

2016-20 Council Plan Actions

Ref No	Key priority Area	Outcome	Activity	Actions 2016–17	Actions 2017–18	Actions 2018–19	Actions 2019–20
1	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	Review Child and Family Plan and Youth Strategy in-line with the review of Municipal Public Health and Wellbeing Plan and ensure that a range of community service providers, community members, children and young people are able to shape the priority setting and that up-to-date research helps inform the local planning	Develop integrated Child, Youth and Family Strategy 2017–21 which is aligned to Municipal Public Health and Wellbeing Plan with a focus on a) vulnerable children, young people and families have timely access to appropriate services; b) children and young people are able to realise their potential through a range of development opportunities; c) children and young people's health needs are identified early (physical and emotional) to help prevent long term problems; and d) parents are supported to build their parenting skills and confidence	Implementation of year one key actions of the Child, Youth and Family Strategy with a focus on strengthening preventative health and wellbeing outcomes for children and young people and the use of Council facilities and partnerships working to attract services; in particular that there are key actions that align services to the new Pakenham Health Hub	Review Child, Youth and Family plan and ensure it is aligned to the review of Municipal Public Health and Wellbeing Plan and ensure that a range of community service providers, community members, children and young people are able to shape the development of priority setting and that up-to-date research helps inform the local planning - with a focus on the evidence being seen from the Pakenham Health Hub
2				Evaluate Henry Family Children's Centre (Pakenham) in conjunction with Monash Health and in particular the success of the paediatrician and GP model developed in 2015-16 as a model to be adopted within the Pakenham Health Hub	Establish the new Kindergarten provider into Arena Child and Family Centre (Officer) and measure the uptake of the 'wrap around model' of support for working parents	Assess the needs of fathers within children's services and work with them to develop strategies to ensure fathers have access to universal services and feel confident to access them	Work with local agencies to develop workforce development opportunities and good practice for universal services in meeting the needs of refugee/asylum seeker/CALD communities
3				Arena Child and Family Centre (Officer) – complete construction, fit-out and open January 2017			
4					Timbertop Childrens Centre (Officer) design facility and commence construction	Timbertop Childrens Centre (Officer) complete construction	
5				Comely Banks Integrated Childrens Facility (Officer)– design facility and tender construction	Comely Banks Integrated Childrens Facility (Officer)– commence construction of facility	Comely Banks Integrated Childrens Facility (Officer)– complete construction, fit-out and open January 2019	
6				In line with the World Health Organisation Guidelines, work in partnership with older people on an annual basis to develop and implement key actions from the Age Friendly Strategy 2015-2019 for the coming year. The focus for 16-17 will be a place-based project in Lang Lang	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	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
7	1.2 Access to support services and programs for young people		1.2.2 Advocate for increased locally based health services to support our young people	Undertake playground upgrades at Garfield Recreation Reserve, Rotary Park (Garfield)	Undertake Playground upgrades at Officer Recreation Reserve, Maryknoll Recreation Reserve, Keith Ewenson Park (Upper Beaconsfield)	Undertake Playground upgrades at Holmgarth Reserve half court (Pakenham), Lilypond House Community Centre half court (Pakenham), Barker Road Reserve (Garfield), Mount Cannibal Reserve (Garfield North)	Undertake playground upgrades at – Cardinia Recreation Reserve (Cardinia), Kath Roberts Reserve (Beaconsfield), Kath Roberts Reserve half court (Beaconsfield)
8				Work with the Youth Strategic Reference Group to identify priorities to be reflected in Child, Youth and Family Plan and ensure there is a focus on vulnerable young people and families	Advocate for and facilitate provision of a range of education and development opportunities for young people based on youth and community need	Identify service gaps and then use the 'Services for success' advocacy model to close gaps	Assess the education and development needs of young people in particular through the work of the SELLEN (South East Local Learning and Employment Network) and how it is meeting the needs of young people and their engagement in training and employment opportunities within the Shire

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9			1.2.3 Investigate opportunities for allied services to be co-located with Council facilities	Advocate for the physical, mental and emotional health needs of young people to be considered across government, peak bodies and local agencies and align with the development of Pakenham Health Hub	Measure and report on effectiveness of current integrated service provision for young people in the Shire	Undertake a local review of youth health needs through the Youth Strategic Reference Group and Youth Network to inform future planning	Measure and report on effectiveness of current integrated service provision for young people in the Shire
10			1.3.1 Advocate to the Victorian Government for the development of new and upgraded 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 MPs for the allocation of funding in the state budget
