

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	Assess and report on the utilisation of community facilities for the benefit of community	Consult with fathers connected to the universal services around their needs and the accessibility of services for them. Implement improvements to service delivery where possible within budget.	Work with local agencies to identify workforce development opportunities and good practice for universal services in meeting the needs of refugee/asylum seeker/CALD communities	Evaluate and report on the utilisation of facilities (includes My Place and MCH service delivery in the centres)
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	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.	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.	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.	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.
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.		Start the design stage of the Integrated Children's' Centre at Brunt Road.	Commence the construction of the Integrated Children's' Centre at Brunt Road.	Complete the construction of the integrated Children's Centre at Brunt Road.
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	Start the design and in part the construction of the Integrated Children's' Centre at Timbertop.	Complete the construction, fit-out and opening of the Integrated Children's' Centre at Timbertop.		
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	Finalise the construction, fit-out and opening of the Integrated Children's' Centre at Comely Banks.			
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.
1 Our People	1.1 Access to a variety of services for all	1.1.2 Routinely review overall community needs for services and either deliver or advocate for others to provide services to meet those needs.	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	Report on the outcomes being achieved through the joint learning and service support model 'Our Place' for the integrated Gum Scrub Creek Child and Family Centre and identify where the learning can be applied to the development of the next Child and Family Centre.	Implement year 3 of the Child, Youth and Family strategy taking the learning from years 1 and 2 to inform future development and to set key priorities.	Review achievements of the key priorities within the Youth Strategy Reference Group action plan and report on outcomes and any gaps
1 Our People	1.1 Access to a variety of services for all	1.1.3 Deliver Ageing Well initiatives that support older adults to live longer in their own homes and reduce social isolation.	Report on the progress of the Aged and Disability Service Provider Partnership	Report on the progress of the Aged and Disability Service Provider Partnership	Report on the progress of the Aged and Disability Service Provider Partnership	Report on the progress of the Aged and Disability Service Provider Partnership

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1 Our People	1.1 Access to a variety of services for all	1.1.3 Deliver Ageing Well initiatives that support older adults to live longer in their own homes and reduce social isolation.	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	Develop, adopt and launch the Age Friendly Strategy 2020–24 by working with older adults to establish priorities in line with World Health Organisation guidelines in working towards an Age Friendly Community	In line with WHO guidelines, work in partnership with older people to develop and deliver the first year of action of the Age Friendly Strategy.	In line with WHO guidelines, work in partnership with older people to develop and deliver the second year of action of the Age Friendly Strategy.
1 Our People	1.2 Access to support services and programs for young people	1.2.1 Ensure Council either provides or advocates for others to provide employment, recreation and leisure opportunities for young people.	Advocate for a range of education, training and development opportunities for young people	Review the advocacy efforts for a range of education, training and development opportunities and report on gaps.	Assess local data and evidence with the Youth Strategic Reference Group to assess the needs of young people in securing employment in the Shire and identify gaps and opportunities for advocacy	Implement advocacy around identified gaps to secure employment for young people
1 Our People	1.2 Access to support services and programs for young people	1.2.2 Advocate for an increase in locally based health and wellbeing services to support young people.	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.	Implement priorities within the Playground renewal program. Projects nominated include: Nar Nar Goon Recreation Reserve, Nar nar Goon. James St, Lang Lang. Dick Jones Reserve, Lang Lang. Tantallon Bvd Detention Basin, Beaconsfield.	Implement priorities within the Playground Strategy and playground renewal program. Projects nominated include; Keith Ewenson, Upper Beaconsfield. Kath Roberts Reserve, Beaconsfield. Redwood Rd Reserve, Gembrook. Jim Parks Reserve, Beaconsfield.	Implement priorities within the Playground strategy and Playground renewal program. Projects nominated include: WB Ronald Reserve, Pakenham. Greenland Ct, Garfield. Mountain Road Recreation Reseve, Cockatoo. Ebony Drive Reserve, Pakenham.
1 Our People	1.2 Access to support services and programs for young people	1.2.2 Advocate for an increase in locally based health and wellbeing services to support young people.	Identify service gaps and utilise the 'Services for Success' model to advocate for additional infrastructure.	Measure and report on effectiveness of current integrated service provision for young people in the Shire	Undertake a local review of youth needs through the Youth Forum Survey in partnership with local steering committees and networks	Share findings of Youth Forum Survey and develop action plan in partnership with key stakeholders.
1 Our People	1.2 Access to support services and programs for young people	1.2.3 Investigate opportunities for allied services to be co-located with Council facilities	Explore options for expansion or relocation of My Place to cater for increased services for young people.	Continue to support agencies from across the region to locate in Cardinia with consideration to My Place capacity.	Continue to support agencies from across the region to locate in Cardinia with consideration to My Place capacity.	Continue to support agencies from across the region to locate in Cardinia with consideration to My Place capacity.
1 Our People	1.3 Learning opportunities for all ages and abilities	1.3.1 Advocate to the Victorian Government to partner with Council during the development of new primary and secondary schools.	Identify need for new schools annually and advocate to the Victorian government and local MPs for the allocation of funding in the state budget	Identify need for new schools annually and advocate to the Victorian government and local MPs for the allocation of funding in the state budget	Identify need for new schools annually and advocate to the Victorian government and local MPs for the allocation of funding in the state budget	Identify need for new schools annually and advocate to the Victorian government and local MP's for the allocation of funding in the state budget
1 Our People	1.3 Learning opportunities for all ages and abilities	1.3.2 Advocate to Australian and Victorian governments for post-compulsory and vocational training that meets the needs of local employers and residents	Work with education providers to enhance opportunities for further education for residents of all ages.	Work with education providers to enhance opportunities for further education for residents of all ages.	Work with education providers to enhance opportunities for further education for residents of all ages.	Work with education providers to enhance opportunities for further education for residents of all ages.
1 Our People	1.3 Learning opportunities for all ages and abilities	1.3.3 Support the provision of learning opportunities for all ages and abilities.	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.	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.	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.	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.

