia Planning scheme.	As part of the Planning Scheme Review. Consultaion was undertaken with internal business Units, external agencies and was also placed on public exhibition for a period of 4 weeks.	Policy, Design and Growth Area Planning	Jun-19

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
Ongoing review of PSP's and DCP's and complete the Pakenham East & Pakenham South PSPs. Commence Officer South PSP with the VPA.	Pakenham East PSP has been finalised and reviewed by Planning Panels Victoria. Panel decision released. Awaiting decision by the Minister for Planning . Awaiting advice from the VPA regarding the commencement of the Officer South PSP.	Policy, Design and Growth Area Planning	Jun-19
Implement approved structure plans for the growth area including implementing developer contributions in an orderly manner.	Implementation of the relevant PSP's is ongoing.	Policy, Design and Growth Area Planning	Jun-19

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	Awaiting advice on the form and content of Community Plans as required under the Local Government Act to determine the form of township startegy reviews.	Policy, Design and Growth Area Planning	Jun-19
Implement the Westernport Green wedge Management plan and Continue advocacy for Green Wedge Management Plan for the remainder of Cardinia Shire.	WPGWMP has been included into the Cardinia Planning Scheme. Advocacy continues for the area.	Policy, Design and Growth Area Planning	Jun-19


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

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.

Action	Progress Comments	Business Unit	Complete by
Implement the Westernport Green wedge Management plan and Continue advocacy for Green Wedge Management Plan for the remainder of Cardinia Shire. Implement the ESO for bandicoot corridors.	The Bandicoot amendment has been prepared and authorised by the Minister for Planning. The amendment will be exhibited in October 2018.	Policy, Design and Growth Area Planning	Jun-19

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

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
Undertake review of Cardinia Road Employment precinct to encourage investment & employment opportunities and commence the Officer South PSP. Finalise the Pakenham South PSP.	Seeking advice from the VPA on possible review.	Policy, Design and Growth Area Planning	Jun-19

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	September Business Breakfast completed and Business Womens Lunch had record attendance	Economic Development, Tourism and Major Projects	Jun-19

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
Work with the VPA in the preparation of Officer South Precinct Structure Plan and Infrastructure Contribution Plan	Awaiting advice from the VPA that works have commenced on this project.	Policy, Design and Growth Area Planning	Jun-19
Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Infrastructure Contribution Plan	Waiting for VPA to commence this project.	Policy, Design and Growth Area Planning	Jun-19

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

We want to Achieve: Increased business diversity in Cardinia Shire

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


<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Facilitate development of key sites in the core commercial areas in Officer and Pakenham.	Council officers continue to work with land owners in the town center to support development opportunities .	Policy, Design and Growth Area Planning	Jun-19
Work with the VPA in the preparation of Pakenham East Precinct Structure Plan and Infrastructure Contribution Plan	Pakenham East PSP has been finalised and considered by Planning Panels Victoria. Currently awaiting a decision from the Minister for Planning	Policy, Design and Growth Area Planning	Jun-19
Work with VPA to complete the review of Officer Town Centre as part of the Officer PSP	Council continues to work with the VPA to undertake a review of the Officer Town Center. Awaiting Planning Panel .	Policy, Design and Growth Area Planning	Jun-19

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, whilst working with the South Eastern Metropolitan Partnership to attract jobs and investment to the region.	Continuing top work with Economic Development Victoria and through the partnership with City of Casey	Economic Development, Tourism and Major Projects	Jun-19
Advocate to state government regarding the development, of a suitable site within Cardinia Shire, for an airport.	Continuing advocacy with various parties in the lead up to the state election to get commitment from the government to identify and undertake the pre-planning work for the South East Airport	Economic Development, Tourism and Major Projects	Jun-19

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Tender documentation and consideration includes weighting for local products and services	Cardinia applied a 5% weighting for local products & services on all Tenders in 2017/18	Finance	Completed

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

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 Green Wedge Management Plan	Actions of the WPGWMP continue to be implemented. The policy is considered as part of all planning applications within this area.	Policy, Design and Growth Area Planning	Jun-19

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	Obtained \$400K in partnership with SEW to undertake design study and further work towards recycled water to farmers. Thompsons road extension has been recently advocated for in the lead up to next years federal election.	Economic Development, Tourism and Major Projects	Jun-19


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 and primary production funding has been granted..	Infrastructure Services	Jun-19
Advocate to the relevant authority for the development of the priority roads identified to support primary production	Island Road Koo Wee Rup has recently received funding through this advocacy. A program to identify other specific roads is to be generated.	Infrastructure Services	Jun-19

