

# **Annual Report 2015–16**

September 2016

Prepared by:  
**Cardinia Shire Council**

### **Acknowledgment**

Council wishes to acknowledge all who contributed to this annual report.

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# Contents

<b>2015–16 at a glance</b>	<b>7</b>
Fast Facts	7
Your rates at work	8
<b>Council's purpose</b>	<b>10</b>
What we do	10
Our vision	10
Our commitment	10
Our values	10
Feedback	11
<b>Year in review</b>	<b>12</b>
CEO foreword	12
Financial overview	15
Environmental overview	18
Major projects	22
Events in Cardinia Shire	26
<b>Our Council</b>	<b>28</b>
Geographic profile	28
Cultural history	28
Population	28
Households and housing	30
Education	30
Industry and economy	30
Volunteering	31
Council wards	33
Councillors	33
<b>Our organisation</b>	<b>36</b>
Organisation structure	36
Senior leadership team	37
Staff information and development	40
Activity-based (smarter) working	42
Customer service	43
Awards and recognition	45
<b>Our performance</b>	<b>47</b>
Reporting Council's performance	47
Our people	47
Our community	62
Our environment	65
Our economy	76

Our governance	80
Development contribution plans	83
Business improvements	85
Local Government Community Satisfaction Survey	86
<b>Open and accountable governance</b>	<b>87</b>
Council meetings	87
Committees	87
Resources, training and compensation	87
Councillor code of conduct	88
Available information	88
Food Act ministerial directions	88
Road Management Act Ministerial direction	88
Current Local Laws	89
Domestic animal management plan	89
National Competition Policy Compliance	89
Contracts	89
Freedom of Information (FOI) report	89
Protected disclosure procedures	90
Risk management	90
Certification of governance and management checklist	93
<b>Performance statement</b>	<b>94</b>
Description of municipality	94
Sustainable capacity indicators	94
Service performance indicators	96
Financial performance indicators	99
Other information	103
Certification of the performance statement	104
Independent auditor's report	105
<b>Financial statements</b>	<b>107</b>
Understanding the financial statements	107

## List of figures

Figure 1.	Cardinia values framework	11
Figure 2.	Operating result \$M	15
Figure 3.	Staffing	15
Figure 4.	Assets \$M	16
Figure 5.	Cash and investments \$M	16
Figure 6.	Capital Works Program \$M	17
Figure 7.	Council Ward Map	33
Figure 8.	Cardinia Shire Council organisation structure at 30 June 2106.	36
Figure 9.	Annual savings from innovation	85

## List of tables

Table 1.	Energy improvement actions completed 2015–16	20
Table 2.	Estimated 2016 population and projected 2026 and 2036 population, by service age group, Cardinia Shire.	29
Table 3.	Detailed staffing breakdown	41
Table 4.	Staff demographics	41
Table 5.	Calls taken and managed 2015–16	43
Table 6.	Requests and mail items managed 2015–16	43
Table 7.	Website usage 2015–16	44
Table 8.	Developer Contribution Plans (DCP)	83
Table 9.	Snapshot of Council's performance	86
Table 10.	Councillor expenses 2015–16	88
Table 11.	Governance and management checklist	91