11		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	Identify opportunities for increasing post-compulsory and vocational training provision within Cardinia Shire	Work with tertiary training providers and registered training organisations to maximise opportunities for further education across the Shire	Work with tertiary training providers and registered training organisations to maximise opportunities for further education across the Shire	Work with tertiary training providers and registered training organisations to maximise opportunities for further education across the Shire
12			1.3.3 Support the provision of learning opportunities for all ages and abilities	Support neighbourhood houses and U3As to deliver a range of training opportunities at a local level through annual funding and advice on community needs and identified gaps	Support neighbourhood houses and U3As to deliver a range of training opportunities at a local level through annual funding and advice on community needs and identified gaps	Support neighbourhood houses and U3As to deliver a range of training opportunities at a local level through annual funding and advice on community needs and identified gaps	Support neighbourhood houses and U3As to deliver a range of training opportunities at a local level through annual funding and advice on community needs and identified gaps
13			1.4.1 Source funding and deliver a range of initiatives that promote healthy living	Deliver a range of healthy living initiatives in the shire with a focus on priorities set in Municipal Health and Wellbeing Plan	Deliver a range of healthy living initiatives in the shire with a focus on priorities set in Municipal Health and Wellbeing Plan	Deliver a range of healthy living initiatives in the shire with a focus on priorities set in Municipal Health and Wellbeing Plan	Deliver a range of healthy living initiatives in the shire with a focus on priorities set in Municipal Health and Wellbeing Plan
14			1.4.2 Routinely review the existing and develop a new Municipal Public Health and Wellbeing Plan	Develop the annual action plan by November 2016 and commence development of the 2017–21 Municipal Public Health and Wellbeing Plan. Ensure that the new priorities align with the Victorian Health and Wellbeing plan but also reflect local needs and priorities	Adopt and launch the Municipal Public Health and Wellbeing Plan 2017–21 by December 2017	Implement the bi-annual action plan by November 2018 and complete an annual review of the Municipal Public Health and Wellbeing Plan by February 2019	Develop the bi-annual action plan by November 2019 and complete an annual review of the Municipal Public Health and Wellbeing Plan by February 2020
15		1.4 Improved health and wellbeing for all	1.4.3 Routinely review community health and wellbeing issues	Undertake social health research with communities in the growth and rural areas of the Shire	Disseminate the findings of the established areas social health research within Council and the local community to inform service provision and community planning	Undertake bi-annual social health research of the Growth Area to continue to monitor emerging trends, demographic information and resident aspirations to inform Council and community planning	Disseminate bi-annual social health research of the established areas to continue to monitor emerging trends, demographic information and resident aspirations to inform Council and community planning
16			1.4.4 Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities	Identify the outcomes for vulnerable and 'at risk' children being achieved through the work of the Area Partnership and ensure that children and young people in vulnerable situations are kept safe and that council's sport/recreation/youth activities are welcoming and supportive of their needs giving them a sense of connection to their community	Utilise the learning from Better Connections Better Outcomes and the Linking and Learning projects to improve the learning and development outcomes of children 0–12 years and ensure that any additional needs are identified and addressed early through improved assessment and referrals tools developed across kindergartens, schools and service providers	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
17				New tender in place for the management of the Officer Secondary College Indoor Stadium from 1 July 2016			
18				Comely Banks Reserve (Officer) – develop reserve master plan and work with the developer to complete detailed design			Comely Banks Reserve (Officer) – commence construction of access road, services, drainage and playing fields
19				Pepi's Land (Emerald) Master Plan – develop boardwalks, pathways and bird hides around dam	Pepi's Land (Emerald) Master Plan – commence construction of path linkage to Hamilton Road and revegetation planting along watercourse	Pepi's Land (Emerald) Master Plan – complete construction of path to Hamilton and revegetation planting	

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20	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 our residents	Henry Road (Pakenham) Stage 2 Regional Soccer Facility – commence construction of pavilion and synthetic playing surfaces as identified in master plan	Henry Road (Pakenham) Stage 2 Regional Soccer Facility – complete pavilion construction		
21				Deep Creek Reserve (Pakenham) - Finalise detailed design of Eco Centre/Golf Club House along with all abilities play space for funding applications	Deep Creek Reserve (Pakenham) - Master Plan – undertake earth works, service installation and commence building construction	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
22					PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park	PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park	PB Ronald Reserve (Pakenham) – Relocation of fire brigade running track