We want to Achieve: Develop a local food brand for Cardinia Shire in partnership with the community 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 local businesses within the shire to improve viability.	Business development officers continuing to work with local businesses.	Economic Development, Tourism and Major Projects	Jun-19

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

We want to Achieve: Develop a local food brand for Cardinia Shire in partnership with the community Diverse and resilient business community

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
Implement the Casey Cardinia Tourism Strategy and establish a tourism board to guide future development of the sector	New tourism board established and now focussing on future development of their strategy	Economic Development, Tourism and Major Projects	Jun-19

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	Attended trade show along with local businesses to highlight what is grown in the region. Several large investments almost ready to submit planning applications	Economic Development, Tourism and Major Projects	Jun-19

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		Economic Development, Tourism and Major Projects	Jun-19

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	Continuing to work with other providers but will also continue to fund Lynda.com online training platform via Casey Cardinia Libraries which last month reached over 1200 people	Economic Development, Tourism and Major Projects	Jun-19

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

To achieve this we will: Support tourism and local businesses that deliver health and wellbeing initiatives.

Action	Progress Comments	Business Unit	Complete by
Implement the Casey Cardinia Tourism Strategy and establish a tourism board to guide future development of the sector	Same as 4.3.2.1	Economic Development, Tourism and Major Projects	Jun-19


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

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

To achieve this we will: Support tourism and local businesses that deliver health and wellbeing initiatives.

Action	Progress Comments	Business Unit	Complete by
Tender documentation and consideration includes weighting for local products and services	Cardinia applied a 5% weighting for local products & services on all Tenders in 2017/18.	Finance	Completed

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

We want to Achieve: An engaged community

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Commence a review of the Communications Strategy and work with Community Strengthening to develop an Engagement Policy	Discussions have commenced with Community Strengthening to develop an Engagement Strategy. A detailed review of the Communications Strategy is now underway following the commencement of a new team leader for Communications in mid 2018.	Customer Communications	Dec-18
Implementation of new 5-year communications strategy	The Communications Unit has commenced work on an integrated, 5-year communications strategy. It is expected the draft strategy will be presented to SLT in the last quarter of 2018.	Customer Communications	Jun-19


To achieve this we will: Enhance the community's confidence in Council's community engagement.

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Council will continue to increase its use of online platforms to educate, inform and engage the community. This includes the use of the Shire's website and social media channels to promote community engagement activities, initiatives and outcomes.	Council currently utilising the 'Our Say' community engagement platform, the shire's website and a range of social media platforms including Facebook, community newsletters and surveys. Exploring a range of on-line engagement platforms to further opportunities to engage with the wider Cardinia Shire community for providing input into Council decision making and policy/project development.	Community Strengthening	Jun-19

We want to Achieve: Open governance

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

<i>Action</i>	<i>Progress Comments</i>	<i>Business Unit</i>	<i>Complete by</i>
Monitor compliance with statutory reporting requirements	Statutory registers being maintained and compliance monitored	Governance	Jun-19
Maintain and update the register of information to be available to the public	Register is updated as required	Governance	Jun-19

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

We want to Achieve: Open governance

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
Monitor adherence to commitments contained in Councillor Code of Conduct	Adherence is being monitored	Governance	Jun-19

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	Cardinia adopted process of annual budget & 5 year Financial Plans in 2017/18.	Finance	Completed

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	Cardinia deployed multiple supplier selection criteria for all tenders and processes several years ago. This is also reflected in our Procurement Policy.	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	Our Asset Management Coordinator reviews all renewal of existing Assets, while all new Assets are reviewed by SLT. The budget and planning process adopted at Cardinia ensures that assets and financial management are complete and accurate as per a documented monthly timetable. Each of the Business Unit Managers meet with our Finance Accountants and document a commentary against each item, prior to independent review by the CFO and GM of Corporate Services.	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
Adopt Debt Management Policy Cardinia Shire Council	This process forms part of our standard budgetary program, which is prepared, independently reviewed and presented to Council on an annual basis.	Finance	Completed ₆₂

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

We want to Achieve: Long-term financial sustainability

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

Action	Progress Comments	Business Unit	Complete by
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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	September 2018: Team beginning to lead facilitation of Quality Circles activities and have recently produced the first Quality Circle Presentation event. Team are also now starting to lead ad-hoc consulting and facilitation mini-projects on process improvement. Good progress being made by all team members.	Service Planning and Improvement	Jun-19

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	Advocacy Pack has been prepared and has/is being used in lobbying activities.	Office of the CEO	Jun-19

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.	In this quarter, the work of the Human Services Directors group has continued with the further development of the MDAP project pilots. Currently waiting for funding decision by the Minister.	Office of the General Manager - Community Wellbeing	Jun-19