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1 Our People	1.4 Improved health and wellbeing for all	1.4.1 Source funding and deliver a range of initiatives that promote health and wellbeing.	Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in Liveability Plan	Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in Liveability Plan	Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in Liveability Plan	Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in Liveability Plan
1 Our People	1.4 Improved health and wellbeing for all	1.4.2 Develop the new Municipal Public Health and Wellbeing Plan and review annually.	Implement the ' Action Agenda ' by November 2018 of the Liveability Plan and complete an annual progress report.	Implement the ' Action Agenda ' by November 2019 of the Liveability Plan and complete an annual progress report.	Implement the ' Action Agenda ' by November 2020 of the Liveability Plan and complete an annual progress report. Undertake a four year review of the Liveability Plan.	Implement the ' Action Agenda ' by November 2021 of the Liveability Plan and complete an annual progress report.
1 Our People	1.4 Improved health and wellbeing for all	1.4.3 Routinely investigate community health and wellbeing issues to inform Council's planning and activities.	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning
1 Our People	1.4 Improved health and wellbeing for all	1.4.4 Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities.	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	Ensure that the needs of children and young people with additional needs are clearly represented within the review of the Child, Youth and Family Plan and work in partnership with others to ensure that local service delivery is inclusive of their needs - in particular children and young people from CALD communities and those with a disability	Completion and activation of the Pakenham Hills Parentzone Hub and the provision of parenting advice, education and support	Assess and report on the progress of the State Government Early Years 10 year Compact priorities for children and families
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Pepi's Land (Emerald) Master Plan – construction of path to Hamilton and revegetation planting			
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Work with user groups to design and construct Gembrook Reserve Pavilion			
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.			Design extension to Bunyip Indoor Stadium	
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Present options to Council for the potential redevelopment and expansion of Cardinia Life. If approved, proceed with detailed design.			
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Complete construction of netball courts, car parking and pavilion at Pepi's Land Emerald			
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Deep Creek Reserve (Pakenham) - Complete Eco Centre/Golf Club House construction along with all abilities play space	Deep Creek Reserve (Pakenham) - Master Plan – Construct retarding basin, wetlands, pathways and landscaping	Deep Creek Reserve (Pakenham) - commence construction of Indigenous plant nursery	

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1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Lang Lang Community and Recreation Precinct - Finalise Stage 1 civil works including the ovals, car parks and roads.	Lang Lang Community and Recreation Precinct - Commence building pavilion	Lang Lang Community and Recreation Precinct - Build rail trail from Lang Lang town & Finalise building pavilion	
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Resurface and upgrade current Recreation Sports Ovals - Officer (ROC) Oval	Resurface and upgrade current Recreation Sports Ovals - Cora Lynn Oval	Resurface and upgrade current Recreation Sports Ovals - Bunyip Reserve Soccer Pitches	Resurface and upgrade current Recreation Sports Ovals - Perc Allison Reserve Beaconsfield
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	James Bathe Recreation Reserve - Finalise civil works of ovals and car parks	James Bathe Reserve (Pakenham) – commence construction of pavilion	James Bathe Reserve (Pakenham) – complete construction of pavilion	James Bath Reserve (Pakenham) - complete outstanding items identified in the masterplan
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park	PB Ronald Reserve (Pakenham) – Relocation of fire brigade running track		
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Construction Bunyip Soccer Stadium			
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Construct redevelopment of Cora Lyn Reserve Pavilion			
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Commence the design of the Worrell Reserve Sports Pavilion.	Commence the construction of the Worrell Reserve Sports Pavilion.	Complete the construction of the Worrell Reserve Sports Pavilion.	
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups'
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.2 Increase opportunities for residents to participate in a range of sport, recreation and leisure activities.	Advocate to State Government for funds for development of Comely Banks Reserve.	Comely Banks Reserve - commence construction of playing fields and associated works. Design pavilion.	Comely Banks Reserve - complete construction of Stage 1.	
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.2 Increase opportunities for residents to participate in a range of sport, recreation and leisure activities.	Continue to investigate an appropriate location, for a permanent home for the Koo Wee Rup and District Motorcycle Club and the Pakenham Auto Club.			
1 Our People	1.6 Increased awareness of safety	1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.	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	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	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	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

