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Introduction

Introduction

Year in review

Our Council

Our organisation

Our performance

Open and accountable
governance



Highlights and achievements



Our people

Highlights

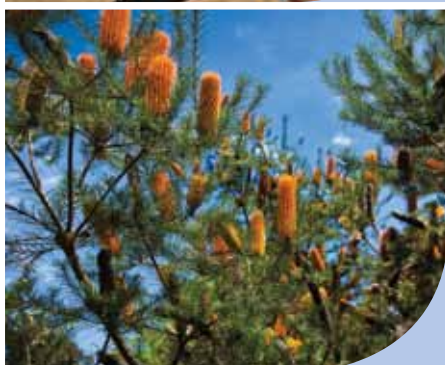
- Henry Family Children's Centre opening.
- Municipal Public Health and Wellbeing Plan, Positive Ageing Strategy and Open Air Burning Policy adopted.
- Toomah Community Centre construction.
- Healthy Together Cardinia Shire events and activities.



Our community

Highlights

- Public artwork.
- Access and Inclusion Policy and Action Plan 2014–17 adopted.
- Road Safety Expo and Children's Day.



Our environment

Highlights

- Road and footpath resealing and rehabilitation.
- Emerald Lake Park Vegetation Management Project 2012–16.
- Beaconsfield Structure Plan.
- Statutory planning achievements.
- Prosecutions under various legislation.



Our economy

Highlights

- Casey Cardinia Business Awards and business breakfasts.
- Healthy Together Cardinia Shire Workplace Program.
- Investment attraction.



Our governance

Highlights

- Community engagement policy.
- Council Budget 2014–15.

Challenges

- Population growth.
- Need for local jobs, services, facilities and infrastructure.

Looking forward**(see page 43)**

- Innovative planning.
- Investment in sport and recreation.

Challenges

- Providing infrastructure in growth area.
- Locational disadvantage.
- Improving health and wellbeing of residents.

Looking forward**(see page 50)**

- Advocate for external investment.
- Arts and cultural feasibility study.
- Health promotion programs.

Challenges

- Climate change.
- Managing the natural and built environment.
- Dependence on electricity and fuel.
- Timely and cost-effective provision of appropriate levels of infrastructure in the growth area sub-region.

Looking forward**(see page 56)**

- Target of zero net emissions by 2024.
- Reduce Council's environmental impact.
- Manage and protect green wedge zone.
- Develop and implement development contribution plans, structure plans and township strategies.

Challenges

- Boosting local employment.
- Balancing agricultural and land supply needs.

Looking forward**(see page 64)**

- Casey Cardinia Investment Attraction Framework.
- Port of Hastings.
- Third airport for Melbourne.

Challenges

- Managing Cardinia Shire's record development and providing appropriate infrastructure while continuing high levels of service and support.

Looking forward**(see page 68)**

- Debt management strategy.
- Business improvements.

Fast facts

Table 1. Fast facts about services Council provides
















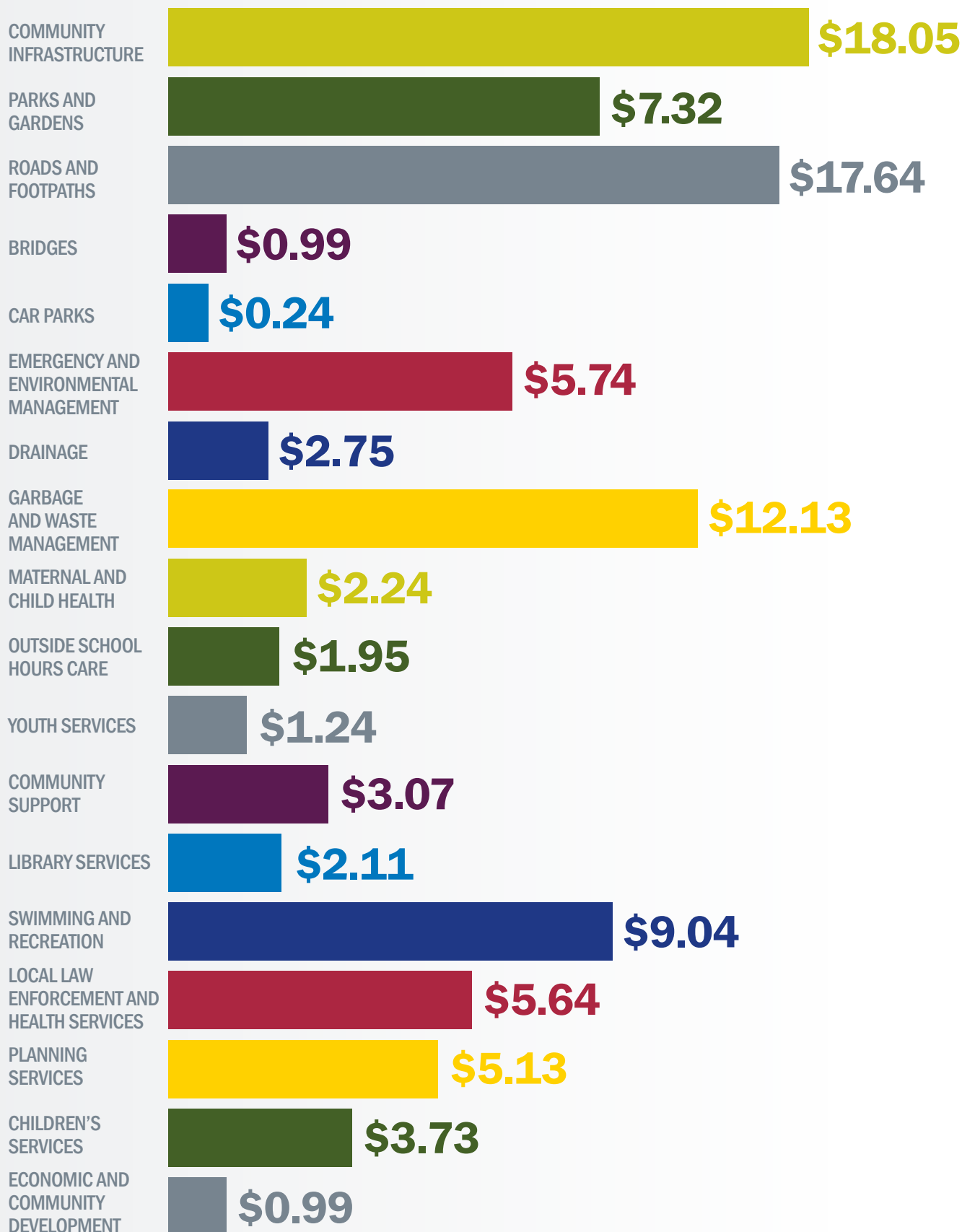
 <p>AFTER SCHOOL CARE PLACES (P/WEEK)</p> <p>335</p>	<p>BEFORE SCHOOL CARE PLACES (P/WEEK)</p> <p>287</p>	<p>BIRTH NOTICES</p> <p>1,437</p> 	<p>BRIDGES AND MAJOR CULVERTS MAINTAINED</p>  <p>216</p>
<p>BUILDING PERMITS LODGED</p>  <p>1,935</p>	<p>520 km</p> <p>FOOTPATHS MAINTAINED</p>	<p>GARBAGE COLLECTED (TONNES)</p>  <p>16,230</p>	 <p>IMMUNISATIONS DELIVERED</p> <p>7,026</p>
<p>INCREASE IN NUMBER OF RATEABLE PROPERTIES (PERCENTAGE BASED ON PREVIOUS YEAR)</p>  <p>2.96%</p>	 <p>NEW ANIMAL REGISTRATIONS</p> <p>4,240</p>	<p>PARKS AND RESERVES MAINTAINED (HA)</p>  <p>1,389</p>	 <p>PLANNING APPLICATIONS PROCESSED</p> <p>906</p>
<p>PUBLIC FACILITIES MANAGED</p>  <p>411</p>	 <p>RECYCLING COLLECTED (TONNES)</p> <p>8,434</p>	 <p>ROADS (SEALED) MAINTAINED (KM)</p> <p>603</p>	<p>ROADS (UNSEALED) MAINTAINED (KM)</p> <p>871</p>
<p>592 km</p> <p>UNDERGROUND DRAINS MAINTAINED</p>	 <p>VACATION CARE PLACES (P/WEEK)</p> <p>180</p>	<p>WASTE DIVERTED FROM LANDFILL (PERCENTAGE)</p> <p>46%</p>	 <p>YOUTH CONTACTS WITH COUNCIL</p> <p>27,075</p>

Table 2. Your rates at work

Dollar amounts represent the amount in every \$100 of rates Council uses to deliver facilities, programs and services.



Our purpose

Vision

Cardinia Shire will be developed in a planned manner to enable present and future generations to enjoy and experience the diverse and distinctive characteristics of our Shire.

Commitment

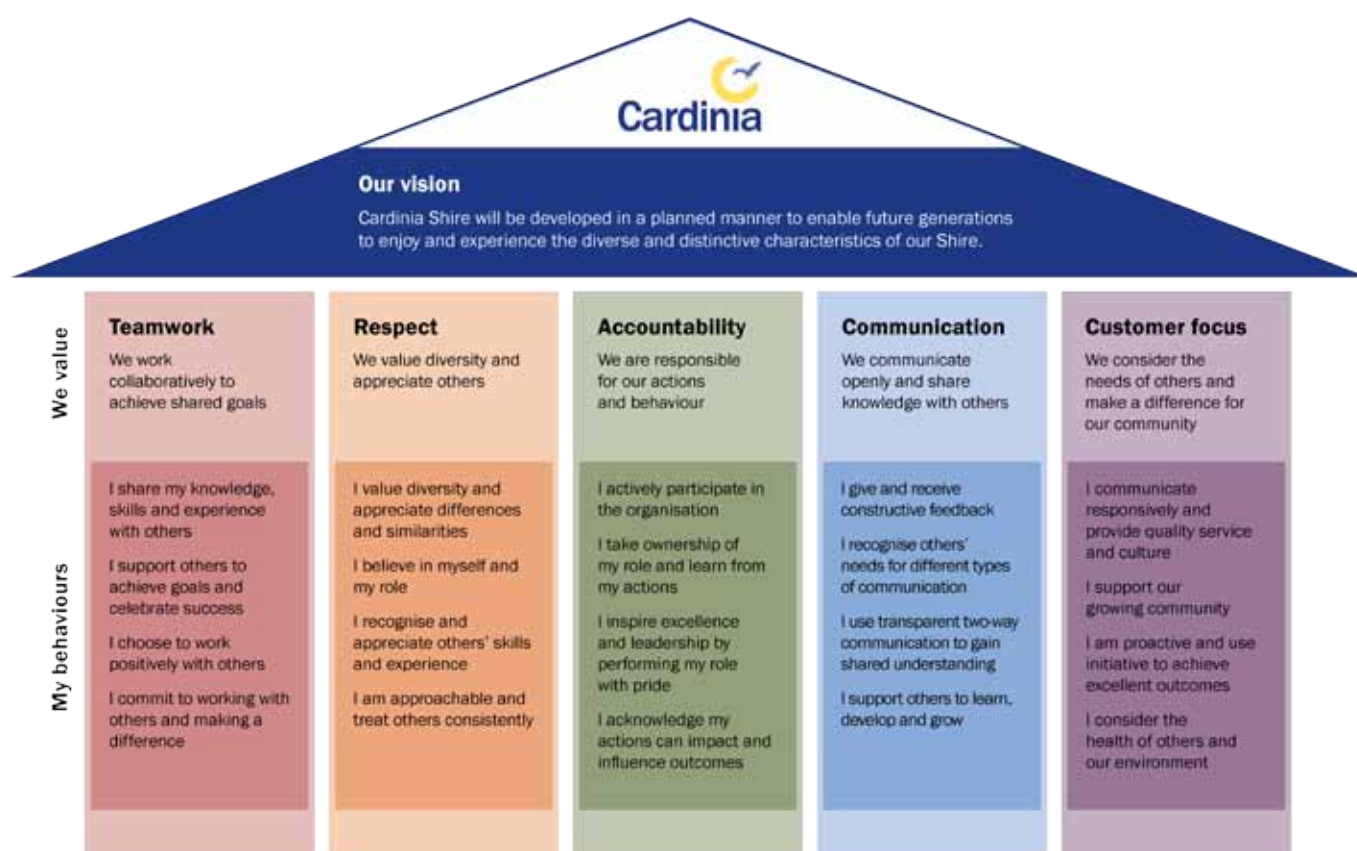
Council will provide leadership, including community engagement, with stakeholders to ensure the long-term sustainability of our communities and townships. We will be mindful of the social, environmental and economic impacts of our decisions and ensure future generations benefit from our decisions. We will practise good governance and meet recognised standards of excellence. Council will work diligently to achieve excellence in every aspect of our activities.

Values

Our values framework (see Figure 1) considers how staff work as individuals, across the organisation and more importantly with the local community. The values framework underpins Council's Human Resources Strategy.

The framework supports Council's vision with five key values: teamwork, respect, accountability, communication and customer focus. Each of the values includes four key behaviours to demonstrate and call to account the way staff behave each day at work.

Figure 1. Cardinia values framework



Year in review



Mayor's foreword



It is a pleasure to present Council's Annual Report for 2013-14. There have been many highlights and achievements during the year which have demonstrated our commitment to making Cardinia Shire a great place to live, work and play.

Highlights of 2013-14

The reopening of Bourke Park was a fantastic celebration and a great achievement to hand this now vibrant and engaging public space back to the Pakenham community. It was one of four public art projects undertaken by Council over the year, including artwork in Gembrook, the soon-to-be completed Toomah Community Centre and at Henry Family Children's Centre. The latter also opened during the year to much fanfare. It is an example of our innovative approach to providing children's hubs which integrate a number of early childhood services (see page 48).

A bushfire memorial at Koolangarra Park in Bunyip was officially unveiled in February, on the fifth anniversary of the Black Saturday bushfires. The memorial commemorates those who lost their lives, endured loss or were affected by the bushfires that swept through so much of Victoria in 2009. It also pays tribute to those who helped the Bunyip community during the Bunyip Ridge fire of the same time, including emergency services, volunteers, government agencies and charities.

We have been busy developing, maintaining and improving many roads, footpaths, drains and other infrastructure around the Shire. Approximately 8 km of sealed roads were added to Cardinia Shire's extensive road network, taking the total to 602 km. The footpath network now comprises of 519 km of pathways to allow residents to get around the Shire more easily (see page 62).

An exciting partnership was signed between Council and Richmond Football Club to strengthen local communities in the Shire using football as a driver. The AFL club will work with Council, local schools and also provide support to Windermere Child and Family Services. This partnership will bring positive changes to the community and will continue to develop in years to come.

New Civic Centre

After careful consideration, Council took up an opportunity to purchase its new civic centre in Officer, deciding to buy rather than lease the building from Places Victoria. The centre is currently approaching completion. The decision to purchase made sound long-term financial sense and residents and ratepayers can be confident it will deliver the best possible result for the community. Council had budgeted for the lease in its long-term financial plan and the purchase will deliver a cost benefit over the life of the loan. We will also now have a considerable asset to cater for the growing organisation and community.

Staff have been eagerly preparing for the move to the new building which will bring all indoor staff into one building for the first time in 17 years. The current office was built in the early 1980s and no longer has enough space for the growing organisation and community. Residents can be assured the new building will result in improved services and long-term financial savings.

Thank you

I would like to thank our Councillors for all their hard work during the year and their ongoing dedication to making Cardinia Shire the best it can be. I also thank our CEO Garry McQuillan and Council staff who are committed to improving Cardinia Shire and the lives of our residents.

Cr Graeme Moore
Mayor 2013-14

CEO's report



This annual report outlines the achievements of Council in fulfilling the objectives and commitments of our Council Plan and budget. The organisation has striven diligently to put a range of essential services and projects in place and developed new strategic plans that will be essential to ensuring the strong future of Cardinia Shire and its residents.

Council performance

Staff worked hard to deliver 85 per cent of the 142 Council Plan actions and many of the remaining actions will be completed in 2014–15 (see page 41).

Results from the 2014 Local Government Community Satisfaction Survey Report showed that residents were generally pleased with our performance and direction. Overall the results were positive with many respondents telling us that services were improving, and results for overall performance and overall direction were on a promising upward trend. Satisfaction with our customer service and local laws dropped marginally this year compared to the past two years. We have been working on improving our customer service with the addition of online issue reporting, online recordings of Council meetings and social media (see page 37).

Financial management

The capital works program for 2013–14 was \$28.8 million which is a 27 per cent increase on the prior year. The program helped ensure all parts of the Shire had access to a range of services, upgrades and initiatives (see page 10).

The rate increase of 6.8 per cent for 2013–14 was necessary for Council to be able to provide quality community services and facilities. A portion of the rates helped address the impact of the unfunded superannuation liability faced by all councils (approximately \$3.8 million for Cardinia Shire) and the late changes made by the Victorian Government to the differential rating system (a \$220,000 impact for Council) without having to borrow further money, as happened in other municipalities.