## 2015–16 at a glance

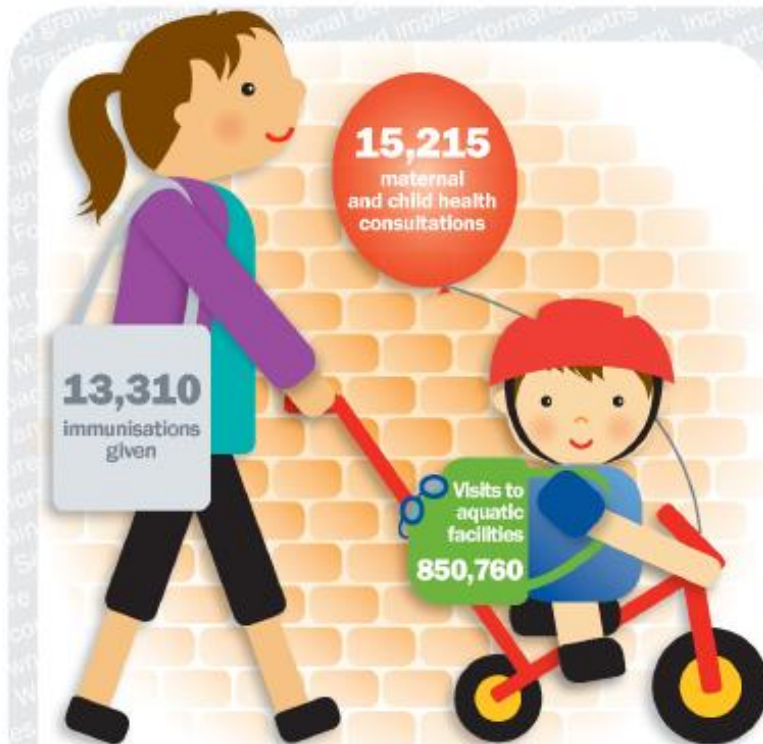
### Fast Facts

Service	2015–16	Service	2015–16
Birth notices	1,587	New animal registrations	4,801
Bridges and major culverts maintained	223	Parks and reserves maintained (ha)	1,328
Building permits lodged	2,364	Planning applications processed	850
Council kindergarten enrolments	2,354 1,617 (4yo) 737 (3yo)	Public facilities managed	417
Footpaths maintained (km)	598	Recycling collected (tonnes)	9,300
Unsealed roads maintained (km)	863	Sealed roads maintained (km)	650
Immunisations administered	7,045	Underground drains maintained (km)	689
Increase in number of rateable properties (percentage based on previous year)	1,674 (4.46%)	Library items borrowed	68,5540
Garbage collected (tonnes)	18,114	Waste diverted from landfill (percentage)	46.05%
Properties registered for waste collection service	36,000	Green waste collected and processed (tonnes)	6,195
Maternal and Child Health consultations	14,372	Youth contacts with Council	23,909
Kindergarten place applications received and allocated	1,052*	Playgrounds maintained	104

*\*All kindergarten applications received up to 30 June 2016 were allocated and for the first time, 100 per cent of our residents got their first preference for their funded kindergarten (4-year-old) program commencing in 2017.*

## Your rates at work

# Your rates in action



### JESSICA

*Mum, 34, from Pakenham*

Enrolled her son Cooper in 3-year-old kinder using the kindergarten central enrolment service.

Meets her mother's group at a free community meeting room at Henry Family and Children's Centre.

Regularly walks with a friend at Mt Cannibal Fauna and Flora Reserve in Garfield.

Keeps Cooper's immunisations up-to-date at free child and adult immunisation sessions.

Works out using free outdoor fitness equipment in the Heritage Springs estate.

### COOPER

*Toddler, 3, from Pakenham*

Gets regular maternal and child health check-ups at the Pakenham Springs MCH centre.

Loves playing at parks and playgrounds including PB Ronald Reserve in Pakenham.

Swims like a fish thanks to weekly swimming lessons at Cardinia Life recreation and aquatic facility.

Has fun socialising with other children at Smalltalk supported playgroup.

Is looking forward to seeing Santa at this year's Pakenham Carols by Candlelight.

### MANISHA

*School student, 15, from Officer*

Finds information, support and friendship at her favourite hangout, My Place youth facility.

Joins her friends at the teenage school holiday program every holidays and loves going to youth events like National Youth Week.

Takes tennis lessons at Pakenham Regional Tennis Centre.

Became an Australian citizen at a local citizenship ceremony.

Is looking forward to her 16th birthday party at Pakenham Hall.







\* Figures quoted are for 2014-15.

## **Council's purpose**

### **What we do**

The broad range of community services, programs and activities, and infrastructure renewal and development delivered by Cardinia Shire Council promote, develop and improve the wellbeing and prosperity of the growing Cardinia Shire community. Council works with residents from newborn babies and young people, to families and seniors, and across business, industry and non-profit organisations.

As Council works with the community to build a sustainable shire for present and future generations, Council understands the need to balance managing its financial responsibilities with meeting identified challenges. Council continues to focus on balancing growth and maintaining our diverse rural communities.

Council delivers activities and initiatives under 62 major service categories. Each contributes to Council achieving its vision as set out in the Council Plan. The plan identifies five strategic objective areas, Our people, Our community, Our environment, Our economy and Our governance. The outcomes for 2015–16 in each of these areas is reported in *Reporting Council's performance* (page 49).