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1 Our People	1.6 Increased awareness of safety	1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.
1 Our People	1.6 Increased awareness of safety	1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.	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	To continue to work with the Cardinia Safer Communities Strategic Committee and action groups to implement key actions to address safety issues within the shire. Conduct real-time evaluation of implementation/effectiveness of key actions contained within Safer Communities Framework	To continue to work with the Cardinia Safer Communities Strategic Committee and action groups to implement key actions to address safety issues within the shire. Conduct real-time evaluation of implementation/effectiveness of key actions contained within Safer Communities Framework	To continue to work with the Cardinia Safer Communities Strategic Committee and action groups to implement key actions to address safety issues within the shire. Conduct real-time evaluation of implementation/effectiveness of key actions contained within Safer Communities Framework
1 Our People	1.6 Increased awareness of safety	1.6.2 Improve awareness of township safety in local communities.	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. Link this work with the Resilient Melbourne initiative.	Engage with communities to understand and share knowledge on known risks within the Shire. Deliver a bi-annual community resilience forum or series of workshops to promote emergency safety and awareness. Link this work with the Resilient Melbourne initiative.	Community led programs/plans in the shire are supported by Council. Community safety messaging is promoted by Council in conjunction with key stakeholders.	Promote resilience building and community preparation for emergencies through community engagement and education. Work with vulnerable groups and associated services to understand their particular needs associated with emergency management planning.
1 Our People	1.7 Minimised impact of emergencies	1.7.1 Implement plans that support people in times of emergency.	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	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 Pandemic Plan Municipal Emergency Animal Welfare Plan	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 the Municipal Relief and Recovery plan	Lead the regular review and exercise of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their relevance to its risk profile.
1 Our People	1.7 Minimised impact of emergencies	1.7.2 Implement effective plans and procedures that minimise the impact of all emergencies in the Shire.	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.	Implement the long term plan for burning in Council reserves. Review the Municipal Flood and Storm Emergency Plan, Municipal Fire Management Plan (including VFRR - Victorian Fire Risk Register).Conduct annual fire inspection program.	Implement the long term plan for burning in Council reserves. Review the VFRR, Bushfire Risk Profile Cardinia, Municipal Emergency Management Plan, Community Emergency Risk Assessment .Conduct annual fire inspection program.	Implement the long term plan for burning in council reserves. Review the VFRR and conduct annual fire inspection program.

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1 Our People	1.7 Minimised impact of emergencies	1.7.3 Protect against the impacts of emergencies through effective preparation and community planning and education.	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 etc.	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 etc.	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 etc.	Support community initiatives (i.e.. Ready to Go) and assist communities to develop community emergency management plans
2 Our Community	2.1 Our diverse community requirements met	2.1.1 Monitor and research emerging community trends to help plan for the needs of residents.	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)	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)	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)	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)
2 Our Community	2.1 Our diverse community requirements met	2.1.2 Promote access to and encourage, a mix of housing types to cater for the varying needs of people in the Cardinia community.	Advocate and work with local housing provider to monitor the impact of social housing	Undertake a demonstration social housing project in partnership with a housing association, local housing providers and social support services	Advocate and work with local housing provider to monitor the impact of social housing	Undertake a social housing project in partnership with a housing association, local housing providers and social support services
2 Our Community	2.1 Our diverse community requirements met	2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities.	In conjunction with the Public Art Coordination team, deliver public art works in Ranges Ward	In conjunction with the Public Art Coordination team, determine suitable locations and plan public art works at prominent sites across shire with a focus on Port Ward.	In conjunction with the Public Art Coordination team, deliver public art works in Port Ward	In conjunction with the Public Arts Coordination team, determine locations and plan public art works at prominent sites across shire with a focus on Central Ward.
2 Our Community	2.1 Our diverse community requirements met	2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities.	Complete construction of the Cardinia Arts Space at CCC.	Activate the Cardinia Art Space in conjunction with a range of hub and spoke activities to bring art to the community.	Activate the Cardinia Art Space in conjunction with a range of hub and spoke activities to bring art to the community.	Activate the Cardinia Art Space in conjunction with a range of hub and spoke activities to bring art to the community.
2 Our Community	2.1 Our diverse community requirements met	2.1.4 Plan for the provision of facilities to service and support the changing community.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.
2 Our Community	2.1 Our diverse community requirements met	2.1.5 Work with local communities to review and implement township strategies that contribute to meeting the needs of those communities.	Complete the economic review of the railway townships and develop a program for land use strategies in priority locations	Incorporate planning strategies and controls into the planning scheme from studies.	Incorporate planning strategies and controls into the planning scheme from studies.	Incorporate planning strategies and controls into the planning scheme from studies.
2 Our Community	2.2 Engaged communities	2.2.1 Provide a range of opportunities that encourage community participation in Council policy and strategy development.	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.	Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies. Begin development of the Cardinia Shire Community Plan.	Develop the first Community Plan for Cardinia in accordance with Local Government Act. Finalise and promote the Cardinia Community Plan.	Continue to oversee the aspiration of Community Plan