Organisational change

An area of significant focus has been preparing for the move to the new civic centre in Officer and a new working environment. We have taken this opportunity to review the way the organisation works and undertake a number of business improvements. Staff have reduced their reliance on paper by 70 per cent, significantly cut the use of stationery and improved customer response times (see page 70).

Technology upgrades have also made it possible for staff to access information digitally from any location, in preparation for the move to activity based working (ABW). Staff have undergone training, coaching and development regarding behavioural adjustments to move from a traditional office model with allocated desks or offices, to a flexible environment with a range of work spaces (see page 36).

Construction and fit-out of the new building is progressing. The organisation is expected to move into the new building before the end of the 2014 calendar year.

Thank you

The many achievements of the past year would not have been possible without the hard work and commitment of Council staff, in partnership with the community and Councillors. Together, we can continue to work together for to meet the needs of our community now and in the future.

Garry McQuillan
Chief Executive Officer

Financial summary

Income statement

The income statement identifies income and expenses for 2013–14. As at 30 June 2014, Council's operating result was \$27 million (see Figure 2). This is \$2 million higher than budget.

Revenue exceeded budget by \$8 million. Contributions of non-monetary assets were \$4.6 million favourable due to higher than budgeted non-cash contributions. Other income was \$3.4 million favourable including \$2.4 million for the restoration of assets previously impaired by the floods.

Operating expenditure was \$6 million higher than budget predominantly due to unbudgeted expenditure of \$4.8 million on rectification works required as a result of the February 2011 and June 2012 floods. This expenditure has been partly recovered by grants from the State Government. Other significant variances were due to capital works, priority works, and community capital works expenditure totalling \$2.6 million which was budgeted in the capital works program.

Employee costs were \$1.3 million over budget predominantly due to a year-end adjustment to bring the long service leave provision to the required balance and a higher WorkCover premium. Staffing levels have remained stable (see Figure 3).



Figure 2. Operating result \$M

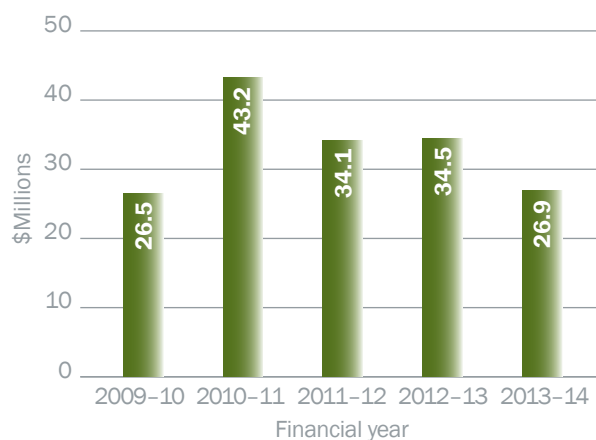
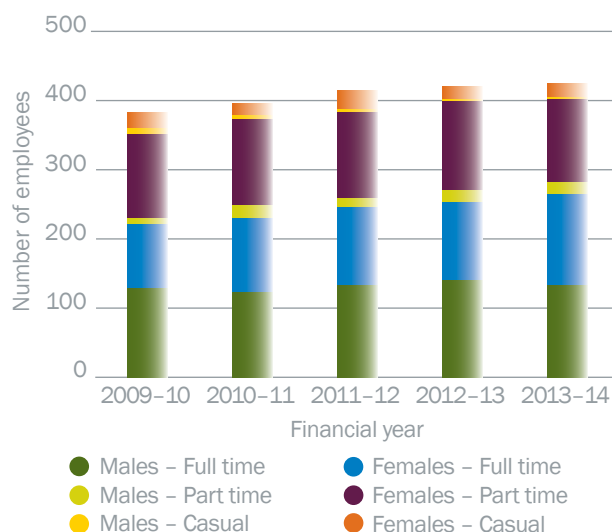


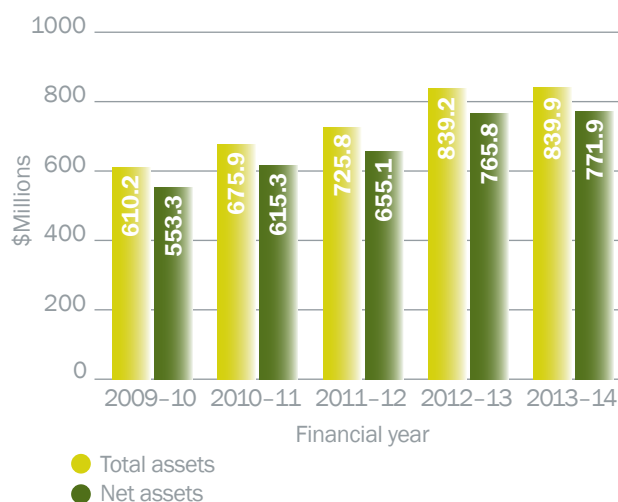
Figure 3. Staffing



Balance sheet

The balance sheet represents the overall financial worth of Council (net assets). This comprises what it owns as assets (total assets) less what it owes as liabilities (see Figure 4).

Figure 4. Assets \$M





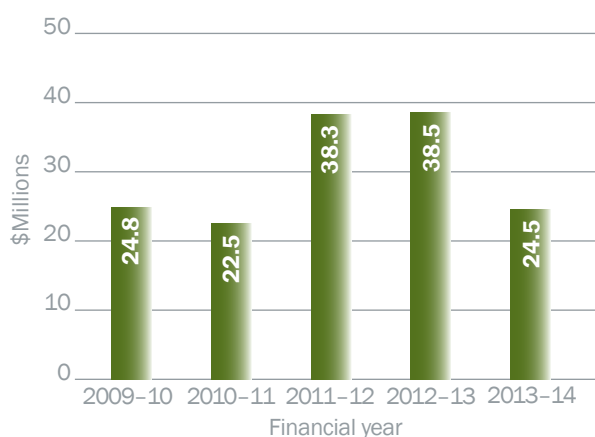
Cash flow statement

This statement provides a summary of Council's cash receipts (inflows) and cash payments (outflows) during the year (see Figure 5).

The closing cash balance as at 30 June 2014 was \$24.5 million (see cash and investments chart). This represents a \$14 million decrease from 2012–13 predominantly due to a change in the timing of grant funding payments (\$4.5 million) and has also been impacted by flood reinstatement claims being outstanding at year end (\$4.1 million).

Further to this, Council repaid a loan early during the year of \$1.9 million.

Figure 5. Cash and investments \$M

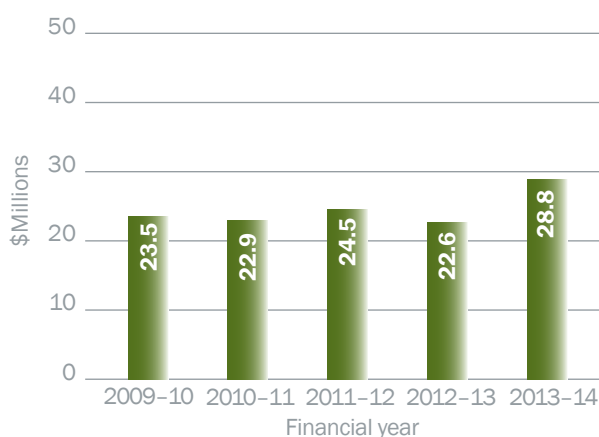


Capital works statement

The capital works statement identifies costs of constructing or acquiring property, infrastructure and plant.

Council spent \$28.8 million on capital works in 2013–14 which is a 27 per cent increase on the prior year (see Figure 6). One of the major projects completed this year was the Henry Family Children's Centre.

Figure 6. Capital works program \$M



External funding

During 2013–14, Council received \$12.5 million in Australian and Victorian government funding. This was a decrease from the \$23.8 million received in 2012–13. An example of capital funding received this financial year is \$592,000 that was received for the IYU Recreation Reserve Regional Soccer Facility. The full amount of grants received is reported within Note 5 of the financial report.

Council has received a clear audit of its financial statements. For the full financial report refer to Annual Report 2013–14 Part 2.

Environmental overview

Council is committed to ensuring the sustainability of our environment by reducing greenhouse emissions and taking action to reduce our carbon footprint. Council is a member of the South East Councils Climate Change Alliance (SECCCA), along with seven other councils in Victoria's south-east. The alliance works on projects to reduce greenhouse gas emissions in the region.



Sustainability Expo

Council's annual Sustainability Expo was held on 1 March and an estimated 1,500 people attended. The free family event celebrates and provides inspiring, achievable and affordable ideas for sustainable living. It was the fourth time Council has held the event since 2010.

Expo highlights included children's activities, earth-friendly and fair trade products, bike riding activity course, renewable energy alternatives displays, energy and water saving solutions and local organic foods and wines. Two exciting additions in 2014 were the 'Future Spark' competition, where teams cycled to generate the most electricity, and the 'Bike 'n' Blend' activity. Residents were also encouraged to bring re-usable bags and drink bottles, and consider leaving their car at home in favour of taking public transport, or riding or walking to the event.

Waste

Council continued to offer additional waste collections in the Shire. Six e-waste (electronic waste) collection events were held at multiple locations and included computers, televisions, kitchen appliances, radios, vacuums and other household appliances. These events collected over 36 tonnes of electrical items for recycling.

For the first time, Council partnered with Sustainability Victoria to host a 'detox your home' collection in Pakenham in May. The collection attracted 274 Cardinia Shire and Yarra Ranges residents on the day to safely dispose of 14,206.5 kilograms of household chemical products. The highest volume of products collected were paint and flammable liquid and residents dropped off an average of 52 kilograms per person.

“

Early studies show the works are saving Council \$20,000 and 167 tonnes of greenhouse gas emissions each year – equivalent to taking 42 cars off the road.



Aspirational Energy Transition Plan

This plan outlines how Council can achieve zero net carbon emissions and reduce community emissions per resident by 36 per cent by 2024. The development of this plan and its emission targets were key actions of the Council Plan 2013–17.

Some of the initiatives included:

- environmental upgrades to Council facilities like Cardinia Cultural Centre, Pakenham Library and Hall, Koo Wee Rup Outdoor Pool and Beaconsfield Community Complex
- installation of solar electricity systems for Council's facilities, and the purchase of grid-supplied green power
- assessing sustainable design during the planning approval process
- initiatives to support solar electricity systems for the community.

The plan was due to be released for public comment in early July 2014.

Facilities upgrades

Council is committed to reducing its carbon footprint at facilities around the Shire.

Table 3. Energy improvement actions to Council facilities completed

Action	Building
Installation of solar hot-water system	Cardinia Cultural Centre, Pakenham
Installation of solar electricity	Nobelius Heritage Museum, Emerald
Installation of solar hot-water system	Lang Lang Kindergarten, Lang Lang
Installation of solar electricity (appointed in June 2014 – works to take place in 2014–15)	Henry Family Children's Centre, Pakenham

Cardinia Life environmental upgrade

Cardinia Life is Council's second largest source of greenhouse gas emissions. In mid-2012, Council was successful in obtaining a grant for an environmental upgrade of the facility from the Australian Government as part of the Community Energy Efficiency program.

During the year, improvements included:

- majority of the lights were replaced with Light Emitting Diodes (LEDs)
- installation of a lighting control system, including daylight harvesting in the stadiums and foyer

- crèche adjusting to use half of its lights on sunny days due to the superior light quality of the LEDs
- installation of an instantaneous gas hot-water unit to replace the inefficient electric storage hot-water system.

The lighting upgrade resulted in a 9 per cent reduction in electricity consumption when comparing the February–March 2013 and 2014 bills. Early studies show the works are saving Council \$20,000 and 167 tonnes of greenhouse gas emissions each year – equivalent to taking 42 cars off the road. The next stage of the project will improve the efficiency of the centre's heating, cooling and dehumidification systems and include the installation of a cogeneration unit.

New civic centre

Council partnered with Places Victoria to build a new civic centre in the heart of the new Officer town centre. Construction continued on the building during the year. It will feature five-star energy efficiency not yet seen outside of Melbourne's CBD and will be the first Green Star accredited building in Melbourne's south-east urban growth corridor. The facility will be operated to achieve 5.5 star NABERS energy and 6 star NABERS water whole building ratings.

Features

- Passive design to optimise daylight, control unwanted solar gain and is energy efficient and thermally comfortable. These features will reduce heating and cooling loads.
- Connection to a precinct energy plant which includes gas fired tri-generation and reticulated chilled and hot water for heating and cooling.
- No potable water as well as water efficient design and rainwater harvesting.
- An atrium and automated windows enhance the natural ventilation cycle.

Initial studies indicate Council will achieve (when compared to a standard building of the same size):

- 73 per cent savings in electricity consumption
- 91 per cent reduction in gas consumption
- 73 per cent reduction in carbon emissions
- 75 per cent reduction in water consumption.

Major projects

The following are the major projects that were underway in 2013–14 to deliver improved transport and facilities in the Shire. These are projects that have a value over \$500,000.

Holm Park Recreation Reserve

Development of a district level sport, recreation and passive reserve in Beaconsfield.

Start	End	Cost	Status
September 2008	May 2015	\$9.6m	<p>Netball pavilion was scheduled to open in July 2014 and the delivery of the playground is scheduled to be undertaken in 2014–15.</p> <p>The reserve already features three ovals, car parking, two netball courts, and a main pavilion with change rooms, toilets, two umpire's rooms, a first aid room, two canteens, and a commercial kitchen. The pavilion also features two meeting rooms and a community room.</p>



McGregor Road Duplication Stage 2

Design and begin construction of Stage 2 of the McGregor Road duplication from Princes Highway to Roger Street, Pakenham.

Start	End	Cost	Status
July 2010	July 2015	\$6.9m*	<p>Asset relocation works are complete.</p> <p>Civil contractor has been on site setting up and undertaking pre-commencement survey.</p>

* excludes railway crossing (responsibility of Department of Transport).

Toomah Community Centre, Pakenham

Design and construct the new community centre at 18 Golden Green Street, Pakenham.

Start	End	Cost	Status
August 2010	December 2014	\$6.8 m	<p>Building construction is close to completion, approximately 96 per cent. Wet weather has delayed the completion of the landscaping and identified defects are being rectified.</p> <p>Completion date expected in first quarter 2014–15 with official opening scheduled for October 2014.</p> <p>Management contract for Toomah Community Centre signed and service and governance models developed.</p> <p>The building includes a training kitchen, social enterprise cafe, consulting suites, office space and community meeting rooms, and offices for Windermere Child and Family Services.</p> <p>The centre is a first of its kind in Victoria with three sectors (local government, not-for-profit and State Government) working together to deliver community services and support.</p>



Major projects (cont.)

Heatherbrae Reserve

Develop Heatherbrae Recreation Reserve in Officer.

Start	End	Cost	Status
December 2011	May 2014	\$7.05m	Completed. This reserve has two sporting fields, cricket practice wickets, netball courts, car parks and access roads.

Henry Family Children's Centre

Design and construct a new children's centre at 145 Henry Road, Pakenham.

Start	End	Cost	Status
June 2012	February 2014	\$4.2m	The building construction was completed February 2014 and officially opened in May 2014. The centre offers kindergarten, maternal and child health and early childhood intervention services. It includes two kindergarten rooms, a community room available for hire by the general public and a natural outdoor play space, also available for hire.



Lang Lang Bypass – Stage 1

Complete the design and construction of the Lang Lang Bypass from Westernport Road to McDonalds Track, including Milners Road.

Start	End	Cost	Status
July 2012	June 2015	\$4.5 m	<p>Lang Lang Bypass Stage 1, from Westernport Road to McDonalds Track, is ready to be tendered with the design works complete.</p> <p>The Milners Road and Westernport Road intersection design needs to be reviewed.</p> <p>Lang Lang Bypass Stage 1 environmental offset works have been approved by the Minister.</p> <p>Construction is dependent on funding sources available.</p>



Events in Cardinia Shire

July 2013

- Community capital grants night
- Stan Henwood Award (see page 39)
- Positive Ageing Strategy launched (see page 48)



September 2013

- Young Leaders program graduation
- Smarter way of working award (see page 36)
- Communication access accreditation through Scope

August 2013

- Push Start Battle of the Bands
- My Place turns 1
- CEO address to the business community



October 2013

- Cardinia Shire Seniors Festival
- Road Safety Expo and Children's Day (see page 54)
- Municipal Public Health and Wellbeing Plan adopted
- Council purchases civic centre



November 2013

- Cr Graeme Moore elected Mayor
- Casey Cardinia business breakfast (see page 67)
- White Ribbon breakfast
- GOvember

December 2013

- Carols by Candlelight, Pakenham



January 2014

- Australia Day celebrations
- Bunyip bushfire memorial unveiled



March 2014

- Mobile March
- Neighbour Day
- Sustainability Expo (see page 12)
- National Playgroup Week events (including Australian Record attempt for biggest Hokey Pokey)

February 2014

- Summer Music Series, Emerald Lake Park
- Council's new logo launched



April 2014

- Active April
- DrumMUSTER and Detox your home collections
- Healthy Bites healthy eating program launched
- National Youth Week



May 2014

- National Volunteers Week and annual volunteer reception (see page 25)
- Partnership with Richmond Football Club announced
- Council received Investors in People gold accreditation (see page 38)
- Henry Family Children's Centre officially opened (see page 48)

June 2014

- Annual shirewide graffiti clean-up starts
- 2014-15 Council budget adopted (see page 69)
- Casey Cardinia business breakfast
- Bourke Park reopens (see page 54)

Our Council



Shire profile

Cardinia Shire is located south-east of Melbourne and is one of 10 'interface councils' around the perimeter of metropolitan Melbourne, providing a transition between urban and rural areas. The primary urban centre is Pakenham, which is 55 km from Melbourne's central business district (CBD).