23				Lang Lang sporting facility – Construct access road, preliminary earth works and services to the site. Commence construction of playing fields	Lang Lang sporting facility – Complete construction of playing fields and design pavilion	Lang Lang sporting facility – commence construction of the pavilion	Lang Lang sporting facility – completion of pavilion and sportsfields
24				Heatherbrae Recreation Reserve (Officer) – complete project by finalising the construction of the pavilion			
25				Complete construction of the civil works and pavilion for the Pepi's Land (Emerald) netball facility			
26				Refurbish the Chandler Reserve pavilion (Avonsleigh) in accordance with Council's facility standards			
27				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
28				Implement actions identified in Equestrian Strategy adopted in 2013–14, including Wrights Forrest (Cockatoo) perimeter track and road crossing in Huxtable Road Reserve (Pakenham) precinct	Implement further actions identified in Equestrian Strategy adopted in 2013–14 including audit and replacement of signage, and formalise trail along Army Road to Reynolds Road Reserve (Pakenham Upper)	Implement further actions identified in Equestrian Strategy adopted in 2013–14, including investigation of opportunities for a multi-use trail on Vic Track Land to connect railway towns	Undertake a desktop review of the Equestrian Strategy to check the priority of actions according to changing community need and available funding. Decide on priority actions for 19-20 year
29				James Bathe Reserve (Pakenham) – undertake detailed design for civil works at the reserve	James Bathe Reserve (Pakenham) – commence construction of civil works	James Bathe Reserve (Pakenham) – complete construction of civil works	James Bathe Reserve (Pakenham) – commence design of pavillion
30				Gin Gin Bin Reserve (Officer) – complete master plan and undertake civil design for the reserve			
31	1.5.2 Increase opportunities for our residents to participate in a range of sport, recreation and leisure activities	On adoption by Council, advocate for external funds to assist with the implementation of the priorities of the Cardinia Shire Pedestrian and Cycle Strategy	Implement the Cardinia Shire Pedestrian and Cycle Strategy	Implement the Cardinia Shire Pedestrian and Cycle Strategy	Implement the Cardinia Shire Pedestrian and Cycle Strategy		
109		Identify and purchase land to accommodate a permanent home for the Pakenham Auto Club and the Koo Wee Rup Motorcycle Club					
110		Subject to the acquisition of the land Council commence appropriate planning scheme amendments to permit the permanent accommodation of the Pakenham Auto Club and the Koo Wee Rup Motorcycle Club					

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32	1.6 Increased awareness of safety		1.6.1 Work with the Police, Victorian Government and our community to improve safety in homes, businesses, public places and roads	Support implementation of family violence projects in the shire at a local, regional and state level including the Challenge Family Violence project, 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 the Challenge Family Violence project, Together We Can initiative and White Ribbon Accreditation	Evaluate Council's White Ribbon Accreditation and its impacts and the role of Council's 'Family Violence Action Team'	Continue to work in partnership with other agencies to deliver projects aimed at the prevention of family violence
33				Refer planning applications to Vic Police for comment on Crime Prevention Through Environmental Design (CPTED) and traffic safety issues	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of new buildings and public spaces	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of new buildings and public spaces	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of new buildings and public spaces
34				Establish the Safer Communities Committee and begin the development of the action plan in direct response to the consultation report	Lead the development, implementation and evaluation of the Cardinia Safer Communities Framework.	Lead the development, implementation and evaluation of the Cardinia Safer Communities Framework.	Lead the development, implementation and evaluation of the Cardinia Safer Communities Framework.
				Work with Safer Communities Committee to develop key actions to address safety issues within the shire. Submit application to achieve WHO designation as an International Safer Community	Work with Safer Communities Committee 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	Work with Safer Communities Committee to undertake a broad-scale community engagement campaign to validate key actions and gather current perceptions of safety within the community	
35	1.6.2 Improve awareness of township safety in local communities	Facilitate community fire safety education programs and support Community Fireguard groups in fire-prone areas	Promote resilience building and community preparation through the Emergency Management Video series.  Hold annual community resilience forum Promote safety awareness through Connect, Bounce newsletter, social media etc	Promote resilience building and community preparation through the Emergency Management Video series.  Hold annual community resilience forum Promote safety awareness through Connect, Bounce newsletter, social media etc	Promote resilience building and community preparation through the Emergency Management Video series.  Hold annual community resilience forum Promote safety awareness through Connect, Bounce newsletter, social media etc	Promote resilience building and community preparation through the Emergency Management Video series.  Hold community resilience forum Promote safety awareness through Connect, Bounce newsletter, social media etc.	