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2 Our Community	2.2 Engaged communities	2.2.2 Communicate the activities and decisions of Council to the residents in a variety of ways.	Development of new Digital Communications Strategy	Identify opportunities to expand online and social media transactions.	Identify opportunities to expand online and social media transactions.	Identify opportunities to expand online and social media interactions with the community
2 Our Community	2.2 Engaged communities	2.2.3 Embrace and support community leadership.	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.	Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders	Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders	Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders
2 Our Community	2.3 Increased levels of community participation	2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.	Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy	Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy	Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy	Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy
2 Our Community	2.3 Increased levels of community participation	2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.	Development of new Cultural Diversity Action Plan	Implement the Cultural Diversity Policy and Action Plan	Implement the Cultural Diversity Policy and Action Plan	Implement the Cultural Diversity Policy and Action Plan
2 Our Community	2.3 Increased levels of community participation	2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.	Implement the Disability - Access and Inclusion action plan	Implement the Disability - Access and Inclusion action plan	Implement the Disability - Access and Inclusion action plan	Implement the Disability - Access and Inclusion action plan
2 Our Community	2.3 Increased levels of community participation	2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.	Development of a new Reconciliation Action Plan	Implement the Reconciliation Action Plan	Implement the Reconciliation Action Plan	Implement the Reconciliation Action Plan
2 Our Community	2.3 Increased levels of community participation	2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.	Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	Participate in programs linked to the Resilient Melbourne Initiative where appropriate.
2 Our Community	2.3 Increased levels of community participation	2.3.2 Recognise, support and promote the value of volunteerism in our communities.	Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire	Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire	Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire	Host annual Mayoral volunteer reception to recognise and value volunteers
2 Our Community	2.3 Increased levels of community participation	2.3.3 Strengthen Council's community engagement through the development, implementation and promotion of effective practices.	Provide training and support to staff across the organisation regarding the Community Engagement Framework and toolkit to enhance the community's participation	Review and update Community Engagement Framework and toolkit	Provide training and support to staff across the organisation regarding the Community Engagement Framework and toolkit to enhance the community's participation	Review and Update Community Engagement Framework and toolkit

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2 Our Community	2.4 Improved health and wellbeing of our residents	2.4.1 Increase the communities understanding of health issues and options to help them make appropriate decisions.	Plan and deliver a Community Summit in line with the Community Wellbeing Grants	Plan and deliver a Community Summit in line with the Community Wellbeing Grants	Plan and deliver a Community Summit in line with the Community Wellbeing Grants	Plan and deliver a Community Summit in line with the Community Wellbeing Grants
2 Our Community	2.4 Improved health and wellbeing of our residents	2.4.2 Enhance food literacy and security within the community Support the provision of services by Council or others for people of all abilities.	Coordinate and implement the Food Circles Collective Impact project(e.g., Develop a Local Food Strategy)	Support the local food network to implement the Local Food Strategy.	Support the local food network to implement the Local Food Strategy.	Support the local food network to implement the Local Food Strategy.
2 Our Community	2.4 Improved health and wellbeing of our residents	2.4.3 Help establish partnerships and social infrastructure opportunities that improve health and wellbeing outcomes for residents.	Work with partners to ensure local health and wellbeing priorities are delivered through the Pakenham Health Centre	Work with partners to ensure local health and wellbeing priorities are delivered through the Pakenham Health Centre	Work with partners to ensure local health and wellbeing priorities are delivered through the Pakenham Health Centre	Work with partners to ensure local health and wellbeing priorities are delivered through the Pakenham Health Centre
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.1 Maintain all Council roads and supporting infrastructure in accordance with the Roads Management Act 2004.	Inspections and maintenance of the road network in accordance with the Road Management Plan	Inspections and maintenance of the road network in accordance with the Road Management Plan	Inspections and maintenance of the road network in accordance with the road management plan	Inspections and maintenance of the road network in accordance with the road management plan
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.1 Maintain all Council roads and supporting infrastructure in accordance with the Roads Management Act 2004.	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.2 Develop new and maintain existing parks, gardens and reserves in a sustainable way.	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.	Commence the new Parks and Gardens Maintenance Contract on the 1st of November 2019.		
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	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.	Formally open the Hills Hub and commence operations with stakeholders. Implement new management and governance structure for the facility after negotiations with DEWLP.	Continue operations and development of programs to be delivered from the Hills Hub. Review and evaluate operating model and governance and management structures.	
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	Upgrade of the Gembrook Reserve Sports Pavilion.			