The Princes Highway and Gippsland railway corridor runs east-west through the centre of the Cardinia Shire, providing a key road and rail link between Melbourne and West Gippsland. The western end of this corridor comprises the Cardinia Shire growth area (about 10% of the Shire's land area).

Cardinia Shire has a large rural population; 27 rural townships exist outside the urban growth area, resulting in unique service provision issues. The northern part of the Shire is set in the foothills of the Dandenong Ranges, and includes Bunyip State Park and Cardinia Reservoir. Koo Wee Rup swamp and Westernport Bay are significant features of the southern part of Cardinia Shire.

History

Cardinia Shire covers an area of about 1,280 square kilometres and has a rich diversity of both natural and cultural sites, from the waters of Western Port Bay to the foothills of the Dandenong Ranges, comprising places of local and state significance. These heritage places reflect the different periods and people who helped shape the Shire's landscape; from Indigenous Australians, the first people to use and shape the rugged landscape, to logging and gold mining of the foothills, draining of the former Koo Wee Rup Swamp, and pastoral settlement. The landscape is again under a period of change as new development and new people move into the area every week. Cardinia Shire derives from four main development periods.

- Indigenous cultural landscape at first contact (c1835–c1860).
- Pastoral era and land settlement (1838–c1870).
- Selection era and establishment of service communities (c1860–c1940).
- Post war residential expansion (c1945 to present day).

Population

- Amongst the fastest and largest growing local government area's in Victoria and across Australia.
- Approximately three to four families move in every day. This figure has recently decreased from five per day.
- Most recent population estimate is 84,065 (June 2013), an increase of 4,279 from 2012.
- Population is expected to increase by approximately 41,000 over the next 10 years (2024) and 85,545 over the next 20 years, to a total of 172,173 by 2034.
- Median age of residents is 34 which is two years younger than Greater Melbourne at 36.
- Largest age group cohort is 0–4 (currently 7,053), which is expected to increase by approximately 3,415 in the next 10 years (2024) and 7,110 in the next 20 years (2034), totalling over 14,000 children.
- Higher than average youth population, with 21 per cent of the population aged between 10–24 years.
- By 2034, the 10–24 age group will increase by around 17,822.



Cardinia Shire has a large rural population; 27 rural townships exist outside the urban growth area, resulting in unique service provision issues.



Shire profile (cont.)



The Victorian Government has nominated Casey–Cardinia as one of five regions around the fringe of metropolitan Melbourne where new housing and population growth is to be concentrated. As a result, rapid population growth will occur for the next 20 years within the Shire’s designated growth area, comprising the townships of Beaconsfield, Officer and Pakenham.

Cardinia Shire has a higher proportion of young families than the Melbourne average. In contrast, the proportion within the 60-plus age group is lower when compared with metropolitan Melbourne. These patterns are typical of growth areas on the fringe of large cities where young couples often move out from rental accommodation in inner suburbs in search of affordable housing and larger family-sized dwellings.

Over 13,717 residents aged 60 and over live in the Shire, representing 15.8 per cent of the total population. The number of senior residents is expected to increase to more than 29,554 residents aged 60 plus by 2034. This increase in the number of older residents will have a corresponding impact on the demand for community and aged services, health services, public transport and local infrastructure.

At the time of the 2011 census, 62 per cent of the population identified as having a Christian faith and Catholic was the most prominent denomination chosen by residents. Just 2.9 per cent of residents identified with a non-Christian religion, the most common being Buddhism. Approximately 29.8 per cent of residents said they had no religion which is a higher proportion compared with Greater Melbourne (23.5%).

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The number of senior residents is expected to increase to more than 29,554 residents aged 60 plus by 2034. This increase in the number of older residents will have a corresponding impact on the demand for community and aged services, health services, public transport and local infrastructure.



CALD communities comprise only a small proportion of the overall population. Only 8 per cent of people in the Shire come from a non-English speaking background. The most common countries of birth for non-Australian born residents in the Shire are the United Kingdom, New Zealand, the Netherlands, India, Germany, and Sri Lanka. Cardinia Shire is likely to experience growth in CALD communities in the future as the population increases.

Households and housing

- Cardinia Shire has 26,773 households.
- Nearly 40 per cent of households are couples with children, more than the Melbourne average.
- Approximately 27.4 per cent are couples without children and 11 per cent are one parent families.
- Lone person households are a growing trend with an increase of 844 households in the last three years.
- Overall 26 per cent of the population own their dwelling, 48.4 per cent were purchasing and 20 per cent are renting.

Education

In general, residents are achieving lower levels of educational and training attainment than elsewhere in metropolitan Melbourne. At the time of the 2011 census, 41 per cent of residents had completed Year 12 or equivalent, compared to the metropolitan Melbourne average of 56.7 per cent. At present, there is no university campus and restricted TAFE courses available in the Shire which limits the availability of post-secondary education opportunities for residents.



Shire profile (cont.)



Industry and economy

- More residents work in manufacturing than any other industry.
- More technicians and trade workers in Cardinia Shire than any other occupation.
- Of the 16,266 people who work in the Shire, 10,560 or 64.9 per cent also live in the area.
- Total of 22,630 jobs located in the Cardinia Shire in the year ending June 2012.
- Approximately 36,270 persons (95.4%) were employed from a labour force of 38,008.
- Approximately 4.6 per cent of residents were unemployed which is less than Greater Melbourne (5.5%).



Volunteers

Volunteers lend their time and talents, for no reward or remuneration, to support, encourage and enhance the lives of others in the community. It is a strong component of the Australian way of life and enriches the community and individuals in a range of ways and settings.

Council values the many volunteers within the community and provides support in a number of ways.

Council's community strengthening officers work across the Shire with residents, groups, progress associations, halls, neighbourhood houses and township committees.

There are more than 560 volunteer and not-for-profit groups in the shire, who operate in a range of sectors including:

- community and welfare
- arts, culture and heritage
- parks and environment
- recreation and sport
- emergency services
- education and training
- aged care and disability
- animal welfare
- youth and children's services.

“

There are more than 560 volunteer and not-for-profit groups in the shire, who operate in a range of sectors, helping to support, encourage and enhance the lives of others in the community.



Volunteers (cont.)

Database

Potential volunteers can search Council's website for volunteering opportunities and to help people in the local community. Organisations can also seek out volunteers by posting a volunteer opportunity on the website. The resource is free for organisations and community members to use.

Training

Volunteers looking to expand their skillsets can access a subsidised volunteer training program through Council. Training is provided through local neighbourhood houses, community centres and Universities of the Third Age (U3A) each term. Courses include food handling, CPR, first aid, bookkeeping and computer-related courses.

Forty-nine people participated in the training program in 2013–14. Courses were CPR/First Aid (33 participants), Responsible Service of Alcohol (7), food handlers (4), computer courses (3), Word/Excel (1) and internet/email (1).

The training was delivered in Central Ward (26 participants), Ranges Ward (15) and Port Ward (8 participants).

Volunteers reception

Council hosts an annual Mayoral volunteer reception dinner in May, to coincide with National Volunteer Week. More than 250 volunteers from around 110 organisations attended the 2013–14 event, held at the Cardinia Cultural Centre on 15 May. The event was a chance for Council to thank the many volunteers from organisations operating in Cardinia Shire or which help its residents.

The event also celebrated the 100th anniversary of Red Cross. To commemorate the milestone a Red Cross volunteer was invited to speak on the night and a number of representatives from the Shire's four Red Cross groups attended.

National Volunteer Week 2014 was held from 12–18 May. This year's theme was 'Celebrate the Power of Volunteering'.



“

Council also supports the volunteer efforts of staff members through its staff volunteering program. Staff can apply for one day paid leave (per year) for the purposes of volunteering in the community or with a national recognised organisation that supports the municipality.



Stan Henwood Award

The Stan Henwood Award is Council's annual volunteer award which recognises a lifetime of outstanding community achievement. It is presented each year at the annual grants presentation dinner, held in July.

The award recognises those who make a valuable contribution to Cardinia Shire. It commemorates the lifetime achievements of the late Stan Henwood, a Tynong resident who gave much to the community through his charity work, sporting and volunteer roles.

The 2013 winner of the Stan Henwood award was Norma Jackson (see page 39).

Staff volunteering

Council also supports the volunteer efforts of staff members through its staff volunteering program. Staff can apply for one day paid leave (per year) for the purposes of volunteering in the community or with a national recognised organisation that supports the municipality. On occasions, staff can seek approval from the CEO for any additional time which has occurred in the last 12 months.

Seventeen staff utilised the program in 2013–14 by volunteering for a range of organisations in Cardinia Shire and beyond for between two hours and 10 days.

Council wards

- Three-councillor Ranges Ward includes Beaconsfield, Beaconsfield Upper, Emerald, Cockatoo, Officer, Pakenham Upper and Gembrook.
- Two-councillor Port Ward includes Koo Wee Rup, Bunyip, Nar Nar Goon, Tynong, Garfield, and Lang Lang.
- Four-councillor Central Ward covers Pakenham.

Figure 7. Council ward map



Councillors

Nine Councillors were elected in November 2012 and will serve for a four-year period until October 2016.

Ranges Ward



Cr Brett Owen

First elected 2005. Mayor 2012–13, Deputy Mayor 2013–14.

Council delegate:

- Cardinia Foundation
- Chief Executive Officer Appraisal Committee
- Access and Inclusion Advisory Committee
- Town Planning Committee
- Victorian Local Governance Association (sub)
- Youth Strategy Reference Group
- Municipal Association of Victoria (sub)



Cr Leticia Wilmot

First elected 2012.

Council delegate:

- Arts and Culture Reference Group
- Emerald Lake Park Advisory Committee
- Grants Evaluation Committee
- Town Planning Committee



Cr Tania Baxter

First elected 2012.

Council delegate:

- Australia Day Planning Committee
- Best Start Partnership
- Casey–Cardinia Library Corporation (sub)
- Education Task Force
- Grants Evaluation Committee
- Town Planning Committee
- Cardinia Life Board

Central Ward



Cr Collin Ross

First elected 2008.

Council delegate:

- Cardinia Life Board
- Metropolitan Local Government Waste Forum
- Town Planning Committee



Cr George Blenkhorn

First elected 2008. Mayor 2010–11.

Council delegate:

- Arts and Culture Reference Group
- Audit Committee
- Australia Day Planning Committee
- Casey Cardinia Library Corporation
- Chief Executive Officer Appraisal Committee
- Herb Thomas Memorial Trust
- Town Planning Committee.



Cr Kate Lempriere

Elected 2012. Previously elected 2003–08, Mayor 2003–04 and 2006–07.

Council delegate:

- Audit Committee
- Australia Day Planning Committee
- Grants Evaluation Committee
- Town Planning Committee.



Cr Jodie Owen

First elected 2012.

Council delegate:

- Access and Inclusion Advisory Committee
- Graffiti Reference Group
- Local Safety Committee
- Positive Ageing Steering Committee
- Town Planning Committee
- Youth Strategy Reference Group.

Port Ward



**Cr Graeme Moore
(Mayor 2013–14)**

First elected 2011.

Council delegate:

- Australia Day Planning Committee
- Cardinia Life Board
- Casey–Cardinia Local History Reference Group
- Grants Evaluation Committee
- Mt Shamrock Quarry Extension Environmental Review Committee
- Town Planning Committee.
- Interface Councils Group
- Municipal Association of Victoria
- National Growth Areas Alliance
- South East Metro Mayors and CEOs group
- Chief Executive Officer Appraisal Committee



Cr David Young

First elected 2012.

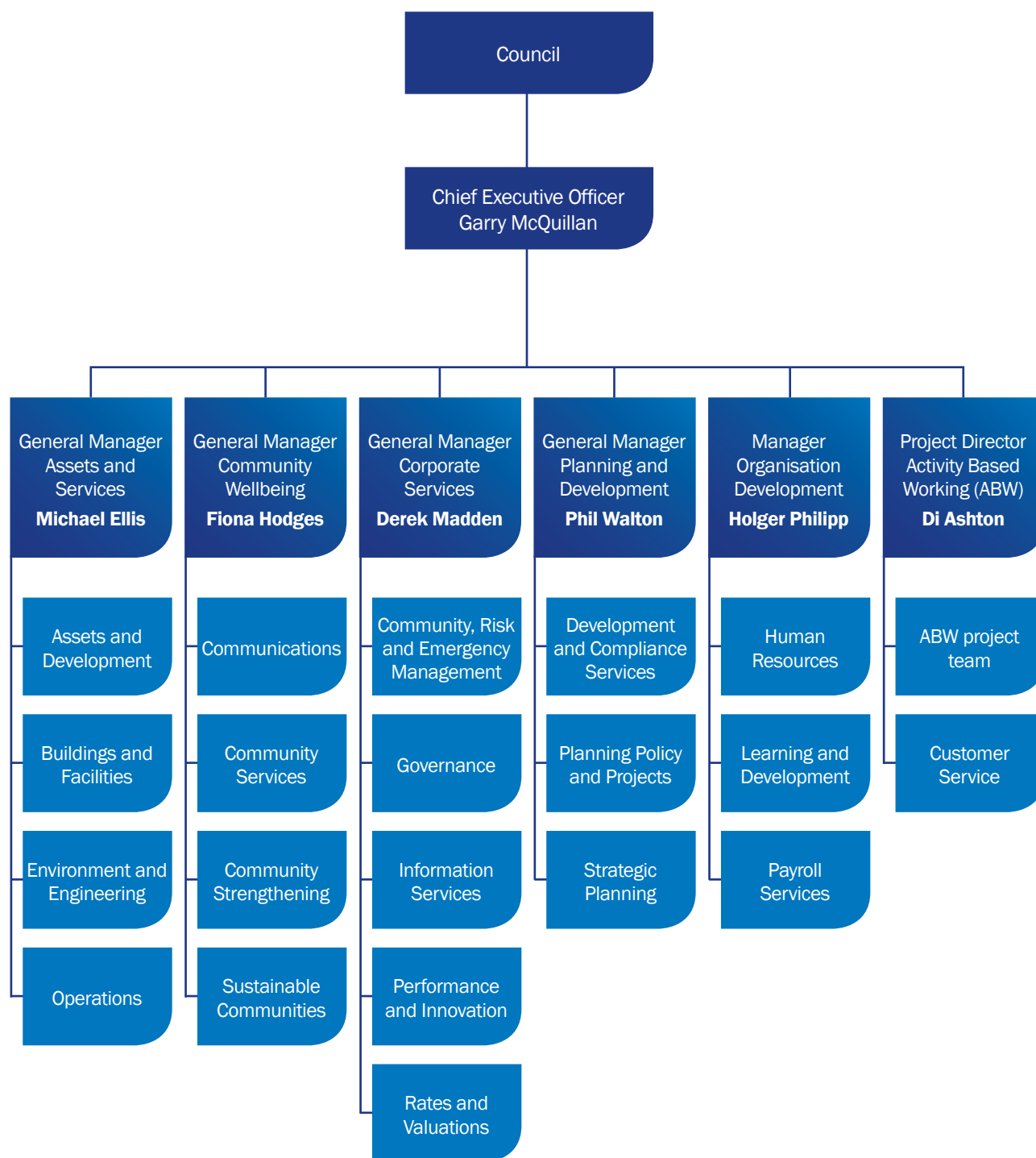
Council delegate:

- South East Business Park Project Control Group
- Town Planning Committee
- Westernport Biosphere Reserve
- Westernport Catchment Implementation Committee
- Yallock Drainage Advisory Committee to Melbourne Water.

Our organisation



Organisation structure



Senior Management Team



Garry McQuillan – Chief Executive Officer

Garry was appointed CEO in December 2006. He has tertiary and post-tertiary qualifications in business management and finance and is a member of Local Government Professionals (LG Pro).

Garry has a long history in local government having held executive positions with the City of Boroondara and the City of Fairfield in New South Wales. He has been with Cardinia Shire Council since 2002.