36	1.7 Minimised impact of emergencies		1.7.1 Implement plans that support people in times of emergency  Development of – Municipal Flood and Storm Emergency Plan Municipal Pandemic Plan Municipal Animal Welfare Plan Municipal Emergency Communications Plan Review of – Municipal Fire Management Plan (subject to guidance from Victorian Government) Assist Victoria Police with Emergency Traffic Modelling	Lead the regular review and exercising of the various elements of Cardinia Shire Council's Municipal Emergency Management arrangements to ensure its relevance to its risk profile.	Lead the regular review and exercising of the various elements of Cardinia Shires Municipal Emergency Management arrangements to ensure their relevance to its risk profile.	Lead the regular review and exercising of the various elements of Cardinia Shires Municipal Emergency Management arrangements to ensure their relevance to its risk profile.	Lead the regular review and exercising of the various elements of Cardinia Shires Municipal Emergency Management arrangements to ensure their relevance to its risk profile.
				Annual CERA (Community Emergency Risk Assessment) Annual Victorian Fire Risk Register (VFRR) risk assessment	Review – Municipal Emergency Management Plan (including CERA -Community Emergency Risk Assessment) Municipal Relief and Recovery Plan Municipal Heat Health Plan	Review – Municipal Flood and Storm Emergency Plan Municipal Pandemic Plan Municipal Animal Welfare Plan Municipal Emergency Communications Plan Municipal Fire Management Plan (including VFRR - Victorian Fire Risk Register)	
37		1.7.2 Implement effective plans and procedures that minimise the impact of all emergencies in the shire	Development of the Settlement Protection Policy in consultation with Councillors and key community stakeholders	Implement the Settlement Protection Policy whilst continuing to refine the boundaries of the settlement buffer zones	Implement the Settlement Protection Policy whilst continuing to refine the boundaries of the settlement buffer zones	Implement the Settlement Protection Policy whilst continuing to refine the boundaries of the settlement buffer zones	

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38			1.7.3 Protect against the risks of bushfires and floods through effective preparation	Work with VICSES to convert the risk profile for all hazards to the CERA (Community Emergency Risk Assessment) framework.  Develop fuel management strategy of the Season Preparation Plan	Annual implementation of fuel management strategy	Annual implementation of fuel management strategy	Annual implementation of fuel management strategy
39			2.1.1 Monitor and research demographic trends to assist in planning for resident needs	Undertake and update demographic data and trends annually. Revise website on demographic data and trends. Continue to update CardiStats so all data is current and relevant	Identify and collate information pertaining to demographic information, social, health statistics and emerging trends. Develop the Centre Social Research and Statistics (CardiStats) portal to house external databases and internal consultation and community research data	Identify and collate information pertaining to demographic information, social, health statistics and emerging trends. Develop the Centre Social Research and Statistics (CardiStats) portal to house external databases and internal consultation and community research data	Identify and collate information pertaining to demographic information, social, health statistics and emerging trends. Develop the Centre Social Research and Statistics (CardiStats) portal to house external databases and internal consultation and community research data
40		2.1 Our diverse community requirements met	2.1.2 Promote access to a mix of housing types to cater for the varying needs of people	Identify partnership opportunities and commence development of a demonstration social housing project in the shire	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	Advocate and work with local housing provider to monitor the impact of social housing
41			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 at prominent sites across shire with a focus on Central Ward	In conjunction with the Public Art Coordination team, plan for public artworks to be delivered in Ranges Ward	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.