### **Our 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.

### **Our commitment**

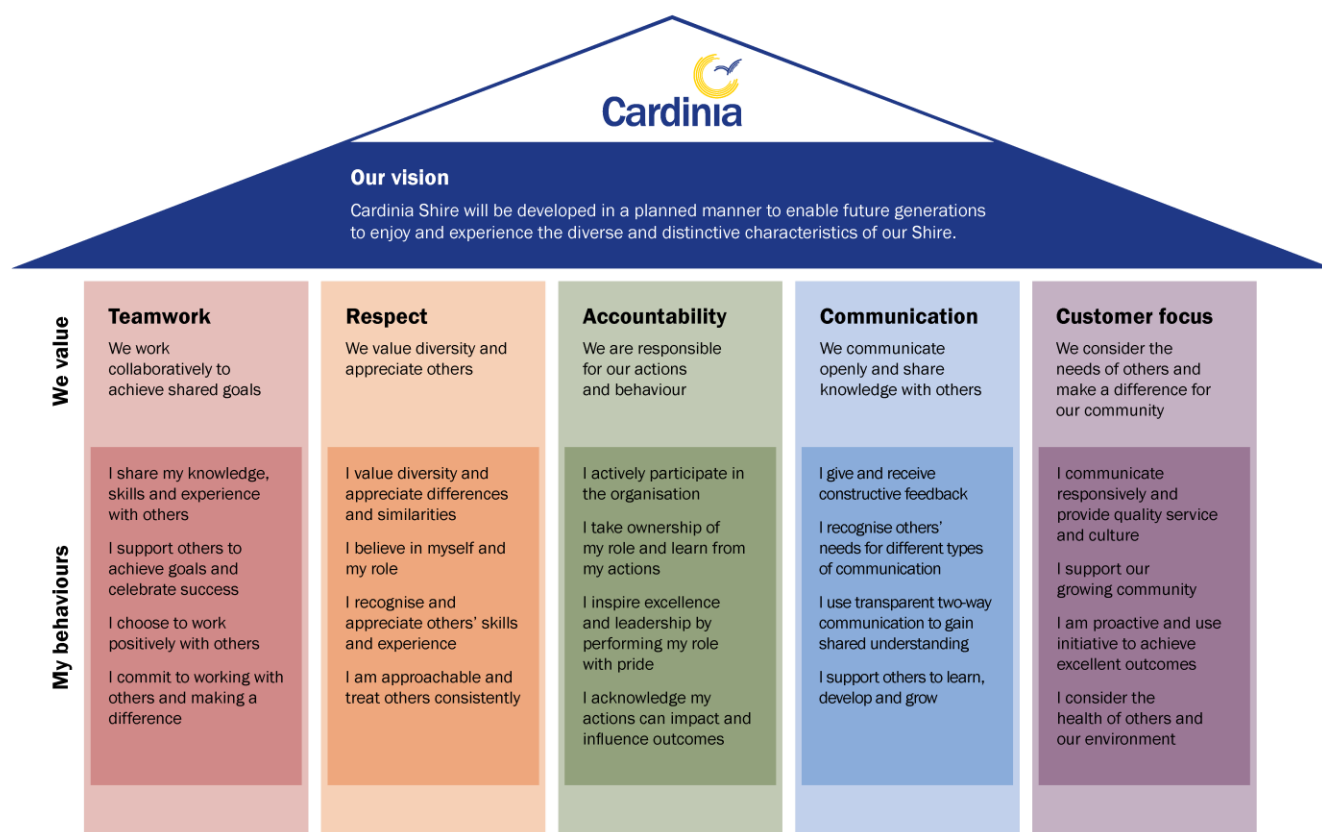
Council will provide leadership, including community engagement with stakeholders, to ensure the long-term sustainability of our communities and townships. We will be mindful of the social, environmental and economic impacts of our decisions and ensure future generations benefit from our decisions. We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

### **Our 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**



## Feedback

Council offers this annual report to the community as an open record of our activities and achievements in the 2015–16 year. Feedback that supports Council in effective reporting to our community in future years is welcome. Contact our Customer Service team on 1300 787 624 or [mail@cardinia.vic.gov.au](mailto:mail@cardinia.vic.gov.au) to provide feedback.

# Year in review

## CEO foreword

Once again our organisation has worked with outstanding commitment to Cardinia Shire's residents and business community to deliver services and projects, adopt new plans and policies, and advocate to other levels of government, to ensure a great future for all who live work and play in Cardinia Shire.

### **Supporting our community**

Council's involvement in the 'Together We Can' convention and advocacy has been inspiring. This joint initiative between Council, Family Life, the University of Melbourne and the Australian Government's Department of Social Services, aims to raise awareness of and stop family violence. Through this partnership, we are working to address the growing family violence issue in Cardinia Shire.