Michael Ellis – General Manager Assets and Services

Michael joined Cardinia Shire Council in March 2000. He has management and engineering qualifications and more than 35 years experience in local government and the private sector. He is a member of both Local Government Professionals and the Institute of Public Works Engineers Australia.

Timely delivery of new assets and infrastructure has been a priority of Michael's to ensure services are provided to meet growth demands.

The maintenance and renewal of existing assets is also a major focus to ensure their long-term sustainability.

Business unit areas

- Engineering services and capital works.
- Environment and heritage.
- Parks and gardens.
- Public buildings.
- Roads and drainage.
- Waste management.
- Operations.



Fiona Hodges – General Manager Community Wellbeing

In leading the Community Wellbeing division, Fiona draws on her education and business management qualifications and her vast experience in community settings to set direction across her portfolio to meet residents' needs for community services, arts, culture, recreation, leisure and employment. Fiona is passionate about ensuring Cardinia Shire's communities are well-connected, vibrant and sustainable and in the last 12 months has overseen significant new initiatives including Healthy Together Cardinia Shire and the Casey Cardinia Investment Attraction strategy to achieve this outcome.

This broad experience has equipped her with a sound foundation.

Business unit areas

- Communications – website, media including social media and Council publications.
- Community Services – maternal and child health, children, youth services, outside school hours care.
- Community Strengthening – positive ageing, health promotion, access and inclusion, diversity, community engagement, neighbourhood development, events, community facilities and community grants.
- Sustainable Communities – recreation, arts and culture and economic development.



Derek Madden – General Manager Corporate Services

Derek joined Council in 2010 and brought with him 10 years' experience in local government, having worked at both Moreland and Melbourne city councils. His previous corporate finance roles include both Australian and overseas positions.

Derek is a qualified accountant who also holds qualifications in organisational dynamics and business administration and is a Chartered Management Accountant (ACMA).

Business unit areas

- Community safety.
- Corporate and business alignment.
- Emergency management.
- Finance.
- Governance.
- Information management.
- Information technology.
- Insurance.
- Occupational health and safety.
- Property and rates.
- Risk management.
- WorkCover and 'Return to work'.



Phil Walton – General Manager Planning and Development

Phil has been with Council since 1995 and in this role for the past eight years. He is a qualified planner who also holds qualifications in business management. As leader of Council's planning and development division, Phil's responsibilities cover a range of activities from strategic planning to compliance services.

Business unit areas

- Building.
- Compliance services.
- Planning enforcement.
- Statutory planning.
- Strategic planning.



Holger Philipp – Manager Organisation Development

Holger joined Council in 2013 and brings with him a new perspective on organisation development, having gained experience from a diverse range of industries, in both the public and private sector. His expertise and leadership ensure the appropriate processes, systems and structures are developed to increase the effectiveness and efficiency that enable transformation.

Holger's qualifications include a Master of Human Resource Management and an MBA.

Business unit areas

- Employee relations.
- Human resources.
- Learning and development.
- Organisation development.
- Payroll and salary packaging.



Di Ashton – Project Director, Activity Based Working (ABW)

Di has worked for Council since 2001 in a number of roles. She is tertiary qualified and has extensive human resources and organisation development experience, along with broader senior management experience.

Di has had the opportunity to lead the Civic Centre project for the past two years on secondment. This project is the most significant change management project that Council has ever embarked on. Council will be the first local authority in Australia to embrace the activity based working work style.

Di leads a multidisciplinary team covering the physical (building), virtual (information technology), behavioural (people and culture) and paper independence streams.

Business unit areas

- ABW project team.
- Customer service.

Staff information and development

Council is proud of its gold status as an 'Investor in People' organisation. In the past 12 months, it continued to implement numerous initiatives that support the development of its people, including the Leadership Fundamentals program, formerly the Cultural Strengthening and Leadership program (CSL). This program is dedicated to building leadership capacity, team effectiveness and a more cohesive culture across the organisation. The executive leadership development program continued which is a whole-of-organisation program encouraging leadership at all levels. A range of elective programs supporting team effectiveness and enabling leadership, including an internal consulting program, has also continued. An internal staff mentoring program continued to support staff engagement and confidence to have important conversations and take up a leadership role at all levels.

Council continues to offer a diverse range of development opportunities through its online corporate training plan, coaching and involvement in whole-of-local government initiatives such as the LGMA Challenge and LGPro programs.

Council staff are supported in their learning at all stages of their career. Council provides opportunities to access 'education assistance' as a way of engaging in formal education from certificate level courses to post-graduate qualifications. Council also supports a traineeship

program offering a range of placement opportunities for trainees from school age to experience working in various business units across Council for up to 18 months. In 2013–14, the organisation continued developing its Workforce Plan (Human Capital Strategic Plan) to guide its future human resources decisions.

Staffing at 30 June 2014

- 63.8 per cent of Council staff were female (including casuals).
- 36.2 per cent of Council staff were male (including casuals).
- 50.4 per cent of full time positions were held by males.
- 49.6 per cent of part time positions were held by females.
- 32.2 per cent of Council staff were part-time.

Table 4. Staffing numbers

Status	Males	Females	Total
Full-time	133	131	264
Part-time	17	120	137
Casual	4	20	24
Total employees	154	271	425



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Council is proud of its gold status as an ‘Investor in People’ organisation. In the past 12 months, it continued to implement numerous initiatives that support the development of its people...



Table 5. Staff demographic

Age	Percentage
15–19	0
20–24	4.7
25–34	25.7
35–44	24.2
45–54	23.4
55–64	15.5
65 and over	6.5

Note: Council’s payroll system provides the above data which includes staff on extended leave without pay and parental leave. Where this is the case, employee numbers may be exaggerated due to extended position coverage. The data does not include contractors employed by other parties.

EEO statement

Council is committed to the principles of equal employment opportunity and the establishment and maintenance of a non-discriminatory work environment.

All staff and prospective staff will receive fair and equitable treatment in all policies and practices of Council without regard to attributes of age, breastfeeding, gender identity, impairment, industrial activity, employment activity, lawful sexual activity, marital status, status as a parent or carer, physical features, political beliefs or activities, pregnancy, race, religious belief or activity, sex, sexual orientation, or personal association with someone who has, or is assumed to have, one of these personal characteristics.

Council will treat all individuals employed, or those considered for employment, on a merit basis according to their skills, aptitude, qualifications and experience, relevant to the work to be performed.

Council aims to ensure the most efficient and equitable use of the development of the skills and talents of all staff within the organisation. To achieve this, Council will, in consultation with staff, develop strategies to ensure equality at all stages of employment, including recruitment, selection and appointment, promotion, training and all other terms and conditions of employment.

All new Council staff will complete induction training in equal opportunity, sexual harassment and bullying. Refresher training is coordinated for all staff every two years. Councillors also undergo this training.

Activity Based Working (ABW) – a new way of working

Council's 'once in a lifetime' opportunity to move into a new building in Officer has enabled the organisation to rethink the way staff work and service customers and the community. This move will allow all indoor staff to work under the one roof for the first time in 17 years and provide long-term operational savings for ratepayers. The new building will also enable Council to move to an ABW environment, empowering staff to select a work space based on their activities or outcomes. Technology and a building design that encourages collaboration will ensure the organisation can continue to deliver outstanding service and outcomes to our customers. The building will also support at least 10 years of growth for the organisation.

In addition to the Shire's changing landscape, the organisation has made advancements internally to the way it works. Council has reduced its reliance on paper by 70 per cent, significantly cut the use of stationery, improved customer response times and made it possible for staff to access information digitally from any location (see page 32). These improvements have been achieved with ABW in mind through the implementation of an extensive change plan and with the commitment of staff at all levels.

The change plan has involved extensive internal consultation, coaching, improved technology and training and development. The plan is supported by an agreed set of etiquettes which will govern how staff will work together in the new office and ensure staff are prepared for the smarter way of working.

The change plan includes:

- working with Places Victoria and builder Watpac on the construction of the civic centre and surrounding



infrastructure (including road and central energy plant)

- coordination of the internal fit-out
- relocation from Henty Way and Council's other office locations
- technology improvements to allow staff to work independent of time and place (including less reliance on paper-based processes)
- staff behavioural changes required to move from a traditional office model with allocated desks or offices, to a flexible environment with a range of work spaces.

Council's transition to the new civic centre and ABW has attracted the attention of other local government authorities, in Victoria and around Australia. The interest has focused on how the organisation has planned and transitioned towards a new way of working and its aim to reduce operational costs while still delivering operational excellence.

The changes were recognised when Council won the Municipal Association of Victoria's (MAV) annual Information Communication Technology Fellowship Award for Innovation and the Sir Rupert Hammer Award for Records Management. Both awards demonstrated Council's commitment to paper independence and a more flexible and mobile workforce while maintaining information privacy and security for the organisation, residents and customers (see page 38)

As the precinct nears readiness and the move to the new facility is imminent, staff are looking forward to enjoying the new environment. The move will provide a more efficient, connected, cohesive, mobile and dynamic service of excellence to Cardinia Shire residents, customers and visitors.



Customer service

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Council has a strong focus on responding to the needs of the community and this underpins the diverse range of services it delivers.



An important part of Council's services to residents is the provision of information on a timely basis delivered in an efficient and courteous manner. Council has a strong focus on responding to the needs of the community and this underpins the diverse range of services it delivers.

Council ensures the services provided to local people, local businesses, and visitors are readily available, accessible to all, are of a high standard, and represent value for money.

The Customer Service team aims to provide a 'one-stop-shop' approach to delivering Council services. This involves responding to customer requests for information and other Council products and services received via telephone, fax, email, mail and direct face-to-face contact. Council manages telephone contact via its customer service centre.



Scope of services

- Input of customer requests for service via customer request tracking system.
- Maintaining information promotion and displays at the customer service centre.
- Managing and operating Council's call centre.
- Promoting a positive image of Council services.
- Providing information on Council and referral services.
- Receipting payment of accounts and fees.

Table 6. Call centre statistics 2013–14

Number of calls received	Average wait time	Calls answered within 60 seconds
114,343	52 seconds	71%

In 2013–14 the total number of requests logged was 28,670 and 95 per cent of requests were completed on time. The total number of registered inwards mail items for the year was 91,831.

Online communications

Council continued with its social media presence on Facebook and Twitter. Posts and tweets regularly promoted Council news, upcoming events and activities, employment opportunities and other information published on Council's website. As of 30 June, Council had 1,167 likes on Facebook and 2,313 followers on Twitter. Council also joined YouTube and LinkedIn in 2013–14. There have already been 180 views of videos on its channel CardiniaTV and 272 followers on LinkedIn.

Table 7. Website statistics

Sessions	Users	Page views	Average session duration (minutes)
446,518	248,766	1,489,377	2.22

Awards and recognition

Organisation

In 2013–14, Council was acknowledged through a number of awards. This recognition celebrated the positive work Council did throughout the year and demonstrated a commitment to being a leader in local government and to ensuring a bright future for our organisation and our residents.

Sir Rupert Hamer Records Management awards

In preparation for moving into the new civic centre and activity based working, Council has been working towards paper independence. In recognition of these changes, Council was announced the winner of the Small Agency award for Victorian Government agencies in the Sir Rupert Hamer Records Management awards in May. The Sir Rupert Hamer Records Management awards recognise excellence and innovation in records management in state and local government in Victoria.

Excellence in eGovernment awards

Council was named as one of three finalists in the project and program management category for the Excellence in eGovernment awards for the Technical Transition to Activity Based Working project. Although Council did not win the category award, it was presented with an Excellence in eGovernment award. The awards are managed by the Australian Government Information Office and include Australian, Victorian and local government organisations.

Investors in People

Council was the first Australian organisation to receive Investors in People gold accreditation. The accreditation recognised Council's commitment to helping create a healthy work culture for its employees. To receive the gold level accreditation, Council was required to meet 165 out

of a maximum 196 evidence requirements, as assessed by the Investors in People group, however was successful in meeting 186 requirements. Council received its first Investors in People award in 2003, followed by Bronze accreditation in 2010.

Innovation Fellowship award

The Innovation Fellowship award, presented at the Local Government Information Communication Technology (LGICT) recognised Council's transition to activity based working. The LGICT award is a \$10,000 grant to support Council business objectives which include cutting back on the amount of paper used by staff, improving electronic record keeping and an increased focus on portable technology, such as laptops instead of desk-bound computers.

Scope communication access accreditation

Council was the first council in metropolitan Melbourne to gain accreditation with Scope for communication access. Scope is one of the largest providers of disability services in Victoria. The accreditation reflects the customer service team's ability to communicate with people who do not use speech, or have speech that is difficult to understand, including people with hearing and speech impairments and other complex communication needs.

To earn the endorsement, Council's customer service team were trained by the Auslan Company and Peninsula and South East Regional Communication Service and tested for three weeks by anonymous community members. Communication aids such as word and picture boards have been implemented in the customer service area.

Link Employer of the Year Award (Trainees)

This award recognised Council's trainee program and support for local young people. Seven trainees started their Cert IV traineeships with Council, and another five completed during 2013–14.

Leading Teams award

Council has been acknowledged for its efforts in embracing the Leading Teams model of genuine conversations and for continuing to strive towards promoting strong values and culture. This award was presented to the Organisational Development team in recognition for the great efforts taken to engage all staff to review, and take shared ownership of the organisational values, as well as ensuring they were allowed opportunity to explore and understand what the values meant in practice.



Stan Henwood award

Pakenham resident Norma Jackson was named the 2013 winner at Council's annual grants presentation dinner, held in July at the Cardinia Cultural Centre. The surprised and happy 89-year-old proudly accepted the prestigious prize for her outstanding lifetime contribution to Cardinia Shire.

Mrs Jackson, affectionately known by many as Auntie Norma, is a life member and active volunteer with Pakenham Football and Netball Clubs. She has also served in the Pakenham Fire Brigade Ladies' Auxiliary for 50 years, and led a 2008 campaign to save and restore Pakenham Outdoor Pool.

Australia Day awards

Winners of the 2014 awards were announced at a community event on Sunday 26 January at the Cardinia Cultural Centre in Pakenham.

Citizen of the Year Matt McDonald has been part of many Upper Beaconsfield committees and groups for the past 30 years. He was instrumental in establishing the Upper Beaconsfield Men's Shed and has been involved in Scouts, the Village Fair Committee, Ash Wednesday recovery activities and the Salvation Army Red Shield Appeal.

John 'Jack' Mitchell proves that the most rewarding years of life often come in retirement and was named Senior Citizen of the Year. He has been an active member of the Pakenham Lakeside residents and community development forum, Lakeside Neighbourhood Watch, the Pakenham Business Group, the Cardinia Foundation and the 4C's Crisis Relief Centre.

Young Citizen of the Year Adele Mepstead has been an active member of Scouts, Venturers, Rovers and the Dr Alan Wade Alzheimer's Research Fund. She has fundraised for various organisations and has been a member of the Pakenham Blue Light Disco and Relay for Life committees.



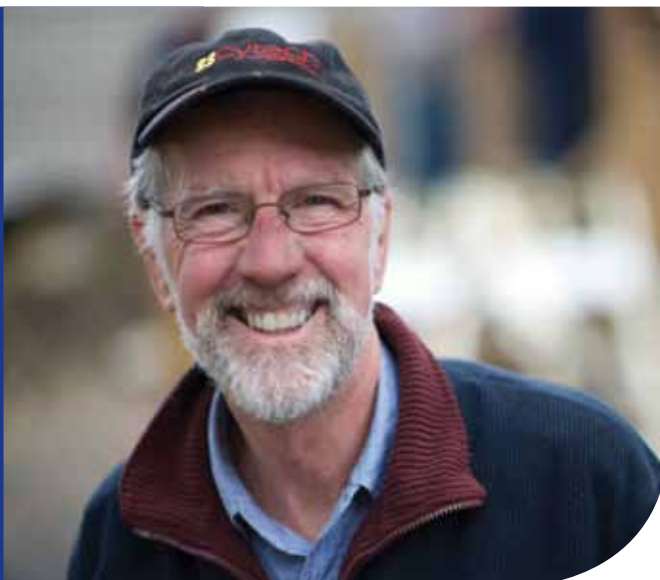
Community Organisation of the Year ECHO Youth and Family Services helps families and young people through hard times, equips them to make good life choices and provides crisis relief. It runs several programs out of Emerald, including a peer leadership and a community mentor development program. ECHO turns 30 this year.

Emerald's week-long PAVE festival was named Community Event of the Year. The event attracts around 12,000 people each year. Running since 2004, the event features graphic art, photography, dance, theatre, film, music, indigenous and multicultural events. PAVE supports the work of local artists and boosts the local economy.

Community Services Award winner Lynette Joy Wealands volunteered regularly at the Lang Lang Memorial Hall and was part of the Lang Lang Op Shop Committee. In 2002, she joined the Historical Arts Society, serving as secretary for over 11 years.