42				Cardinia Arts Facility - Seek external funding to support the construction program	Cardinia Arts Facility – Construct Stage 1 of the facility	Cardinia Arts Facility – Construct Stage 2 of the facility	Cardinia Arts Facility – Construct Stage 3 of the facility
43		2.2 Engaged communities	2.2.1 Promote opportunities for community participation in Council policy and strategy development	Coordinate a range of community engagement activities in the shire. Undertake a Cockatoo collective impact initiative to meet community needs	Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies	Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies	Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies
44		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	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
45				Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian and Bicycle Strategy including continuation of footpath along the Princes Highway, Officer	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
46				Implement the Diversity Action Plan including delivery of 'Taste of Harmony' event and work in partnership with community service organisations to deliver an annual Refugee Week event	Implement the Diversity Action Plan including delivery of 'Taste of Harmony' event and work in partnership with community service organisations to deliver an annual Refugee Week event	Implement the Diversity Action Plan including delivery of 'Taste of Harmony' event and work in partnership with community service organisations to deliver an annual Refugee Week event	Implement the Diversity Action Plan including delivery of 'Taste of Harmony' event and work in partnership with community service organisations to deliver an annual Refugee Week event
47		2 Our Community		Implement actions in the Access and Inclusion Plan which include the development of an employment pathway program and one township access map	Review existing Access and Inclusion Policy and action plan. Develop new 2017–21 Access and Inclusion Policy and action plan in accordance with current legislation	Once adopted by council, begin implementation of the short term priorities of the Access and Inclusion action plan	Once adopted by council, begin implementation of the medium term priorities of the Access and Inclusion action plan
48			2.3.1 Promote initiatives by the community and Council that	Implement actions identified in the Access and Inclusion Action Plan adopted in 2014 including initiate a volunteer matching program to provide people with disabilities the opportunity to volunteer at local sporting clubs			

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49		2.3 Increased levels of community participation	connect and strengthen our communities	Implement the Reconciliation Action Plan 2015–19 through the focus areas of relationships, respect and opportunities by increasing knowledge of Aboriginal culture across the organisation and community. Actions include to define when, where and how Welcome and/ or Acknowledgement takes place and to consider appropriate signage/cultural symbols for council infrastructure	Implement the Reconciliation Action Plan 2015–19 through the focus areas of relationships, respect and opportunities by increasing knowledge of Aboriginal culture across the organisation and community. Actions include to partner with local organisations to acknowledge and/or celebrate days and events of Aboriginal cultural significance	Implement the Reconciliation Action Plan 2015–19 through the focus areas of relationships, respect and opportunities by increasing knowledge of Aboriginal culture across the organisation and community. Actions include to liaise with local schools, agencies, community and Koori Engagement Support Officer in order to increase promotion to and engagement with aboriginal families and young people	Continue to implement the Reconciliation Action Plan 2015–19 through building relationships with the local Aboriginal community and develop a new plan for 2020–24. Actions include to increase inclusivity of Aboriginal people, families and groups in local initiatives and activities and to share knowledge across organisations to enhance outcomes for local Aboriginal residents and families
111			Review the masterplan for Alma Treloar Reserve to consider the comments received through the Cockatoo Collective Impact assessment				
112			Continue working with the community to seek funding (federal, state council philanthropic etc.) to address the 10 main projects/issues identified through the Cockatoo Collective Impact assessment				
50			2.3.2 Recognise support and value volunteerism	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 the contribution of volunteers in our shire
51			2.3.3 Strengthen Council's community engagement through development, implementation and promotion of an effective community engagement policy	Review and update Community Engagement Framework and toolkit	Promote community engagement framework in various community settings across the shire	Promote community engagement framework in various community settings across the shire	Review and update Community Engagement Framework and toolkit
52			3.1.1 Maintain all Council roads and supporting infrastructure in accordance with the Roads Management Act 2004Recognise support and value volunteerism	Inspections and maintenance of the road network in accordance with the Road Management Plan. Enhanced monitoring and reporting of road conditions using new Maintenance Management System	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
53			3.1.2 Develop new and maintain existing parks, gardens and reserves in a sustainable way	Finalise the Open Space Developer Guideline Handbook to ensure sustainable development. - Commence the delivery of first stage of the McBride Street (Cockatoo) laneway development - Complete infrastructure renewal/upgrade at Thwaites Park (Lang Lang), including park furniture, feature fence and the rotunda. - Complete infrastructure renewal of the picnic area within RJ Chambers Reserve (Upper Pakenham) - Complete erosion control and vegetation renewal with Bob Burgess Reserve (Beaconsfield)	Finalise the evaluation of open space areas across the shire's suite of reserves in preparation for tendering the new open space contract in 18/19. - Complete renewal of Emerald Lake Park Playground	Finalise the upgrading program at Emerald Lake Park Arboretum - Complete path and road renewal works within Emerald Lake Park including desilting of lake.	Commence the new Parks and Gardens Maintenance Contract on the 1st of November 2019.