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	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.	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.	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.	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.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	Depot Master Plan (Pakenham) – Stage 4 – development of amenities, lunchroom and training/toolbox facilities in former laundry facility.	Depot Master Plan (Pakenham) – stages 5 and 6 – construction of plant and light fleet sheds, consolidation of handyman crew, sign crew, workshop functions and compliance issues.		
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	Conduct a program of resurfacing of playing surfaces at recreation reserves – Officer Reserve oval 2 (complete redevelopment)	Conduct a program of resurfacing of playing surfaces at recreation reserves – Cora Lynn Reserve oval irrigation and shaping & Pakenham Upper - Installation of sub-surface irrigation and bore.	Conduct a program of resurfacing of playing surfaces at recreation reserves – Bunyip Soccer Pitches - Installation of sub-surface drainage and irrigation.	Conduct a program of resurfacing of playing surfaces at recreation reserves - Beaconsfield Recreation Reserve installation of sub-surface drainage and irrigation. Re-shaping of oval.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.4 Manage Council's assets like roads, drainage, footpaths and buildings, etc. in a way that ensures they are adequately maintained over their life.	Review of Open Space Asset Management Plan	Review of Road Asset Management Plan Review of Bridges Asset Management Plan	Review of Drainage Asset Management Plan	Review of Buildings Asset Management Plan
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.1 Upgrade Council roads to improve safety while considering the traffic demand of the community.	Implement recommendations from revised Road Safety Strategy, including cyclist awareness program	Implement recommendations from revised Road Safety Strategy, including cyclist awareness program	Implement recommendations from revised Road Safety Strategy, including cyclist awareness program	Implement recommendations from revised road safety strategy, including cyclist awareness program
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.1 Upgrade Council roads to improve safety while considering the traffic demand of the community.	Implementation of the Lang Lang Bypass from Westernport Road to McDonalds Track	Implementation of the Lang Lang Bypass from Westernport Road to McDonalds Track		
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.	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.	Boronia Cr, Caroline Ave, Rouen Rd, and Bell St (Cockatoo) – Road and Drainage Scheme construction		

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.	Commence construction of a special charge scheme for O'Sullivan Road, Hill Street and Peet Street (Pakenham) and finalise statutory process	Construct O'Sullivan Road, Hill Street and Peet Street (Pakenham) including associated works.	Complete construction of O'Sullivan Road, Hill Street and Peet Street (Pakenham) including associated works.	
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.	Review SCS Program in conjunction with Policy update.		Joffre Pde, Kitchener Pde (Cockatoo) - Road and Drainage Scheme planning phase and preliminary design	Implement the special charge scheme if adequate land owners support is achieved.
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.3 Develop transport networks that incorporate effective public transport.	Proposed Implementation of Road Development Program to seal rural collector roads	Proposed Implementation of Road Development Program to seal rural collector roads		
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.4 Prioritise multi-use pathways, where practicable, to create networks that connect destinations.	Implementation of the footpaths identified in the Pedestrian Bicycle Strategy	Implementation of the footpaths identified in the Pedestrian Bicycle Strategy	Implementation of the footpaths identified in the Pedestrian Bicycle Strategy	Implementation of the footpaths identified in the Pedestrian Bicycle Strategy
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.5 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.	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	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	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	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.
3 Our Environment	3.3 Enhanced natural environment	3.3.1 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.	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce community energy use)	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce Council energy use)	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce Council energy use)	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce community energy use)
3 Our Environment	3.3 Enhanced natural environment	3.3.3 Reduce Council's energy consumption and help the community to do likewise.	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.	1) Continue to implement ESD strategy for all new and existing Council buildings 2) Continue to work in conjunction with Planning & Development Division and Environment unit to develop a local policy to formalise Sustainable Design Assessment in the Planning Process (SDAPP) through the undertaking of a planning scheme amendment.	Continue to work in conjunction with Planning & Development Division and Environment Unit to meet any requirements to have a local policy gazetted to formalise Sustainable Design Assessment in the Planning Process (SDAPP) through the undertaking of a planning scheme amendment.	The local planning policy will be gazetted to amend the planning scheme to formalise Sustainable Design Assessment in the Planning Process (SDAPP) in Cardinia.