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Citizen of the Year Matt McDonald was instrumental in establishing the Upper Beaconsfield Men's Shed and has been involved in Scouts, the Village Fair Committee, Ash Wednesday recovery activities and the Salvation Army Red Shield Appeal.



Logo

Council's logo includes the design elements of a rising sun and a bird. The rising sun symbol links to a translation of the name 'Cardinia' from the language of the area's traditional owners, the Bunurong and Wurundjeri people, which is 'look to the rising sun'.

The graphic symbol of the sun also represents a hoof print to acknowledge the history of the 'pack tracks' the early settlers used to travel through the area to Gippsland.

Also significant to the municipality is the legend of the mythical 'bunyip' that inhabited the Koo Wee Rup swamp area. One extraction of this legend is that it is based on a rare bird that once inhabited the swamp – the 'bittern' bird. Hence, the inclusion of the bird symbol in the logo design.

The logo was given a fresh new look in February 2014. While still retaining strong visual links to its origins, it has been updated to ensure it keeps pace with technology and reflects Council's identity as a progressive, responsive and innovative organisation.

The key features of the logo have been retained, however the components have been redeveloped along smooth, clean lines and the font has been changed from all capitals to lower case, providing more flexibility and a more modern effect.



Our performance

Introduction

Year in review

Our Council

Our organisation

Our performance

Open and accountable
governance



Reporting Council's performance

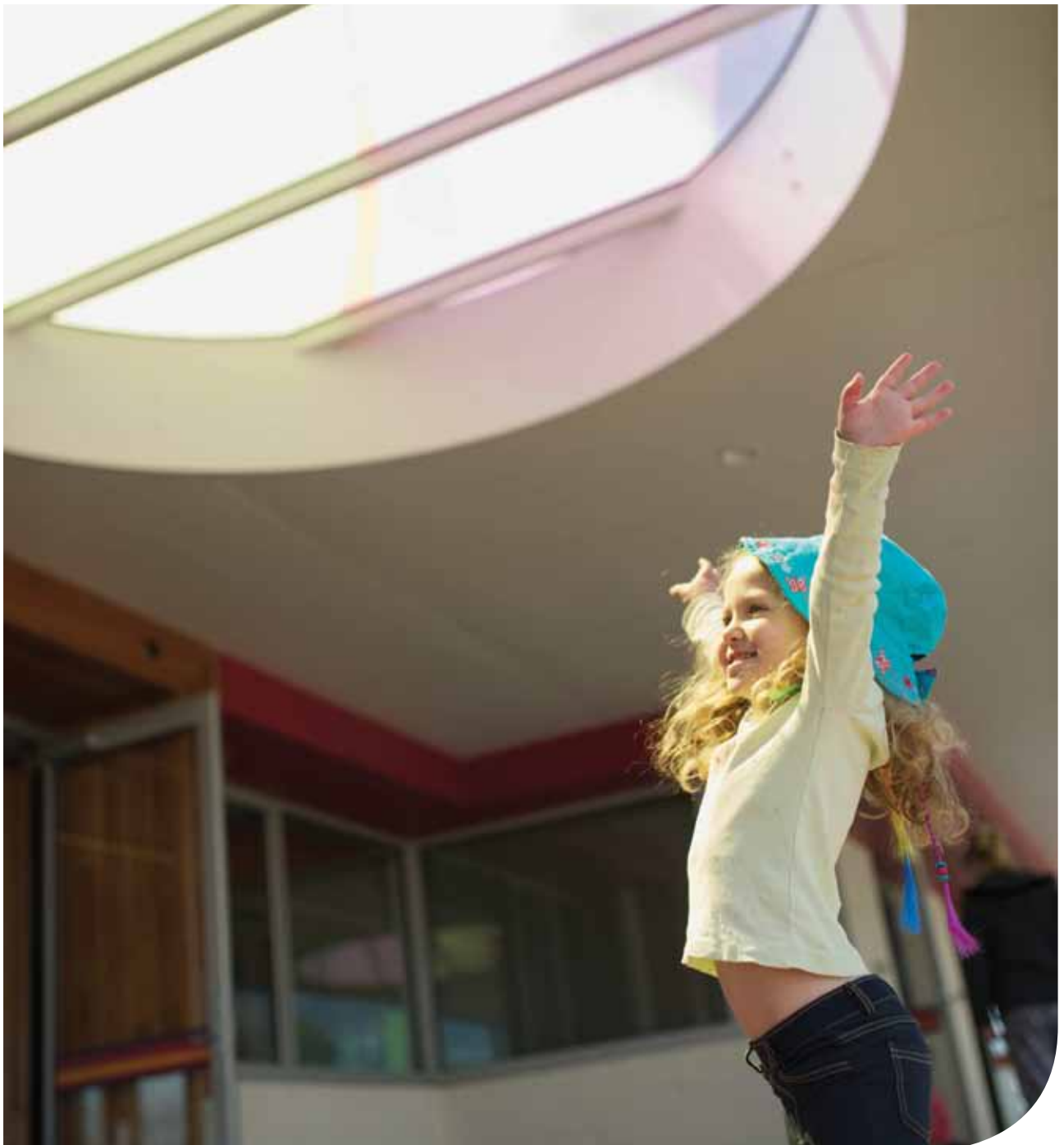
Council measures its performance in a variety of ways. At a service level, Council monitors demand and delivery quality, and monitors and audits financial management. Importantly, Council regularly consults residents and ratepayers to gain an understanding of their perceptions of what is important and how the organisation performs.

Council produces quarterly performance reports providing detailed progress on actions undertaken to deliver the Council Plan, major projects, improvement activities and key service provision and growth indicators. The report is available to the public via Council's website as part of the Council meeting agenda documents.

Key resident communication publication, Connect magazine, continues to provide updates on Council's activities in a narrative style, complementing the data provided in the quarterly performance reports.

This annual report provides an overall view of Council's activities within the 2013–14 financial year.

Council has continued its focus on independent auditing of both its financial practices and other key process to identify areas to both reduce Council's risk and to improve service delivery. These audits complement the internal focus on service improvement.



Our people

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

We want to access a variety of services for all

Action	Result	Status
We will do this by continually reviewing services to ensure those offered meet community needs.		
Review early years service provision to inform development and implementation of early years plan.	Draft Child and Family Plan developed and will be presented to council briefing on 28 July with a view to go out to public viewing.	Completed
Conduct bi-annual youth survey.	Completed January 2014.	Completed
Develop and introduce a central enrolment process of Cardinia Shire kindergartens.	Central enrolment has commenced and Central Enrolment Officer in place.	Completed
Provide data that identifies local vulnerability around financial stresses and at risk communities.	Data report has been received – needs amendments to formatting.	Completed
We will do this by routinely reviewing community needs for services and deliver or advocate for adequate service delivery.		
Access the before- and after-school and vacation care needs of new and existing communities to identify new service needs and partnerships required to meet needs.	Two services moved out of Council provision due to low take-up in rural services.	Completed
Children's Services – Henry Road East (Pakenham) Children's Centre – complete construction, fit-out, open and commence operations.	Now opening and functioning.	Completed
Advocate local needs to political parties in lead up to federal elections.	No federal election this financial year. Have been advocating for state election.	Ongoing
Advocate for the establishment of locally-based health services, specifically general practitioner (GP) and dental services.	Relevant networks and partnerships have been targeted to advocate for attracting key service providers into the Shire and new community facilities.	Completed



Our people (cont.)



We will do this by delivering positive ageing initiatives that support older adults to live longer in their own homes.

Support and promote seniors festival.	Thirty events planned for festival in October.	Completed
Implement the 'live well for life' program.	Healthy living programs funded and implemented.	Completed
Review and revise Positive Ageing Strategy.	Completed desktop review and a series of workshops are scheduled to educate community.	Completed

We want access to support programs for young people.

Action	Result	Status
We will do this by ensuring Council facilitates employment, recreation and leisure opportunities for young people.		
Maximise the engagement of young people, community, business and service providers through the development and implementation of a comprehensive strategy, and utilise technology and social media opportunities.	Engagement through social media, promotion, website and email.	Completed
Develop youth specific facilities that provide information, advice and pathways to accessible support for young people and their families.	MyPlace and MYBus (Mobile Youth Bus) continued to be active with local youth. Council continued to be represented on the Headspace Dandenong and Headspace Narre Warren.	Completed

We will do this by advocating for increased locally based health services to support young people.

Undertake playground upgrades at O'Riodans Park (Koo Wee Rup); Atkins Road Reserve (Pakenham); Tom Griffin Reserve (Beaconsfield).	All works completed.	Completed
Advocate internally and externally for adequate local resources including a skilled youth sector workforce that reflects the needs and diversity of young people in the Shire.	Promotion and advocating taking place through a number of avenues.	Completed

We will do this by investigating opportunities for services to be co-located with Council facilities.

Undertake review of Services Central and produce a business case around the potential of the centre as a community resource.	Review gained long-term vision for the centre.	Completed
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We want learning opportunities for all ages and abilities.

Action	Result	Status
We will do this by supporting and advocating to State Government for the development of new and upgraded primary and secondary schools.		
Work with Department of Education and Early Childhood Development to facilitate the acquisition of school sites shown in Officer precinct structure plan.	Ongoing consultation including a briefing and site visit.	Completed
We will do this by supporting and advocating to State and Federal governments for post-compulsory and vocational training that meets the needs of local employers.		
Undertake a focused advocacy campaign on post compulsory and vocation training with major political parties as a lead up to the Federal election 2013.	No upcoming federal election. Advocated for home and community care (HACC) funding and health promotion initiative.	Completed
We will do this by supporting learning opportunities for all ages and abilities.		
Open the Toomah Community Centre at Cardinia Road, Pakenham, with governance model developed.	Construction not completed. Management contract signed and service and governance models developed.	Completed

We want improved health and wellbeing for all.

Action	Result	Status
We will do this by sourcing funding and delivering a range of health promotion initiatives.		
Deliver key actions in Healthy Together Cardinia Shire initiative.	Over 25 Healthy Living Programs and Strategies currently being delivered and evaluated across each ward in the Shire.	Completed
Introduce three new physical activity initiatives for vulnerable groups/residents in three townships across the Shire.	Five physical activities developed across six townships.	Completed
Introduce a healthy eating program for community garden participants in community garden established in 2012–13.	Partnered with C4C to evaluate Dig in Café dining program.	Completed
Deliver education and information session to four schools in relation to active transport.	Students presented with information sessions in their classrooms.	Completed



Our people (cont.)

We will do this by reviewing existing, and development a new municipal public health and wellbeing plan.

Continue to support committees to protect and maintain existing reserves of high environment significance for 2013–14 i.e. friends group, grants, etc.	Development of Good Neighbour brochure in consultation with Gembrook Park and Maryknoll friends groups. Funding approved for revegetation of Pepi's Land.	Completed
Develop the 2013–17 Municipal Public Health and Wellbeing Plan.	Completed and adopted in 2013.	Completed
Evaluate the Municipal Public Health and Wellbeing Plan's impact on the health and wellbeing of Cardinia Shire residents.	A review and evaluation process has commenced.	Completed

We will do this by routinely reviewing community health and wellbeing issues.

Annual health and wellbeing review completed.	The review was completed.	Completed
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We will do this by supporting children, young people, families, older adults and people with disabilities by providing a range of accessible services and facilities.

Develop consistent and coordinated approaches to the development of new children's centres and in meeting budget and timeline requirements. Develop integrated practices and procedures for services operating from the centres.	Report drafted.	Completed
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We want variety of recreation and leisure opportunities.

Action	Result	Status
We will do this by providing active and passive recreational facilities to meet the needs of our residents.		
Implement Pepis Land (Emerald) Master plan works including landscaping, pathways, car parking and recreation facilities.	Construction of loop path and carpark completed. Consultation with the Village Committee and completion of the feasibility study will continue.	Completed
Henry Road (Pakenham) – construct Stage 1 Regional Soccer Facilities – construct two turf pitches and civil components for soccer as identified in the master plan.	Construction on Stage 1 suspended due to weather.	Ongoing
Holm Park Recreation Reserve (Beaconsfield) – finalise landscaping, pathways and playground construction.	Project complete. Delivery of playground in 2014–15.	Completed
Deep Creek Reserve (Pakenham) Master plan – implement master plan including pathways, landscaping, car parking and community facilities.	Project completed.	Completed
Heatherbrae Recreation Reserve (Officer) – construct two main ovals, road construction and services, netball courts and landscaping.	Project completed.	Completed
Finalise the route of Emerald to Gembrook Regional Trail and prepare plan for funding considerations.	Draft report to be presented to Council in July–August following further discussions with Puffing Billy.	Ongoing
Seek funds to upgrade playing surface to synthetic – Lang Lang Bowls Club. Application submitted to Sport and Recreation Victoria.	Grant received. Project completed.	Completed
Master plan proposed sporting facilities for Lang Lang.	Full master plan to be undertaken in 2014–15.	Completed

We will do this by increasing opportunities for participation in a range of sport and recreation and leisure activities.

Implement the priority program for upgrade of netball facilities within the Shire – Koo Wee Rup and Cockatoo.	Program completed.	Completed
Implement actions in Emerald Lake Park Strategic Plan 2012–17.	Meeting of advisory committee held in June.	Completed

We want increased awareness of safety.

Action	Result	Status
We will do this by working with the Police, State Government and the community to improve safety in homes, businesses, public places and on roads.		
Support implementation of joint challenge family violence project to develop a Cardinia Shire men's action group and train local leaders and mentors.	Applying for White Ribbon Accreditation. Men's Action Team formed.	Completed
Ongoing advocacy on behalf of Cardinia Shire communities at regional and state level on relevant emergency management issues and community safety initiatives.	Advocacy on a quarterly basis.	Completed
Conduct a review of Council's safety camera strategy with Victoria Police.	Program is ongoing.	Completed
Continue to liaise with Victoria Police, State Government and the community on issues related to improving public safety.	Liaising on quarterly basis.	Completed
We will do this by working with the Police, State Government and the community to improve safety in homes, businesses, public places and on roads.		
Work with the Fire Service Commissioner and other agencies and organisations on the development of the Dandenong Ranges Landscape Strategy.	Work completed.	Completed



Our people (cont.)

We want minimised impact of emergencies.		
Action	Result	Status
We will do this by implementing plans that support people in times of emergency.		
Work with other agencies and organisations on the development of a municipal flood emergency plan and associated resilience building programs.	Work completed.	Completed
Review and update the Council Open Air Burning policy.	Policy approved and adopted.	Completed
We will do this by implementing plans that support people in times of emergency.		
Works with other agencies and organisations on the development of a municipal relief and recovery plan and associated resilience building programs.	Liaising with neighbouring municipalities. Recovery sub-plan completed.	Completed
We will do this by protecting against risk through effective bushfire and flood preparation.		
Works with other agencies and organisations on the development of a municipal relief and recovery plan and associated resilience building programs.	Moving forward, will work on the development of supportive resilience programs.	Completed

Henry Family Children's Centre

Henry Family Children's Centre in Pakenham was operational in February 2014 and officially opened by Minister for Planning Matthew Guy in May. The integrated children's hub offers kindergarten, maternal and child health and early childhood intervention services, with two kindergarten rooms, a community room available for community use and a natural outdoor play space, also available for community use. In a first for the Shire, the centre also provides local families with access to local intervention services and specialist support including allied health services and speech therapy.

Council contributed over \$2.2 million towards Henry Family Children's Centre, in addition to almost \$1.5 million from the Victorian Government Department of Education and Early Childhood Development and \$587,000 from the Victorian Government's Department of Planning and Community Development.

Strategy and plans adopted

Council was successful in developing and adopting the Municipal Public Health and Wellbeing Plan (MPHWP), Positive Ageing Strategy and Open Air Burning Policy.

The MPHWP, adopted in October, addresses key health and wellbeing issues for Cardinia Shire. The MPHWP's key strategies align with priorities established by Healthy Together Victoria, Council Plan 2013–17 and the Victorian Public Health and Wellbeing Plan 2011–15.

The Positive Ageing Strategy was launched in July and was developed in consultation with the community. It looks at influencing factors for an older person's health and wellbeing and sets out actions in these areas to help ensure Cardinia Shire is an 'age-friendly' place for its older population.

The revised Open Air Burning policy was implemented to coincide with the end of the CFA-declared Fire Danger Period in March. The policy, revised following extensive public consultation, defines the rules, restrictions and procedures that apply within Cardinia Shire to ensure burning off is conducted in a safe, considerate and controlled manner.

Toomah Community Centre

Toomah Community Centre, to be opened in 2014–15, is the first of its kind on Victoria, with Council, Windermere Child and Family Service and the Victorian Government taking an integrated approach to delivering important services and support for residents. Construction on the building started in 2012–13 and the building will be operational in the 2014–15 financial year. Council and Living Learning Pakenham signed the management agreement in June. Living Learning Pakenham (LLP) will oversee the facility including the hiring of community space, managing the social enterprise On-Track Cafe, and delivering training in the commercial kitchen and IT space.