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54	3.1 Provision and maintenance of assets on a life-cycle basis			As part of the Council buildings plan, improve accessibility and meet enhanced Disability Discrimination Act requirements for 2016-17 – program to be determined by outcomes of building audits and recommendations from the Access and Inclusion Committee including Garfield, Nar Nar Goon and Cockatoo Community Centres	As part of the Council buildings plan, improve accessibility and meet enhanced Disability Discrimination Act requirements for 2017-18 – program to be determined by outcomes of building audits and recommendations from the Access and Inclusion Committee	As part of the Council buildings plan, improve accessibility and meet enhanced Disability Discrimination Act requirements for 2018-19 – program to be determined by outcomes of building audits and recommendations from the Access and Inclusion Committee	As part of the Council buildings plan, improve accessibility and meet enhanced Disability Discrimination Act requirements for 2019-20 – program to be determined by outcomes of building audits and recommendations from the Access and Inclusion Committee		
55				Hills Hub (Emerald) Redevelopment – undertake construction and fit-out of the facility.	Hills Hub (Emerald) Redevelopment – open the facility and commence operations				
56				3.1.3 Provide accessible facilities to meet identified community needs	Depot Master Plan (Pakenham) – commence Stage 3 – further establishment of ground floor and construction of second floor mezzanine in former laundry building to cater for operational staff and construction of under-cover canopy between existing amenities block and new administration centre (note: this stage will be completed over 2016-17 and 2017-18)	Depot Master Plan (Pakenham) – complete Stage 3 – further establishment of ground floor and construction of second floor mezzanine in former laundry building to cater for operational staff and construction of under-cover canopy between existing amenities block and new administration centre (note: this stage will be completed over 2016-17 and 2017-18)	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	
57				Pakenham Health Hub – work with Monash Health to deliver the multi-agency integrated Pakenham Health Centre in Pakenham – opening in late 2016					
58				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	Conduct a program of resurfacing of playing surfaces at recreation reserves – Mountain Road Reserve (Cockatoo) – drainage, irrigation and shaping including athletics	Conduct a program of resurfacing of playing surfaces at recreation reserves – Worrell Reserve (Emerald) – reshaping drainage and irrigation	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	
59				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	
60				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	Boronia Cr, Caroline Ave, Rouen Rd, and Bell St (Cockatoo) – Road and Drainage Scheme construction
61					Wadsley Avenue (Pakenham) - Finalisation of scheme costs and statutory process				
62	Consult and undertake the statutory process for the construction of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham)	Pending approval commence the construction of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham)	Complete the construction of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham) and finalise statutory process						
63	Wheeler's Road (Maryknoll) - Construction of Wheeler's Road	Wheeler's Road (Maryknoll) - Finalisation of scheme costs and statutory process							
64		Nar Nar Goon - Commence statutory process for implementing the Nar Nar Goon Drainage Scheme	Commence construction of a drainage special charge scheme in Nar Nar Goon.		Completion of construction of a drainage special charge scheme in Nar Nar Goon and finalise statutory process.				
65		Madigan Way (Emerald) - Consult and commence the statutory process and the construction of a special charge scheme	Madigan Way (Emerald) - Complete construction of a special charge scheme and finalise statutory process.						