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
3 Our Environment	3.3 Enhanced natural environment	3.3.3 Reduce Council's energy consumption and help the community to do likewise.	Implement the Aspirational Energy Transition plan including phase two of the decorative street lighting retrofit with energy efficient lighting	Implement the Aspirational Energy Transition plan including energy saving retrofits for smaller Council facilities such as Hollins Children's Services Centre and Emerald Library	Implement the Aspirational Energy Transition plan including energy audits of council facilities, energy saving retrofits and renewable energy	Implement the Aspirational Energy Transition Plan including solar power for council facilities
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	Provide education material and support to schools and ELC to improve engagement and resource recovery	Provide education material and support to schools and ELC to improve engagement and resource recovery	Provide education material and support to schools and ELC to improve engagement and resource recovery	Provide education material and support to schools and ELC to improve engagement and resource recovery
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	Begin review and development of system for diverting food waste from landfill. To include • 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.	Undertaken tender process for kerbside garbage/recycling/organics waste collection services and recycling processing, considering outcomes of food diversion review. Prepare for communication program delivery for behaviour change.	Prepare to implement a system and roll out behaviour change program that reduce food waste to landfill	Implement a system for diverting food waste from landfill and review system for effectiveness
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	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)	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)	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)	Build on success of new resource recovery facilities by advocating for improved recovery and reuse options (such as e-waste/detox your home/SV programs/new streams/reuse opportunities/education)
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	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.	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.	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. Prepare to deliver and take-up new service.	Evaluate diversion from landfill achieved through new waste contracts and initiatives and develop Waste and resource recovery strategy Action plan 2022-2026
3 Our Environment	3.3 Enhanced natural environment	3.3.5 Manage water in an integrated way, including the reduction of potable water consumption by Council and households.	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	Implement the Integrated Water Management Plan including completing further water efficiency audits and installing sediment pits near key waterways	Implement the Integrated Water Management Plan including implementation of water efficiency measures recommended in previous water audits	Implement the Integrated Water Management Plan including continued implementation of water efficiency measures recommended in previous water audits
3 Our Environment	3.3 Enhanced natural environment	3.3.6 Promote water catchment management practices that improve the quality of our waterways.	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.	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.	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program. Advocate to Yarra Valley Water for the timely delivery of Emerald South and Clematis backlog program	Reduce off-site discharges by advocating to water authorities to complete the backlog sewer program. Advocate to Yarra Valley Water for the timely delivery of Emerald South and Clematis backlog program.

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
3 Our Environment	3.3 Enhanced natural environment	3.3.7 Protect and improve biodiversity by increasing the area of natural ecosystems across the Shire.	Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives	Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives	Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives	Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives
3 Our Environment	3.3 Enhanced natural environment	3.3.8 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.	Preserve and improve natural environment by undertaking weed management and indigenous plantings	Preserve and improve natural environment by undertaking weed management and indigenous plantings	Preserve and improve natural environment by undertaking weed management and indigenous plantings	Preserve and improve natural environment by undertaking weed management and indigenous plantings
3 Our Environment	3.3 Enhanced natural environment	3.3.9 Manage agricultural land use by supporting farmers to utilise sustainable farming practises.	Facilitate investment in farm practises and work with State Government to review the regulatory system whilst implementing the Westernport green wedge management plan	Facilitate investment in farm practises and work with State Government to review the regulatory system whilst implementing the Westernport green wedge management plan	Facilitate investment in farm practises and work with State Government to review the regulatory system	Facilitate investment in farm practises and work with State Government to review the regulatory system
3 Our Environment	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.1 Plan and develop built environments that support improved health and wellbeing of our communities through implementation of the Healthy by Design guidelines.	Promote the development and implementation of water sensitive urban design elements into infrastructure works			
3 Our Environment	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.1 Plan and develop built environments that support improved health and wellbeing of our communities through implementation of the Healthy by Design guidelines.		Implementation of environmental sustainable design elements into infrastructure works and new buildings		
3 Our Environment	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.2 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.	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
3 Our Environment	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.3 Advocate for changes in the state planning scheme which support development of local policies which reduce health-detracting environments (gaming, liquor, fast food).	Complete review of Councils Municipal Strategic Statement into the Planning scheme.	Commence developing planning policies coming out of the MSS review.	Continue to review the planning scheme and undertake amendments as required.	Continue to review the planning scheme and undertake amendments as required.
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.1 Review the Municipal Strategic Statement and the Cardinia Planning Scheme regularly to ensure it continues to meet Council objectives.	Undertake consultation as part of the review of Councils Municipal Strategic Statement and the Cardinia Planning scheme.	Complete review of Councils Municipal Strategic Statement into the Planning scheme.	Undertake an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme	Undertake an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.2 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.	Ongoing review of PSP's and DCP's and complete the Pakenham East & Pakenham South PSPs. Commence Officer South PSP with the VPA.	Ongoing review of PSP's and DCP's and complete Officer South PSP with the VPA.	Ongoing review of PSP's and DCP's	Ongoing review of Precinct Structure Plans, Development Contribution Plans and Infrastructure Contribution Plans
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.2 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.	Implement approved structure plans for the growth area including implementing developer contributions in an orderly manner.	Implement approved structure plans for the growth area including implementing developer contributions in an orderly manner.	Implement approved structure plans for the growth area including implementing developer contributions in an orderly manner.	Implement approved structure plans for the growth area including implementing developer contributions in an orderly manner.
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.3 Provide for the sustainable development of rural townships while taking into account their existing character and community needs	Review of township strategies in line with the adopted program	Review of township strategies in line with the adopted program	Review of township strategies in line with the adopted program	Review of planning strategies in line with adopted program
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.3 Provide for the sustainable development of rural townships while taking into account their existing character and community needs	Implement the Westernport Green wedge Management plan and Continue advocacy for Green Wedge Management Plan for the remainder of Cardinia Shire.	Implement the Westernport Green wedge Management plan and Continue advocacy for Green Wedge Management Plan for the remainder of Cardinia Shire.	Implement the Westernport Green wedge Management plan and Continue advocacy for Green Wedge Management Plan for the remainder of Cardinia Shire.	Review existing Green Wedge Management Plan