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Healthy Bites launched in April in response to Council's community demand survey conducted in December and January. Healthy Bites encourages local cafes and restaurants to offer healthy options (low in saturated fat and salt and high in fibre) on the menu.



Healthy Together Cardinia Shire

This initiative has been successful in encouraging residents to be healthy and active. Seventeen schools, 26 early childhood services and 14 workplaces were involved in the achievement program. Participating organisations made policy changes and launched initiatives to help achieve their healthy living goals. Other Healthy Together initiatives included free oral health sessions to participating kindergartens, networking and professional development sessions for early childhood services staff and teachers and healthy living programs to increase the opportunities for healthy living approaches.

Healthy Bites launched in April in response to Council's community demand survey conducted in December and January. Healthy Bites encourages local cafes and restaurants to offer healthy options (low in saturated fat and salt and high in fibre) on the menu. At the end of the 2013–14 year, five Pakenham cafes were participating and the program was preparing to expand shirewide.

Challenges

Managing the population growth is a major challenge for Council. The population is expected to double by 2031, concentrated particularly in the growth areas of Pakenham, Officer and Beaconsfield. By 2031, 67 per cent of all households in the Shire will live in the growth area. Changes to community composition will accompany the rapid population growth. While many metropolitan municipalities in Melbourne are experiencing challenges with an ageing population, greater ethnic diversity and an increase in one or two-person households, Cardinia Shire is continuing to attract young families.

Council has to balance the need for local jobs, services, facilities and other infrastructure for the growing region, while meeting the needs of the existing communities. The timely provision of infrastructure and increasing community expectations surrounding quality, liveable estates are also major challenges for Council.

Looking forward

Council is taking an innovative approach to planning for future facilities like children's hubs, recreation reserves and community centres. Henry Family Children's Centre and Toomah Community Centre demonstrates Council's commitment to bring multiple and integrated services under one roof rather than construct multiple facilities.

A continued focus is also to invest in sporting and recreation facilities to cater for the booming population, particularly in the growth corridor. Council is currently working on Pepi's Land (Emerald), IYU Recreation Reserve (Pakenham), Deep Creek Reserve, (Pakenham), Holm Park Recreation Reserve (Beaconsfield), Heatherbrae Recreation Reserve (Officer) and sporting facilities in Lang Lang.

Our community

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

We want our diverse community requirements met		
Action	Result	Status
We will do this by monitoring research and demographic trends to assist in planning for residents' needs.		
Communicate consensus outcomes and emerging issues to Council business units and senior management team. Community profile reviewed. Population projection reviewed.	Presented to staff and new projections live.	Completed
We will do this by promoting access to a mix of housing types to cater for the varying needs of people.		
Housing strategy completed and adopted.	Adopted 16 December 2013	Completed
We will do this by facilitating and supporting opportunities for participation in a diverse range of artistic and cultural pursuits.		
Implement actions in the arts and culture and public art strategies adopted in 2012–13.	Four public art projects completed.	Completed
Provide support in the delivery of on interfaith network event per year.	Tours and events held throughout year.	Completed
Commission and install new public art works in line with Council's Public Art Strategy.	Four public artworks completed and three installed.	Completed
We will do this by planning for provisions of facilities to service and support our changing communities.		
Structure plans, precinct structure plans and township strategies provide for facilities and services required to support changing communities.	Beaconsfield Structure Plan adopted, Pakenham Town Centre Structure Plan presented to Council and Pakenham East Precinct Structure Plan underway.	Completed



We want engaged communities.

Action	Result	Status
We will do this by promoting opportunities for community participation in Council policy and strategy development.		
Develop an engagement and communication framework that assists Council staff to promote opportunities for community participation in Council policy and strategy development.	Framework developed and in use.	Completed
Undertake bi-annual communications survey (phone and online) to better understand community preferences regarding communication priorities and formats.	Survey to be undertaken later in 2014 and electronically only.	Ongoing
We will do this by communicating the activities and decisions of Council to the residents in a variety of ways.		
Review and redevelop Council's communication strategy to incorporate new technology including online communications.	Strategy reviewed and redeveloped. Online communications a key focus.	Completed
We will do this by fostering community leadership.		
Identify and implement community leadership initiatives.	Community and research done. Leadership programs and initiatives scheduled.	Completed



Our community (cont.)

We want increased levels of community participation.		
Action	Result	Status
We will do this by promoting initiatives by the community and Council that connect and strengthen our communities.		
Upgrade pathways and walking tracks across Cardinia Shire to increase accessibility and meet <i>Disability Discrimination Act</i> requirements.	All works for 2013–14 completed except where title issues have prevented inclusion.	Completed
Implement a disability recreation program of children of school age.	Program for school age children with disability operating in Emerald and involving around 20 families.	Completed
Deliver a Refugee Week event.	Refugee Week lunch.	Completed
Deliver a Cultural Diversity Week event.	Delivered on 15 March.	Completed
Deliver two neighbourhood development programs to connect new and existing residents in Cardinia Shire.	Held event for National Neighbour Day and supported other events run by community organisations. Facilitated community training opportunities.	Completed
Implement strategic action plan to address cultural diversity.	Strategies in place and community engagement plan completed.	Completed
Review the Cardinia Shire Council Disability, Access and Inclusion policy and action plan.	Policy adopted in June.	Completed
Work jointly with partners to provide Road Safety Expo and Children's Day.	Event held with record attendance.	Completed
Promote a positive image of young people to the community through their participation in planning and decision making, celebrating their achievements and publicising their contribution to their communities.	Many programs under way.	Completed
We will do this by recognising, supporting and valuing volunteerism.		
Deliver annual volunteer reception.	Event held in May to coincide with National Volunteer Week.	Completed
We will do this by strengthening Council's community engagement through the development, implementation and promotion of an effective community engagement policy.		
Develop and implement Council's community engagement policy.	Policy adopted. Support being provided for implementation.	Completed



We want improved health and wellbeing of our residents.

Action	Result	Status
We will do this by increasing the level of health literacy within the community.		
Implement health literacy initiative developed in partnership with key stakeholders.	Action plan developed and presentation finalised.	Completed
We will do this by integrating healthy lifestyle programs into Council's role in strengthening communities.		
Implement healthy living program with targeted communities.	Twenty-five healthy living programs planned, delivered and evaluated.	Completed
We will do this by supporting the provision of services for people with disabilities.		
Deliver enhanced vacation care program for children with a disability.	Service fully utilised.	Completed
We will do this by assisting with establishing partnerships and social infrastructure opportunities that improve health and wellbeing outcomes for residents.		
Establish relationships with local community service providers to identify and deliver health and wellbeing outcomes.	Fifteen organisations will partner to deliver healthy living program in seven townships.	Completed



Our community (cont.)

Public artwork

Four public art projects were undertaken during 2013–14. The Bourke Park Street Art project injected colour into the Pakenham park as part of its revitalisation project. In partnership with the Tiffaney Bishop Collective (tbC), Council worked with local artists and visiting street artists from tbC to transform the existing soundshell, barbecue, new toilet block and main wall using street art.

'Camaraderie', located on the Main Street of Gembrook, was created by Mount Burnett-based artist Viktor Kalinowski after extensive community engagement and research into the history of the township. The granite sculpture represents individuals standing strongly together to form a community. 'Natural Balance' was unveiled at Henry Family Children's Centre by Minister for Planning Matthew Guy as part of the official opening celebrations. The sandstone sculpture, Natural Balance, is inspired by the local landscape, indigenous culture and conservation of the local environment. 'The Gift', by New South Wales-based artist Julie Squires will be located in front of the new Toomah Community Centre, Pakenham. It is a cast-in-bronze sculpture of five leaf forms joined to a twig that emerges from the ground.

Access and Inclusion Policy and Action Plan 2014–17

As of June 2014, 26 of the 28 identified actions of the Disability Implementation Plan were completed and the remaining two actions were identified as ongoing. Council provided regular updates to relevant stakeholders including the community, Cardinia Shire's Access and Inclusion Advisory Committee (AIAC) and the MAV.

Some of the achievements of the plan include:

- customer service communication boards and communication access
- priority access upgrade program (Council-owned community facilities)
- Footpath Trading Policy
- Early Childhood Intervention Service (ECIS)
- enhanced amenities and new facilities.

In June, Council adopted the Access and Inclusion Policy and Access and Inclusion Action Plan 2014–17. The policy outlines Council's commitment to achieving compliance with legislation and standards and identifies principles to improve access and inclusion for the community. The action plan provides a framework to guide Council's practices to uphold the rights of people of all abilities across the organisation, in the community and in partnership with the AIAC. Through community consultation and legislative direction, five priority areas were identified including improving the physical accessibility to the built environment and public open spaces, increasing social connectedness, promoting information and communication, becoming an accessible and inclusive employer and changing attitudes.

Road Safety Expo and Children's Day

Record numbers (2,500) attended Council's Road Safety Expo and Children's Day in October. The free annual event was held at the Cardinia Cultural Centre in Pakenham and included demonstrations by emergency services organisations like Victoria Police, Country Fire Authority, Metropolitan Fire Brigade, Ambulance Victoria and State Emergency Service. Other event highlights included camel rides, a gas flare-off demonstration and art and craft activities hosted by Council's Outside School Hour Care (OSHC) and Children's Services teams. For the first time, suggestions for the event were also collected from local children through the OSHC program.

Challenges

A critical issue for Council is providing timely and cost-effective infrastructure in the growth area. The need for new infrastructure, services and facilities is increasing as the population continues to grow. Physical links including roads, footpaths and bicycle paths to allow people to easily access services and facilities will also need to be created.

Although Cardinia Shire is considered a metropolitan municipality, it is located between 45 and 55 km from Melbourne's CBD. The distances residents need to travel to access services, employment opportunities and tertiary education leads to a situation known as 'locational disadvantage'. This disadvantage is increased by inadequate public transport infrastructure and a high-reliance on road traffic, causing an added burden on the road network.

The health of residents is an ongoing concern for Council with obesity and related illnesses such as diabetes and heart disease on the rise. Only 3.4 per cent of adults in the Shire meet the recommended fruit and vegetable guidelines and 50.4 per cent are overweight or obese (Victorian Population Health Survey 2011–12). As well as health needs, there is a high demand for healthy food options in the community. Council conducted a demand assessment in 2013–14, of the 300 residents, 70 per cent of stated they would like to see healthier options available on restaurant and cafe menus.

Looking forward

Council is continuing to advocate for external investment in public transport, services and tertiary education opportunities. Work is also continuing on structure plans, precinct structure plans and township strategies to determine the future direction of the Shire's changing communities and prepare Council for continued growth.

Council will undertake an 'arts and cultural facilities study' in 2014-15 to gather community input into the direction of arts and cultural facilities in Cardinia Shire. The study is in response to community feedback and will help Council plan and advocate for the current and future needs for facilities for arts programs, cultural activities and arts and community groups.

Support will continue to be provided to Healthy Together Cardinia Shire. The initiative has already implemented programs into the community and will continue to develop innovative programs to encourage residents to be healthy and active.



Our environment

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

We want provision and maintenance of assets on a lifecycle basis.		
Action	Result	Status
We will do this by maintaining all Council roads and supporting infrastructure in accordance with the Road Management Act (2004).		
Implement the annual resealing and rehabilitation program resulting from the asset management plan for 2013–14.	Project completed.	Completed
We will do this by developing new maintain existing parks, gardens and reserves in a sustainable manner.		
Implement Emerald Lake Park Vegetation Management Plan using grant funding – Stage 2.	Contractor appointed. Total works program to be completed in June 2016.	Completed
Bunyip Strategic Plan – advocate to VicTrack to improve the appearance of the railway corridor, in particular the park-like setting below the main street linking the railway station. Funded through township funding sources.	Contact made with VicTrack and discussions are ongoing.	Completed
Cochrane Park (Koo Wee Rup) Master plan Stage 2 – complete roadways and avenue of honour.	All works completed.	Completed
We will do this by providing accessible facilities to meet identified community needs.		
Design and construct the Toomah Community Centre at Cardinia Road (Pakenham).	Construction ongoing. Expected completion August 2013.	Ongoing
Operations centre master plan and feasibility study of site rationalisation/establishment – implementation of upgrade works as detailed in 2013–14.	Design completed and tendered in July–August 2014. Expected completion December 2014.	Ongoing
Engage with community stakeholders regarding long-term planning for Salisbury Road (Upper Beaconsfield) land.	Engagement completed. Report to be presented in August 2014.	Completed
As part of the Council buildings plan, improve accessibility and meet enhanced <i>Disability Discrimination Act</i> requirements for 2013–14.	Works finalised.	Completed





We will do this by managing Council's assets using a lifecycle approach that ensures adequate maintenance over the life of the assets.

Advocate with developers to ensure compliance with new guidelines as developed in 2012–13. Implement new guidelines on Council projects this year and in subsequent years.	Water sensitive urban design guidelines received from Melbourne Water.	Completed
Lang Lang Township Strategy – identify sources of funding for streetscape works to strengthen the town centre in collaboration with the Lang Lang Traders Association and the Lang Lang Township Committee.	Investigations have not identified potential funding sources.	Completed
Implement new detailed design guidelines on Council projects this year and subsequent years.	Guidelines to be reviewed after the Open Space Strategy is completed.	Ongoing
Implement a program of resurfacing of playing surfaces at recreation reserves at Nar Nar Goon and Chandler Reserve (Avonsleigh).	Nar Nar Goon works deferred. Chandler to be handed over to Council in September 2014.	Completed
Run builders forum about waste minimisation each year.	Forum to be held in August 2014.	Completed
Pakenham town centre – improvements identified in structure plan to be designed.	Structure plan to be completed late 2014.	Ongoing

Our environment (cont.)

We want transport linkages connecting towns.		
Action	Result	Status
We will do this by upgrading local roads to improve safety while considering the traffic demand.		
Complete the design and commence construction of the Lang Lang Bypass from Westernport Road to McDonalds Track, including Milners Road.	Ready for tender for Stage 1. Construction depends on funding available.	Completed
McGregor Road duplication (Pakenham) – duplication north of railway line.	Construction started. Expected completion – June 2015.	Ongoing
Following details assessment of options in 2012–13 complete a detailed design of Madigan Way (Emerald).	Removed from special charges scheme due to lack of support.	Cancelled
Construction of Rix Road Brunt Road to Stevens Road (Officer) – by developer.	Stage 1 completed.	Completed
Cardinia Road duplication from Princes Highway to south of Shearwater Road (Pakenham) – constructed by VicRoads.	Council has completed the facilitation of VicRoads to construct the duplication of Cardinia Road which is to commence in the 2014–15 year.	Completed
Implement actions from Council's Road Safety Strategy 2011–14.	Blackspot funding received for three projects.	Completed
We will do this by continuing the use of special charge schemes to finance road, drainage and footpath improvement programs.		
Cockatoo Strategy Plan – undertake design works for the Cockatoo town centre improvements, including landscaping. Funding from township sources.	Not started as funding not available. New end date June 2015.	Ongoing
Consult and undertake the statutory process and construct a special charge scheme for Wadsley Avenue (Pakenham).	Notice of Intention Report to be presented to July General Council Meeting.	Ongoing
Nar Nar Goon – road and drainage special charge scheme – public consultation, road and drainage design including Council declaration.	Funding sources to be explored.	Ongoing
Consult and undertake the statutory process and construct a special charge scheme for Fairbridge Lane (Cockatoo).	Waiting for developer works so road can be constructed.	Completed
Consult and undertake the statutory process for the design of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham).	Council received one submission, VCAT received no submissions. Expected completion 2018.	Ongoing
Moody Street special charge scheme – road and drainage scheme – Stage 1. Publication consultation, road and drainage design including Council declaration.	Budget allocation submitted for 2015–16.	Ongoing
We will do this by developing transport networks that incorporate effective public transport.		
Contribute to the development of the Pakenham East and Pakenham South precinct structure plan for public transport.	Requests dealt with as received.	Completed
We will do this by prioritising multi-use pathways, where practicable, to create networks that connect destinations.		
Emerald-Gembrook Trail – determine the alignment and oversee the design of the trail.	Meetings organised with Puffing Billy CEO.	Completed
We will do this by advocating for and facilitate improved public transport options to help link employment, educational, recreational and retail activities between rural and growth areas of the Shire.		
Provide information when required to the interface councils group and South Eastern Metro Integrated Transport Group as part of aim to both enhance the frequency and coverage of public transport within both Cardinia Shire and south east region.	Held 27 September 2013. Information returned as requested.	Completed

We want an enhanced natural environment.