66	3.2.3 Develop transport networks that incorporate effective public transport	Advocate for a new park and ride railway station facility in Officer	Officer and Beaconsfield Structure Plan areas to provide for public transport, primarily bus circulation and connections		New developments in Pakenham East to provide for public transport primarily bus circulation connections	New developments in Pakenham East to provide for public transport primarily bus circulation connections			

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67	3 Our Environment		3.2.4 Prioritise multi-use pathways, where practicable, to create networks that connect destinations	Cockatoo–Gembrook Trail – prepare tender documentation for construction of the trail and complete land acquisition	Cockatoo–Gembrook Trail – commence construction	Cockatoo–Gembrook Trail – complete construction	
68			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 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
69	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 the South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. expanding the Save it for the Game project)	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. implementing the outcomes of the Financial Risk Adaptation planning project)	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)
70			3.3.3 Reduce Council's energy consumption and help the community to do likewise	Implement the Aspirational Energy Transition plan including completion of phase 1 of the decorative street lighting retrofit with energy efficient lighting	Implement the Aspirational Energy Transition plan including projects such as environmental upgrades at Koo Wee Rup Pool and Pakenham Library, Hall and U3A	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 on Council facilities such as Hollins Childrens Services Centre, Emerald Library and Pakenham Regional Tennis Centre
71				Liaise with and support schools in the areas of waste minimisation, litter and recycling	Liaise with and support schools in the areas of waste minimisation, litter and recycling	Liaise with and support schools in the areas of waste minimisation, litter and recycling	Liaise with and support schools in the areas of waste minimisation, litter and recycling
72			3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill	Introduce flexible plastics recycling into the kerbside recycling collection. Continue and review initiatives including the provision of 80-litre garbage bins and subsidised compost bins. Continue Council's e-waste drop off recycling and kerbside green waste collection service	Review effectiveness of kerbside flexible plastics recycling initiative and further promote to the community. Review Council's e-waste collection service	Look to intergrate food waste into kerbside green waste collection as part of the south-east organics regional contract	Review service provisions and tender out waste contracts for all waste kerbside collections and processing
73				Continue working with Metropolitan Waste Resource Recovery Group and Sustainability Victoria and partnering councils to advocate advances in resource recovery	Promote and expand recycling of less common items (i.e. batteries, light globes etc) to accessible community locations, such as libraries and community hubs	Advocate for increased regional waste facilities and services through Metropolitan Waste Resource Recovery Group and Sustainability Victoria	Look to partner with Metropolitan Waste Resource Recovery Group and potential partnering councils for cost-effective waste contracts
74			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 completing water-efficiency audits at Cardinia Life (Pakenham) and Cardinia Cultural Centre (Pakenham)	Implement the Integrated Water Management Plan including implementing water-efficiency measures recommended in the water audits at Cardinia Life (Pakenham) and Cardinia Cultural Centre (Pakenham)	Implement the Integrated Water Management Plan including the continued implementation of water-efficiency measures recommended in the water audits at Cardinia Life (Pakenham) and Cardinia Cultural Centre (Pakenham)	Implement the Integrated Water Management Plan including completing water-efficiency audits at KWR outdoor pool and Pakenham Tennis Centre
75			3.3.6 Promote water catchment management practices that improve the quality of our waterways	Meet with water authorities to discuss mandated property connections			
76			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 and mandate property connection in 2016–17	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program. and mandate property connection in 2017–18	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program and mandate property connection in 2018–19	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program and mandate property connection in 2019–20

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Ref No	Key priority Area	Outcome	Activity	Actions 2016–17	Actions 2017–18	Actions 2018–19	Actions 2019–20
77			3.3.7 Project and enhance biodiversity by increasing the area of natural ecosystems across the shire	Enhance biodiversity across the shire including liaising with DELWP (Department of Environment, Land, Water and Planning) to become the committee of management for Toomuc Creek	Enhance biodiversity across the shire e.g. works at Emerald Quarry	Enhance biodiversity across the shire by participating in the Yellingbo Project	Enhance biodiversity across the shire by participating in the Yellingbo Project
78			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	Improve high conservation roadsides by participating in the Emerald Starbush Partnership	Preserve and improve natural environment by undertaking weed management and planting in accordance with offset management plans	Improve and preserve natural environment by preparing and distributing additional good neighbour brochures to two bushland reserves	Complete weed management audit to ascertain the impact of weed management programs
79	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	Advocate to implement the Healthy by Design framework into planning review processes	Advocate to implement sustainable design assessment in the planning process.	Promote the development and implementation of water sensitive urban design elements into infrastructure works	Implementation of environmental sustainable design elements into infrastructure works and new buildings
80			3.4.2 Raise awareness of our environment's impact on people's health and wellbeing	Deliver the Sustainability Expo in conjunction with local suppliers and exhibitors to be held in Pakenham	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	Deliver the Sustainability Expo in conjunction with local suppliers and exhibitors	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives
81	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 an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme	Undertake a review of the Municipal Strategic Statement	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
82			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	Complete planning scheme amendments for the Pakenham East Precinct Structure Plan			
83			Introduce schedules for the new residential zones in Beaconsfield Upper				
84			Implement approved structure plans for the growth area. Progress acquisition of land required for district open space in the Officer Precinct Structure Plan	Implement approved structure plans for the growth area. Review of Cardinia Road Precinct Structure Plan	Implement approved structure plans for the growth area	Implement approved structure plans for the growth area	
85			Review the Emerald township strategy	Review the Bunyip township strategy	Review the Upper Beaconsfield township strategy	Review the Gembrook Township Strategy	
86			Review the Cockatoo township strategy	Review the Garfield township strategy	Review the Lang Lang township strategy	Potentially review the Koo Wee Rup Township Strategy	
87			Finalise Tynong Township Strategy				
88			Finalise the Westernport Green Wedge Management Plan and commence Precinct Structure Amendment	Implementation plan for the Westernport Green Wedge Management Plan			
89			4.1.2 Support the development of existing and new businesses within the shire	Work with the Lending and Real Estate industries to facilitate investment			
90			4.1.3 Plan for a staged development of the Officer-Pakenham employment precinct	Develop conceptual framework for Officer South Precinct	Commence preparation of Officer South Precinct Structure Plan and Development Contribution Plan	Complete Officer South Precinct Structure Plan and Development Contribution Plan and prepare amendment to incorporate into the Cardinia Planning Scheme	Finalise amendment to incorporate Officer South Precinct Structure Plan into the Cardinia Planning Scheme
91			Commence preparation of Officer South Developer Contribution Plan	Finalise Officer South Developer Contribution Plan			
92			Finalise planning scheme amendment to incorporate Pakenham South Precinct Structure Plan into the Cardinia Planning Scheme	Implement the Pakenham South Precinct Structure Plan	Prepare Pakenham West Employment Precinct Structure Plan	Incorporate Pakenham West employment Precinct Structure Plan into the Cardinia Planning Scheme	

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Ref No	Key priority Area	Outcome	Activity	Actions 2016–17	Actions 2017–18	Actions 2018–19	Actions 2019–20		
93	4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.4 Facilitate the development of Officer and Pakenham town centres	Finalise car parking strategy for Pakenham Town Centre. Work with ISPT to facilitate the development of the mixed use precinct adjoining Pakenham Railway Station					
94				Facilitate development in accordance with the Officer Town Centre Urban Design Framework. Work with Places Victoria to facilitate development with the Officer Town Centre	Facilitate development of key sites in the core commercial area in Siding Avenue (Officer)				
95			4.1.5 Advocate to State and Federal governments and industry to develop more local employment opportunities	Identify and advocate on infrastructure issues to support the business community and facilitate investment					
96				Work with Southern Regional Development Australia, Department of State Development, Business and Innovation, Melbourne South East and Casey Cardinia Investment Strategy to advocate for our region					
97				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 Casey Cardinia Attracting Employment and Investment Strategy following the review. Further develop the staging of a Bunyip Food Belt proposal	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy following the review	Review the actions of the Casey Cardinia Investment Attraction Framework	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy following the review
98					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. Partner with The Gippsland Transport Group to collaborate	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension and Food Markets for Primary Producers	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
99	4.3 Diverse and resilient business community	4.3.2 Encourage the establishment of tourism and hospitality in appropriate areas of the shire	Implement actions from the Tourism Strategy adopted in 2014 as prioritised in conjunction with the Tourism Advisory Committee. Work with Tourism Advisory Committee to prioritise improvements from Mystery Shopper Program	Implement actions from the Tourism Strategy adopted in 2014 and review Strategy and priorities with the Tourism Advisory Committee					
100		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			
101		4.3.4 Collaborate with other organisations to enhance economic activity and attract new enterprises	Take a delegation of business to Sydney for National Manufacturing Week	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					
102		4.3.5 Support business and organisations to enhance their skills	Seek and promote training opportunities for local businesses. Provide business breakfast series and conduct 3 business forums in relation to industry developments						
103		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		
104			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	Maintain and update the register of information to be available to the public			
105	5.2.2 Govern and make decisions in the best interests of the Cardinia Shire community		Following adoption of the Councillor Code of Conduct and Protocols, monitor adherence to commitments and take appropriate action if required	Following adoption of the Councillor Code of Conduct and Protocols monitor adherence to commitments and take appropriate action if required	Following adoption of the Councillor Code of Conduct and Protocols, monitor adherence to commitments and take appropriate action if required	Following adoption of the Councillor Code of Conduct and Protocols, monitor adherence to commitments and take appropriate action if required			

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Ref No	Key priority Area	Outcome	Activity	Actions 2016-17	Actions 2017-18	Actions 2018-19	Actions 2019-20
106	5 Our Governance	5.3 Long-term financial sustainability	5.3.1 Make financial decisions that will address long-term financial consequences	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
107			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
108			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