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.4 Ensure the planning of rural (green wedge) areas protects and enhances important agricultural, environmental, natural resource, infrastructure and recreational values.	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.	Implement the Westernport Green wedge Management plan and Continue advocacy for Green Wedge Management Plan for the remainder of Cardinia Shire.	Implement the Westernport Green wedge Management plan and Continue advocacy for Green Wedge Management Plan for the remainder of Cardinia Shire.	
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.1 Plan for and support local employment opportunities.	Undertake review of Cardinia Road Employment precinct to encourage investment & employment opportunities and commence the Officer South PSP. Finalise the Pakenham South PSP.	Complete the review of Cardinia Road Employment precinct to encourage investment & employment opportunities and commence the Officer South PSP.		
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.2 Support the development of existing and new businesses within the shire.	Facilitate business networking opportunities through Casey Cardinia and individuals	Facilitate business networking opportunities through Casey Cardinia and individuals	Facilitate business networking opportunities through Casey Cardinia and individuals	Facilitate business networking opportunities through Casey Cardinia and individuals
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.3 Plan for a staged development of the Officer–Pakenham employment precinct.	Work with the VPA in the preparation of Officer South Precinct Structure Plan and Infrastructure Contribution Plan	Work with the VPA to complete the Officer South Precinct Structure Plan and Infrastructure Contribution Plan		
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.3 Plan for a staged development of the Officer–Pakenham employment precinct.	Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Infrastructure Contribution Plan	Work with the VPA to complete the Pakenham South Employment Precinct Structure Plan and Infrastructure Contribution Plan		
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.4 Plan the development of Officer and Pakenham town centres.	Facilitate development of key sites in the core commercial areas in Officer and Pakenham.	Facilitate development of key sites in the core commercial areas in Officer and Pakenham.	Facilitate development of key sites in the core commercial areas in Officer and Pakenham.	Facilitate development of key sites in the commercial areas of existing Precinct Structure Plans
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.4 Plan the development of Officer and Pakenham town centres.	Work with the VPA in the preparation of Pakenham East Precinct Structure Plan and Infrastructure Contribution Plan	Work with the VPA to complete the Pakenham East Precinct and Pakenham South Structure Plan and Infrastructure Contribution Plan		
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.4 Plan the development of Officer and Pakenham town centres.	Work with VPA to complete the review of Officer Town Centre as part of the Officer PSP			
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.5 Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.	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.	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.	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.	Review the actions of the Casey Cardinia Attracting Employment and Investment Strategy
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.5 Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.	Advocate to state government regarding the development, of a suitable site within Cardinia Shire, for an airport.	Advocate to state government regarding the development, of a suitable site within Cardinia Shire, for an airport.	Advocate to state government regarding the development, of a suitable site within Cardinia Shire, for an airport.	Advocate to state government regarding the development, of a suitable site within Cardinia Shire, for an airport.
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.6 Encourage procurement of local products and services.	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.1 Support our farmers and growing agricultural industry in adapting to the changing economy and climate.	Implement the actions of the Green Wedge Management Plan	Implement the actions of the Green Wedge Management Plan	Implement the actions of the Green Wedge Management Plan	Implement the actions of the Green Wedge Management Plan
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.2 Identify innovative ways to value-add to the region's primary production and transportation.	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.3 Advocate for the development of roads and infrastructure required for primary production.	Advocate to the relevant authority for the development of the priority roads identified to support primary production	Advocate to the relevant authority for the development of the priority roads identified to support primary production	Advocate to the relevant authority for the development of the priority roads identified to support primary production	
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.4. Develop a local food brand for Cardinia Shire in partnership with the community.				
4 Our Economy	4.3 Develop a local food brand for Cardinia Shire in partnership with the community Diverse and resilient business community	4.3.1 Support small businesses to remain viable in rural townships.	Continue to work with local businesses within the shire to improve viability.	Continue to work with local businesses within the shire to improve viability.	Continue to work with local businesses within the shire to improve viability.	Continue to work with local businesses within the shire to improve viability.
4 Our Economy	4.3 Develop a local food brand for Cardinia Shire in partnership with the community Diverse and resilient business community	4.3.2 Encourage the establishment of tourism and hospitality in appropriate areas of the Shire.	Implement the Casey Cardinia Tourism Strategy and establish a tourism board to guide future development of the sector	Implement the Casey Cardinia Tourism Strategy	Implement the Casey Cardinia Tourism Strategy	Review Casey Cardinia Tourism Strategy
4 Our Economy	4.3 Develop a local food brand for Cardinia Shire in partnership with the community Diverse and resilient business community	4.3.3 Advocate for the delivery of small and large scale projects that enhance and drive economic activity.	Assist businesses to develop in the Casey–Cardinia region	Assist businesses to develop in the Casey–Cardinia region	Assist businesses to develop in the Casey–Cardinia region	Assist businesses to develop in the Casey–Cardinia region
4 Our Economy	4.3 Develop a local food brand for Cardinia Shire in partnership with the community Diverse and resilient business community	4.3.4 Work with others to grow economic activity and attract new enterprises.	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	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	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	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