Action	Result	Status
We will do this by adapting to the impacts of climate change by working in partnership with South East Council's Climate Change Alliance and State and Federal Governments.		
Continue to support the South East Council's Climate Change Alliance (formerly Western Port Greenhouse Alliance) through membership and participating in relevant projects in 2013–14.	Council involved in multiple SECCCA projects.	Completed
We will do this by reviewing and setting new greenhouse gas emissions targets as part of the development of a new greenhouse gas reduction emissions strategy.		
Totally offset Council's passenger fleet vehicle emissions in carbon sink (currently 686 tonnes co2 for 2013–14).	Project complete.	Completed
We will do this by reducing Council's energy consumption and help the community to do likewise.		
Reduce Council greenhouse gas emission by five per cent per annum through the implementation of such projects as low energy decorative lights, use of alternate energy sources (e.g. Cardinia Life co-generation) and implementing sustainable building practices.	Lighting and hot water systems installed and Cardinia Life environmental upgrade completed.	Completed
We will do this by reducing the amount of waste going to landfill to meet the State Government's waste and resource recovery policy targets.		
Liaise with and support schools in the areas of waste minimisation, litter and recycling.	Program developed and will be delivered to schools.	Completed
Install public place recycling at additional locations across the Shire for 2013–14.	New public place litter/recycling collection contract under development.	Completed
Reduce landfill volumes by five per cent per annum per household with the use of 80-litre bins, subsidised compost bins, e-waste services and green waste collections.	All completed.	Completed
Develop an organics receivables contract for Cardinia Shire as part of a regional contract which is being tendered by the waste management group.	Tenderers appointed.	Completed
In partnership with waste management group, advocate alternative waste technologies and resource recovery technologies rather than sending waste to landfill.	Contract has been awarded	Completed
In conjunction with the Metro Waste Group and Outlook, explore the provision of transfer station at Places Victoria development.	Not viable due to planning restrictions.	Completed



Our environment (cont.)

We will do this by planning to manage water in an integrated manner, including the reduction of potable water consumption by Council and households.

Develop and promote water conservation program for the community to realise our performance target of reducing water consumption (litres) per person by 10 per cent for 2013–14.	The development of an Integrated Water Management Plan will assist Council in setting new community water target savings.	Completed
Work with South East Water to continue to promote the shower head exchange program for households in Cardinia Shire in 2013–14.	South East Water advise program no longer promoted however Council will continue to promote until stock is finished.	Completed
Investigate and establish partnership opportunities to harvest, capture and store large volumes of roof water from commercial and industrial businesses for purpose of reuse for Council operations (street tree watering and unsealed roads).	Partnership opportunities being explored.	Completed
Nar Nar Goon Recreation Reserve – drainage, irrigation and appropriate grass species work.	Tenders received. Project postponed until 2014–15.	Ongoing
Educate home owners regrading maintenance requirements for septic systems.	Residents received educational material. Advice given when appropriate.	Completed

We will do this by promoting catchment management practices to improve the water quality of natural systems.

Reduce off site septic discharges by advocating to water authorities to complete the backlog sewer program and mandate property connection in 2013–14.	Program by Yarra Valley Water has been determined.	Completed
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We will do this by protecting and enhancing biodiversity by increasing the area of natural ecosystems across the Shire.

Implement actions identified in equestrian strategy adopted in 2012–13.	Strategy approved. Works on trails undertaken.	Completed
Pakenham Lily Pond Master plan – if funding advocacy successful – finalise redevelopment drainage and landscaping works.	Funding being sought.	Completed
Implement drainage, access improvement and weed management at Pakenham Upper conservation reserve, Bath Road, in 2013–14.	Improvements and drainage works undertaken.	Completed



We will do this by preserving and improving our bushland and natural environment by implementing weed management strategies and programs and continuing activities on high conservation bushland reserves and roadsides.

Implement major weed reduction programs including the urban fringe initiative.	All programmed works completed.	Completed
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We want natural and built environments that support the improved health and wellbeing of our communities.

Action	Result	Status
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We will do this by planning and developing built environments that support improved health and wellbeing.

Lead by example by showcasing ecologically sustainable development principles in Council flagship facilities.	Sustainability matrix approved and environmental upgrades completed.	Completed
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We will do this by raising awareness of the impact of our environment on health and wellbeing.

Establish environmental sustainability demonstration projects for 2013–14.	Three key projects started and will continue.	Completed
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We want to balance the needs of development, the community and the environment.

Action	Result	Status
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We will do this reviewing the Municipal Strategic Statement and the Cardinia Planning Scheme regularly to ensure it continues to meet Council objectives.

Review Cardinia Planning Scheme in light of revised planning zones under the Victorian Planning Provisions.	Waiting on decision of advisory committee.	Completed
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We will do this planning for 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 manner.

Undertake review of the Cardinia Road Precinct developer contributions plan.	Draft process prepared for management approval. Expected completion December 2014.	Ongoing
Complete Pakenham East precinct structure plan/developer contributions plan.	Technical and background reports drafted. Completed date to be updated. Expected completion March 2015.	Ongoing
Complete Glissman Road (Beaconsfield) design and funding plan development.	Briefs developed and further engagement with land owners. Expected completion December 2014.	Ongoing
Advocate for highest quality design outcomes for subdivision and activity centre delivery.	Advocacy undertaken through meetings, responses to design concepts, and promoting the outcomes sought in approved urban design frameworks and urban design guidelines.	Completed

We will do this by providing for the sustainable development of rural townships while take into account their existing character and community needs.

Complete designs on options from the car parking review in Upper Beaconsfield conducted in 2012–13.	Project delayed due to VicRoads work. Reviewed.	Completed
Prepare Nar Nar Goon and Tynong township strategy/statement.	Development scenarios being prepared. Expected completion June 2015.	Ongoing

Our environment (cont.)

Road and footpath works

Cardinia Shire's sealed road network grew by 8 km in 2013–14, taking the total sealed network to 602 km. The combination of subdivision development and sealing of unsealed roads through special charge schemes or other external funding was a growth factor.

Fifty-eight roads were re-surfaced which improved conditions and increased safety for motorists and pedestrians. A total of 22 km of roads and 4.5 km of gravel footpaths were re-sheeted which involved replenishing gravel material lost through natural wear and tear or storm events.

The footpath network comprised of 519 km of pathways; 31 per cent (160 km) of which was constructed in the past five years.

Construction works on the new unsealed path at Pepi's Land, Emerald was completed. The path loops around the reserve and will open up access to the reserve for the enjoyment of the community. Further path works are planned in the future and will be undertaken as funding becomes available.

In addition, Council carried out inspections of footpaths and this resulted in the completion of a number of actions, including grinding 4,275 m of footpath and replacing 296 tactiles and 2,069 m² of footpath pavement.

Emerald Lake Park Vegetation Management Project 2012–16

One of Council's biggest vegetation projects has reached the halfway mark.

Work over 2013–14 included:

- extensive weed removal in forested areas of the park
- 5,000 new plants
- non-chemical control of rabbits through the use of ferrets and long netting
- extensive community engagement
- preparation for revegetation plan
- plant identification and plant giveaway days
- management zones across revegetated with indigenous species known to have been present prior to weed invasion
- installation of interpretive signage in the bushland area of the park (underway).

Beaconsfield Structure Plan

The Beaconsfield Structure Plan was adopted by Council in December. This plan will give the local community, developers and investors greater certainty and confidence about Beaconsfield's future development. The strategy will also outline the conditions and requirements for future Beaconsfield planning applications submitted to Council, as well as give direction for capital works projects, intersection designs and pedestrian and bicycle infrastructure.

Statutory planning

Each year the Department of Transport, Planning and Local Infrastructure (DTPLI) collect statistics on the number of planning permits Council issues each year, and the number of these issued within 'statutory timeframe'. For 2013–14, Council issued 82 per cent of decisions within the 'statutory timeframe'. This is the highest figure Council has achieved and is well above last year's figure of 73 per cent (which was the previous highest figure), and the metropolitan average of 65 per cent.

Council received 887 planning applications in 2013–14, up from 854 the previous year. Nineteen planning application decisions were appealed to VCAT, down from 30 in 2012–13. Of these, 16 findings were in favour of Council, an 84 per cent success rate. Furthermore, of the 19 appeals, Council staff dealt with 11 of these, resulting in significant savings to Council in the order of tens of thousands of dollars.

Council introduced a new web-based system which meant advertised planning application details could now be accessed anywhere, anytime. Previously this information was only available from the Council offices. The system allows everyone to access the list of advertised planning applications via Council's website anytime, and to look over the details of those applications and make a submission.

Other statutory planning achievements included:

- 1096 statements of compliance for lots issued, up from 915 the previous year.
- completed 190 building enforcement matters, up from 170 the previous year
- processed 80 report and consent applications, down from 93 the previous year.
- received and inputted 2,001 building permits from private building surveyors, up from 1,776 the previous year.

Prosecutions

Thirty offenders were prosecuted under various legislation during 2013–14 with all found guilty, and over \$105,000 in fines were issued by the courts. A total of 401 infringements were unpaid during 2013–14, and the courts confirmed \$66,462 in outstanding fines, and ordered \$33,099 in Council legal costs to be paid.

Challenges

Climate change and peak oil are dual threats that mean Council and the community need to change the way it generates and uses energy. Council and its residents are dependent on electricity and fuel. Rising energy costs and potential shortages leave Council and residents vulnerable.

Managing the natural and built environment is a significant challenge for Council which will have ongoing influence for future generations. The rapid changes occurring in both urban and rural areas of the municipality are causing conflicts. The challenge for Council and the community is to sustainably manage these diverse areas and meet community needs while addressing the social, cultural, financial and environmental impacts of urban growth.

Another key challenge for Council is the timely and cost-effective provision of appropriate levels of infrastructure in the growth area sub-region and to ensure liveable and sustainable communities. As the population grows the need to provide new infrastructure, services and facilities to meet community needs will increase. Physical linkages including roads, footpaths and bicycle paths to allow people to easily access services and facilities will also need to be created.

Looking forward

From installing more efficient lighting, to supporting renewable energy facilities, Council is committed to addressing the challenges presented by climate change and peak oil. Improving energy efficiency and investing in clean sources of energy will not only reduce Council's environmental impact, it will also assist with the affordability and security of its energy supply in coming years.

Council has set the aspirational target of achieving zero net emissions for its operations and a 36 per cent reduction in community emissions on a per capita basis by 2024. Making these changes will not only benefit the environment, they will also provide a significant financial benefit by saving the Council and community on energy costs. Council's draft Aspirational Energy Transition Plan 2014–24 strategy outlines the steps to achieve these goals.

Council is working to ensure green wedges in both the hills and rural (south and east) sub-regions are maintained and protected through the Northern Ranges and Westernport green wedge management plans. Township strategies also play a critical role in helping determine how and where additional growth and improvements can happen within townships over 10–15 years. Council will continue to prepare structure plans and development contribution plans for the Shire's growth areas which will growth and development over the next 10–15 years.

Our economy

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

We want increased business diversity in Cardinia Shire.		
Action	Result	Status
We will do this by facilitating accessible local employment opportunities.		
Deliver business networking training and awards programs.	Training development provided. Preparations continue for further events.	Completed
We will do this by supporting the development of existing and new businesses.		
Advocate to government and stakeholders on economic and employment priorities with a specific focus on Cardinia Shire.	Providing support for regional councils.	Completed
Actively support the development of the South East Business Park (Pakenham).	Discussions ongoing.	Completed
We will do this by planning for a staged development of the Officer-Pakenham employment precinct.		
Develop the Pakenham Employment Precinct Structure Plan and Development Contributions Plan.	Project plan established.	Ongoing
We will do this by facilitating the development of Officer and Pakenham town centres.		
Work with internal operations and the business community to facilitate investment.	Meetings held with investors and potential investors. Report on alternative farming opportunities presented to Council.	Completed
We will do this by advocating to State and Federal governments and industry to develop more local employment opportunities.		
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.	Created Regional Food Plan and Port of Hastings economic impact study.	Completed



We want maintained strong agricultural activities.

Action	Result	Status
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We will do this by supporting our farmers and growing agricultural industry in adapting to the changing economy and climate.

Implement Casey Cardinia employment attraction and investment strategy, advocate for the Bunyip Food Belt and complete and develop action plan for the regional food plan.	Part of working group for food plan. Council briefed.	Completed
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We will do this by identifying 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 i.e. Airports, Bunyip Food belt and Port of Hastings.	Marketing plan and documents completed.	Completed
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We will do this by advocating for the development of roads and infrastructure required for primary production.

Seek State funding for and progress an Island Road (Koo Wee Rup) road construction including drainage Special Charge Scheme.	State funding secured and public consultation undertaken.	Completed
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We want a diverse and resilient business community.

Action	Result	Status
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We will do this by supporting small business viability in rural townships.

Work with rural townships and implement actions from the tourism and township strategies, i.e. support business in planning for the Koo Wee Rup and Lang Lang bypasses.	Discussion held with residents.	Completed
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We will do this by encouraging the establishment of tourism and hospitality activities and facilities in appropriate areas of the Shire.

Implement actions from the tourism strategy.	Tourism action plan endorsed in November.	Completed
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Our economy (cont.)



We will do this by advocating for the delivery of small and large scale projects that enhance and drive economic activity.

Work alongside the business community to enable projects to be realised.	Multiple projects underway and completed.	Completed
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We will do this by collaborating with other organisations to enhance economic activity and attract new enterprises.

Implement Casey Cardinia employment attraction and investment strategy. Also partner with Melbourne South East, Southern Regional Development Australia and regional bodies.	Targets completed.	Completed
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We will do this by supporting businesses and organisations to enhance their skills.

Implement local training and awards program for local business.	Awards program underway.	Completed
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We want a local economy supporting the improved health and wellbeing of our communities.

Action	Result	Status
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We will do this by supporting local workplaces and businesses to improve employee health and wellbeing.

Implement the achievement program in workplaces.	Events held. Planning for next 12 months completed.	Completed
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We will do this by supporting tourism and local businesses in delivering health and wellbeing initiatives.

Implement actions from the tourism and regional health strategies.	Cardinia Shire Tourism Strategy Action Plan endorsed by Council in November. Committee has been meeting.	Completed
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Business networking and recognition

At the Casey–Cardinia Business Breakfast in June, a total of 320 local business people listened to Australia's most successful surfer Layne Beachley. This was the biggest breakfast for 2013–14. Other events that formed part of the breakfast series included George Negus, Jim Penman and Brooke Hanson. These breakfasts attracted over 650 business people.

More than 140 business operators and residents received an update on Cardinia Shire's economic development at the annual business address given by Council CEO Garry McQuillan in August 2013. Garry outlined a long-term vision for development and economic growth in the local area.

Council provided 36 training sessions, educational networking events and seminars for workforce development to a total of 588 people. This is a significant improvement over the 22 sessions held during the same time last year.

Applications opened in March for the inaugural Casey Cardinia Business Awards. Council and the City of Casey joined forces to encourage local businesses to enter the awards which recognise and reward outstanding businesses in the Casey Cardinia region. Winners will be announced at a gala awards dinner in October 2014.

Healthy Together Achievement Program for Workplaces

At the end of 2013–14, 14 workplaces had signed up to the program. It supports workplaces based within the Shire to improve the health and wellbeing of their employees and their organisation. Council continued to support workplaces in receiving recognition through the program.

Investment attraction

Several businesses opened their doors and provided hundreds of employment opportunities to residents, including:

- Car Mega Mart
- Masters Home Improvement complex plus specialty shops
- Nine Mile Fresh
- Cardinia Lakes retail precinct, including Coles
- Cardinia Road retail precinct
- Officer Specialist School
- 40 factories commissioned and open (Bald Hill Road area).

Challenges

A critical issue for Cardinia Shire over the next 20 years will be the need to provide more local employment within the region. More than half of residents need to travel beyond the municipality to access employment and this proportion is likely to increase as the Cardinia Shire population grows. A considerable number of jobs will be needed if all of the municipality's resident labour force is to find employment locally.

Cardinia Shire has some of Australia's most fertile and valuable agriculture areas that play an increasingly vital role in providing food for Victoria's population. The location of agricultural areas on the urban fringe results in a challenging tension between Melbourne's land supply needs versus securing fertile land to provide a nationally significant source of food supply.

Looking forward

The key focus of the Casey Cardinia Investment Attraction Framework is to increase the number of jobs in the area, so that fewer residents will need to leave the Casey Cardinia region for work.

A number of tasks are priorities for the partnership. These include established branding and a website that markets the Casey Cardinia region as a great place to invest, developing an economic strategy for the region and creating a prospectus for potential investors.

Council continued to advocate for the following projects throughout the year:

- Bunyip Food Belt
- Port of Hastings economic impact study
- Regional Fresh Food Market.

The Port at Hastings will significantly boost economic growth and job prospects in Cardinia Shire. The south-eastern fringe of Melbourne around Bunyip has potential to become the next major food production and agricultural belt in Victoria. The port expansion will support the Bunyip Food Belt project.

In October, Council welcomed the Victorian Government's announcement that the establishment of a new airport for Melbourne could be in Cardinia Shire. A third airport for Melbourne would make the city the number one international tourist destination in Australia and make it the only city of its size with three airports. The airport would have the capability of serving a population of 2.7 million people, including the 1.5 million people who live in the Dandenong and south-east region, and 300,000 residents of Gippsland.

Our governance

We will consult with the community, as appropriate, in an open and accountable manner to assist in determining the key direction of Council.

We want an engaged community.		
Action	Result	Status
We will do this by developing a policy that details how Council will inform and engage with the community on important matters.		
Finalise the community engagement policy.	Policy adopted.	Completed
We want open governance.		
Action	Result	Status
We will do this by embracing and demonstrating effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential.		
Review, update and disseminate Councillor Code of Conduct and Protocols.	Code of Conduct adopted 19 August.	Completed
Monitor compliance with statutory reporting requirements.	Template report prepared and is being monitored.	Completed
Maintain and update register of information to be available to the public.	Developed and regularly updated.	Completed
We will do this by governing and making decisions in the best interests of the Cardinia Shire community.		
Following adoption of new Councillor Code of Conduct and protocols, monitor adherence to commitments.	Code of Conduct adopted by Council. Continues to be monitored.	Completed
We want long-term financial sustainability.		
Action	Result	Status
We will do this by making financial decisions that will address long-term financial consequences.		
We will do this by making financial decisions that are fair and ethical and balance costs and benefits between present and future generations.		
We will do this by managing the municipality's finances and assets in a responsible manner.		
Complete five-year financial plan and annual budget.	Draft document prepared. Briefings started and workshop held in February.	Completed
We want appropriate funding and support from all levels of government.		
Action	Result	Status
We will do this by advocating on behalf of the community to ensure it receives an equitable share of funding and support from the State and Federal governments for infrastructure, facilities and services.		
Prepare an advocacy program from the 2013 Federal election; meet with appropriate politicians to seek support for improved employment, transport, education, funds for roads, recreational and community facilities and also allied health services.	Program packs completed and meet with politicians.	Completed

Community engagement policy

Council formally adopted its community engagement policy in December. The policy guides Council's approach to community engagement, consistent with Australian and Victorian Government practice and legislative requirements. Council is committed to engaging the community and considers it an important element of good governance. Council believes that community input, through well-planned, inclusive, transparent and accessible engagement, will help achieve effective and responsive decision making.

This policy applies to all areas of Council operations, and provides a framework for Councillors, senior managers and all Council officers. It is based on the widely recognised International Association for Public Participation (IAP2) Spectrum of Engagement.

Council has adopted the IAP2 core values to underpin its practice of community engagement.



Council Budget 2014–15

Council adopted its 2014–15 budget in June. Almost \$21 million will be invested in new recreation facilities, road and footpath construction and maintenance alongside other significant capital works. Streets in Koo Wee Rup, Upper Beaconsfield and Pakenham will be sealed in special charge scheme partnerships with local residents, and the much-needed Lang Lang Bypass received a \$500,000 boost. Projects such as development of Deep Creek Reserve, Pakenham, Pepis Land, Emerald, and the Ash Wednesday memorial at Cockatoo are additional highlights.

Council will maintain current service levels to residents with ongoing efficiency drives helping to address the challenges associated with a rapidly growing population.

While debt levels will peak due to the \$20 million loan to purchase the new civic centre, the long-term financial plan provides for debt to decrease in future years. The rate increase of 5.9 per cent is also lower than the previous year (6.8%).

Other highlights of the capital works program include:

- Officer Secondary College stadium (\$1.65 million)
- Continued development of the regional soccer facility at IYU Recreation Reserve in Henry Road, Pakenham (\$1 million)
- Further works on Lang Lang Bypass and Holm Park Recreation Reserve, Beaconsfield (\$500,000 each)
- Shared footpath along Princes Highway (\$500,000)
- New footpaths (\$400,000).

Council will also invest \$14.45 million into renewing and upgrading roads, bridges and footpaths, replacing drainage and improving recreation reserves and sporting facilities.

A grants program worth \$450,000 will support community capital works projects while a further \$200,000 has been set aside to implement improvements identified in township strategies.

Challenges

The municipality faces unique challenges highlighted by the aggregation of communities with varying needs and aspirations. Urban sprawl, existing rural communities and new suburbs all pose challenges and opportunities for managing the sustainability of the municipality both now and into the future. Council seeks to strive for a balance that achieves the outcomes desired by these communities while ensuring economic prosperity, social wellbeing, environmental sustainability and long-term financial sustainability.

Although it is desirable to keep debt levels low, borrowing is a valid option for Council to be able to fund infrastructure needs for the fast growing municipality. Putting off these projects would put Council under greater financial pressure with the ongoing costs of maintaining ageing infrastructure and the higher risk of having aging infrastructure.

Looking forward

Borrowing provides Council with an immediate form of finance to fund necessary works in line with growth. A 'no debt policy' is often not appropriate for local government as current ratepayers would be expected to meet the full cost of infrastructure assets, but it would mostly benefit future ratepayers.

Council has a debt management strategy which includes key criteria to consider for any future borrowing, including whether rates or fees could fund the project, borrowings which could be repaid within the financial year and emergency hardship.

Council will continue to find business improvements with real and opportunity savings that increase Council's capacity to deliver its services. It will also continue to advocate and seek grants from a variety of sources to help fund projects.

Business improvements

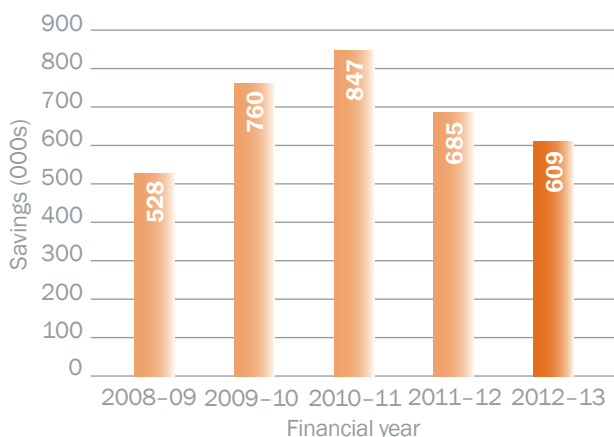
Best Value report 2013–14

Council continues to embrace the principles of Best Value. It primarily applies these principles through its business and service delivery planning processes by monitoring the change in demand for its services and by identifying the appropriate resources to meet that demand in a fair manner for all the community. Council also continues to work within existing partnerships while exploring new opportunities to deliver services.

Our improvement focus

Council continued to build its culture of improvement and innovation during 2013–14, building on the solid foundations of previous years. In dollar terms, there was an additional \$609,000 worth of efficiencies – comprising both real and opportunity savings that increased Council's capacity to deliver its services. The improvements identified and quantified for the 2013–14 year build on the \$2.82 million delivered in the preceding four years, producing \$3.43 million in savings for the five years.

Figure 8. Annual savings from innovation



In addition to these improvements quantified in dollar terms, numerous activities have improved Council's functionality and provided benefits that are realised in non-financial terms.

- Continued focus to increase the capture of information and documentation digitally which improves our processes by reducing risk of loss, making information easier to find, access and share and also reducing paper usage and storage.
- Changing how we treat unsealed roads by utilising 'polycom' reducing crushed rock usage.
- Utilising technology 'in the field' to reduce paper work, reduce double-handling and reduce processing time. This technology is used in many business units including operations, engineering, local laws, fire inspections, OHS and insurance.
- Providing solar hot water at Cardinia Culture Centre to reduce costs over time.
- Introduction of EziDebit payment system for the outside school hours care program to reduce administration associated placements and bad debts.
- Improving the statutory planning process by going digital, leading to quicker time to access information, no physical files to create and move and improved processes.

Council continues to embed a culture of thinking about how we do things and strive to efficiently deliver better outcomes. These efforts have also contributed to recognition by external organisations (see page 38).



Local government community satisfaction survey

The Department of Planning and Community Development (DPCD) coordinates and auspices a Community Satisfaction Survey throughout Victorian local government areas each year. Main objectives of the survey are to assess the performance of councils across a range of measures and to seek insight into ways to provide improved or more effective service delivery.

Council recorded an 'overall performance index score' that reflects the community's satisfaction with council when considering all its activities of 63. This is an

improvement on the previous two years results. This was also the case with the community's satisfaction with Council's overall direction.

Council has been a participant in the development and piloting of a new indicator set collectively known as the local government performance framework being introduced in the 2014–15 year. This indicator set will include an increased number of core satisfaction measures.

Table 8. Snapshot of Council's performance

	2012	2013	2014	Trend
Overall performance	57	61	63	↑
Community consultation	57	55	55	–
Advocacy	56	56	55	–
Customer Service	68	73	69	↓
Overall Council direction	51	52	55	↑

Victorian Local Government Indicators

Table 9. Indicators for previous and current year

Indicator	2010–11	2011–12	2012–13	2013–14
Overall performance – community satisfaction rating for overall performance generally of Council.	N/A*	57	61	63
Advocacy – community satisfaction rating for Council's advocacy and community representation on key local issues.	N/A*	56	56	55
Engagement – community satisfaction rating for Council's engagement in decision making on key local issues.	N/A*	57	55	55
All rates – average rates and charges per assessment.	\$1,592	\$1,648	\$1,751	\$1,740
Residential rates – average residential rates and charges per assessment.	\$1,403	\$1,496	\$1,534	\$1,603
Operating costs – average operating expenditure per assessment.	\$2,682	\$2,685	\$2,879	\$2,681
Capital expenditure – average capital expenditure per assessment.	\$827	\$723	\$680	\$828
Infrastructure renewal	50%	56%	70%	57%
Renewal maintenance	69%	72%	82%	74%
Debts – average liabilities per assessment.	\$1,959	\$1,950	\$2,123	\$1,862
Operating result per assessment	\$1,470	\$1,007	\$1,039	\$773
Note: After deducting capital and developer contributions, the result would be \$180 per assessment (\$261 in 2013–14)				

*New survey process introduced in 2011–12, cannot compare results directly to previous years.

Open and accountable governance



Council meetings

Council meets on the third Monday of every month and the Town Planning Committee meets on the first Monday. The meetings are open to the public. Council places the agendas and minutes online on Council's website.

Committees

As at 30 June 2014, the following was the structure and composition of Council's committees.

Audit Committee

- Council members: Crs Blenkhorn and Lempriere.
- Independent members: Brian Paynter (chairperson) and Homi Burjorjee.

Town Planning Committee

Committee of the whole Council.



Resources, training and compensation

It is important that Council's elected representatives are empowered to undertake their roles and responsibilities and are provided with the opportunity to acquire new skills and upgrade their existing capabilities.

Council has adopted a Councillor expenses and entitlements policy that covers matters such as the following.

Councillor allowances

Cardinia Shire Council is ranked as a Group 2 council in accordance with the Victorian Government's Policy Statement on Local Government Mayoral and Councillor Allowances and Resources, April 2008. The allowances therefore payable to Councillors are a maximum of \$22,965 per annum and for the Mayor a maximum of \$71,058. In addition, an amount equivalent to the Superannuation Guarantee Contribution (currently 9.25%) is also payable.

Councillor expense entitlements

The policy adopted by Council provides for payment of travel allowances, child care expenses and communication expenses.

Council also provides a computer and internet connection, mobile phone, and fax/copy machine to all Councillors for Council business.

Councillor professional development

The policy provides support to Councillors for upgrading their skills during their term of office.

An amount of \$3,000 per Councillor is allocated in the budget.

Programs that qualify for the expenditure include:

- seminars and conferences
- undergraduate and post graduate studies
- short courses and study tours.

Programs must relate to the areas of local government activity, leadership, governance in the context of the role of Councillor, or enhance the personal skills of the individual to undertake the role.

Councillor code of conduct

Council reviewed the Code of Conduct in accordance with the provisions of Section 76C(1)A of the *Local Government Act 1989*.

An updated Code was adopted in August 2013.

Copies of the code are available via Council's website or from Council offices in Henty Way, Pakenham.

Available information

Cardinia Shire Council is committed to open governance. The following information is available for perusal at the Municipal Offices, Henty Way Pakenham during office hours:

- details of current allowances fixed for the Mayor and Councillors
- total annual remuneration for all senior officers in respect of the current financial year and the previous financial
- details of overseas or interstate travel by Councillors or staff in previous 12 months
- names of Councillors/Council officers who submitted returns of interest and dates returns were submitted
- agendas and minutes of Ordinary and Special Meetings of Council except where such minutes relate to parts of meetings which have been closed in accordance with the provisions of Section 89 (2) of the *Local Government Act 1989*.



- list of special committees established which were abolished or ceased to operate
- minutes of meetings of special committees
- register of delegations under sections 87, 88 and 98 of the Act
- submissions received under Section 223
- agreement to establish regional library
- register of leases
- register of authorised officers appointed under Section 224
- list of donations and grants made by Council
- list of organisations of which Council was a member, including membership fees and other amounts and services.

Current Local Laws

As at 30 June 2014, Council had three principal Local Laws in operation.

Local Law No 8 Meeting Procedure Local Law

This local law regulates proceedings at meetings of Council, Special Committees and Advisory Committees; and regulates the use of the common seal.

Local Law No 9 Protection of Council Assets and Control of Building Sites Local Law

As this title indicates, the local law regulates activities on building sites to ensure that public assets are protected, that the presence and disposal of builders refuse and

rubbish does not adversely affect the environment and residents' quality of life. The local law also attempts to educate and induce people involved in building work to act responsibly to reduce the extent and cost of infrastructure damage for the benefit of the wider community.

Local Law 10 Environment and Amenity Issues Local Law

This local law controls access to and behaviour in municipal places, including buildings and reserves, controls activities on and adjacent to roads, public places and adjoining lands which may adversely affect the enjoyment of life or which may be dangerous or unsafe and controls a range of activities that may be detrimental to the environment of the area.

Freedom of Information (FOI) report

In accordance with the *Freedom of Information Act 1982* reporting requirements, the following information is supplied for the period 1 July 2013 to 30 June 2014:

- a. 22 FOI requests made to Cardinia Shire Council
- b. 22 requests were made for full access to documents for the above period; no requests for part access to documents pursuant were made and no requests were pending as at 30 June 2013
- c. Manager Governance Doug Evans is the designated officer with authority to make a decision in relation to a request
- d. no requests for internal review were made under Section 51 (1)
- e. no application has been made to the Victorian Civil and Administrative Tribunal during the above period
- f. no notices have been served on the agency under Section 12 (1)
- g. no disciplinary action has been taken out against any officer in respect of the administration of this Act
- h. a total charge of \$565.40 was levied on the applicants.

National Competition Policy Compliance 2013–14

Cardinia Shire Council has complied with the requirements of the National Competition Policy (NCP) for the period 1 July 2013 to 30 June 2014.



Risk management

Council's risk management policy allocates responsibility for risk to appropriate managers. The policy ensures Council can appropriately deal with risk, protect its assets, including people and property, and create an environment where all employees assume responsibility for managing risk. A review and update of our strategic risks was completed during the year. The risk register is subject to ongoing updating and review to ensure that it is current and is reflective the corporate risk profile.

Insurance and risk audits

Council has been subject to bi-annual audits by MAV Insurance and Jardine Lloyd Thompson on its processes to manage its public liability, professional indemnity and property management exposures. The recommendations of these audits are subject to regular review by management until they are finalised.

Business continuity

The Business Continuity Plan and supporting business unit recovery plans have been reviewed and updated during the year. This plan will assist Council in continuing to provide services to the community should Council business be interrupted by events such as emergencies. Council places a high level of importance on minimising

the impact on service delivery to the community in the event of a business interruption

An exercise of the plan was undertaken during the year to test its effectiveness. This confirmed that the plan will assist the organisation to effectively respond to a business interruption

Workplace safety

Council has maintained a strong focus in 2013–14 to create a positive safety culture. This has been implemented through structured education and awareness sessions with management and employees. Council continued to provide a proactive early intervention injury management program to its workforce to assist in effectively managing workplace injuries and WorkCover claims.

Occupational Health and Safety (OHS)

The Occupational Health and Safety Management System has successfully achieved re-certification during the year following an audit by Lloyds Register Quality Assurance.

Council has four active operational Health and Safety Committees and a Corporate Health and Safety Committee that proactively support the ongoing review and update of our Occupational Health and Safety Management System.

Prepared by:
Cardinia Shire Council

Acknowledgement

Council would like to thank all the staff who have contributed to this Annual Report 2013–14.

Feedback

We value your feedback on this Annual Report and our performance. Contact us on 1300 787 624 or email mail@cardinia.vic.gov.au

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National Relay Service (NRS):

Customers who are deaf or have a hearing or speech impairment can contact Council through the National Relay Service:

TTY users, phone 133 677 then ask for 1300 787 624.
Speak and Listen (speech-to-speech relay) users, phone 1300 555 727 then ask for 1300 787 624.

If you need an interpreter, phone the Translator Interpretation Service on 131 450.