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
4 Our Economy	4.3 Develop a local food brand for Cardinia Shire in partnership with the community Diverse and resilient business community	4.3.5 Support business and organisations to enhance their skills.	Council will help facilitate training opportunities for local businesses	Council will help facilitate training opportunities for local businesses	Council will help facilitate training opportunities for local businesses	Council will help facilitate training opportunities for local businesses
4 Our Economy	4.4 A local economy supporting the improved health and wellbeing of our communities	4.4.1 Lead by example as a health promoting workplace.				
4 Our Economy	4.4 A local economy supporting the improved health and wellbeing of our communities	4.4.3 Support tourism and local businesses that deliver health and wellbeing initiatives.	Implement the Casey Cardinia Tourism Strategy and establish a tourism board to guide future development of the sector	Implement the Casey Cardinia Tourism Strategy and support a tourism board to guide future development of the sector	Implement the Casey Cardinia Tourism Strategy and support a tourism board to guide future development of the sector	
4 Our Economy	4.4 A local economy supporting the improved health and wellbeing of our communities	4.4.4 Encourage the procurement and consumption of local food.	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services
5 Our Governance	5.1 An engaged community	5.1.1 Develop a policy which details how Council will inform and engage consistently with the community on important matters.	Implementation of new 5-year communications strategy	Implement key outcomes and actions of the Communications Strategy	Implement key outcomes and actions of the Communications Strategy	Implement key outcomes and actions of the Communications Strategy
5 Our Governance	5.1 An engaged community	5.1.2 Enhance the community's confidence in Council's community engagement.	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 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 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 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.
5 Our Governance	5.2 Open governance	5.2.1 Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential.	Monitor compliance with statutory reporting requirements	Monitor compliance with statutory reporting requirements	Monitor compliance with statutory reporting requirements	Monitor compliance with statutory reporting requirements
5 Our Governance	5.2 Open governance	5.2.1 Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential.	Maintain and update the register of information to be available to the public	Maintain and update the register of information to be available to the public	Maintain and update the register of information to be available to the public	Ensure public registers are updated as required

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
5 Our Governance	5.2 Open governance	5.2.2 Govern and make decisions in the best interests of the Cardinia Shire community.	Monitor adherence to commitments contained in Councillor Code of Conduct	Monitor adherence to commitments contained in Councillor Code of Conduct	Develop code of conduct with new council, within statutory time period.	Monitor adherence to commitments contained in Councillor Code of Conduct
5 Our Governance	5.3 Long-term financial sustainability	5.3.1 Make financial decisions that achieve the objectives of Council and long-term financial sustainability.	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	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	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	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
5 Our Governance	5.3 Long-term financial sustainability	5.3.2 Make financial decisions that are fair and ethical and balance costs and benefits between present and future generations.	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor
5 Our Governance	5.3 Long-term financial sustainability	5.3.3 Manage the municipality's finances and assets in a responsible way.	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council
5 Our Governance	5.3 Long-term financial sustainability	5.3.4 Identify and implement programs to achieve Council's debt reduction policy.	Adopt Debt Management Policy	Adopt Debt Management Policy	Adopt Debt Management Policy	Adopt Debt Management Policy
5 Our Governance	5.3 Long-term financial sustainability	5.3.5 Identify ways to contain Council's cost base by a focus on innovation and efficiency.	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	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	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	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
5 Our Governance	5.4 Appropriate funding and support from all levels of government	5.4.1 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.	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	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	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	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
5 Our Governance	5.4 Appropriate funding and support from all levels of government	5.4.2 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.	Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.	Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.	Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.	Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.