Together We Can celebrates the work that intervention services provide, unites the community to stop, prevent and end family violence, and works with our community to build and maintain more respectful relationships. Together We Can is an alignment of a community that declares violence is never okay and that all women and children are valued citizens, with equal rights to live, work, learn and play in healthy and safe environments.

I look forward to the first of our year of action activities planned to raise awareness of this issue, the signing of a pledge by members of the community and Council staff to 'Stop, prevent and end family violence in Cardinia Shire' early in August 2016.

Council is also working towards becoming an accredited workplace with White Ribbon Australia; a program that recognises and applauds organisations taking active steps to prevent and respond to violence against women. Council joined a White Ribbon Day event in November, including a walk against violence, community barbecue and Clothesline Project workshop. Council has formed a Family Violence Action Team, working with staff to raise awareness and promote cultural change, identify opportunities for policy development that supports gender equity, and lead by example to promote equal and respectful relationships between men and women in our work place.

Council was proud to have the shire named a World Health Organisation Age Friendly City; one of six Victorian councils with the recognition. Receiving the WHO recognition was a key action in the development of the *Cardinia Shire Age Friendly Strategy 2015-19*. The recognition endorses the work Council has been doing in ensuring residents have access to a wide range of services, employment, spaces and activities, particularly as they age.

Other significant events Council hosted the second annual Community Resilience Forum for community groups, businesses and emergency service organisations to explore ways to further build community resilience to emergencies.

The inaugural Cardinia Shire Early Years Educators Forum was also held for professionals from all sectors of early learning in Cardinia Shire to discuss working with all children to achieve their potential. Both events were well attended and received fantastic feedback.

### **Supporting our environment**

Council has continued its mission to become carbon neutral for its operations by 2024. This year's actions included energy audits of six facilities, upgrading street lighting, implementing sustainable design features in new facilities, such as Toomah Community Centre and the Ash Wednesday Memorial building, and a number of community grants to support the installation of solar energy systems.

A premier example of this is the environmental upgrade of Cardinia Life. This project was completed and is on track to deliver significantly reduced energy consumption and costs. The upgrade project, jointly funded by the Australian Government, included six energy-saving initiatives to improve the centre's energy management systems and reduce energy use across hot water, lighting, fans and air conditioning systems.

Energy upgrades this financial year are anticipated to achieve annual financial saving of \$88,000 and provide an annual reduction in greenhouse gas emissions of 930 tonnes of CO<sub>2</sub>e across Council facilities, the equivalent annual emissions of 233 average Australian Vehicles.

With the planned ongoing delivery of building and street lighting upgrades, Council is making progress towards its carbon neutral target (see *Environmental overview* on page 19).

### **Works and upgrades**

Construction of Arena Child and Family Centre in Officer began and the centre is scheduled to open from January 2017, offering kindergarten, maternal and child health services and a community space suitable for playgroups, parenting programs and community activities. This new facility will become a great hub for families of young children to develop supportive social networks.

Construction continued on Officer Community Hub which should be open to the community later in 2016. The three indoor courts will complement eight indoor courts at Cardinia Life, and the multi-purpose community and arts space will provide rooms for hire for community groups to conduct their activities. This will be a fantastic facility available for use by school students, local sporting clubs and community organisations.

Work has also progressed on the development of the Pakenham Health Hub, a project to repurpose Council's previous premises in Pakenham as a new community-based multi-purpose facility. Council has partnered with Monash Health with support from the Victorian Government to deliver this project and has now finalised the design and tender process.

Council advocated strongly to form this partnership and secure funding and we are proud to be able to provide the land and existing building under a lease agreement with Monash Health, to return the use of this facility to our community.

Development Chandler Recreation Reserve included extensions to the pavilion, adding another level to the current pavilion which included a social space, kitchen, office, storage rooms and toilets, which will complement works already completed including resurfacing the oval, installing three new cricket nets, new oval fencing and football goal posts. Gembrook Recreation Reserve was also upgraded with drainage and irrigation to improve the playing surface for user groups.

The playing fields at Officer's Heatherbrae Recreation Reserve were completed and are already being used by local clubs for football and netball training and competition. The new reserve in Officer has two flood-lit ovals, two cricket nets, two flood-lit netball courts, a half-court basketball/tennis hit-up wall, car parking and wetlands area. The development of the pavilion is well underway and due for completion in November 2016.

For more information on our major projects, see the *Major projects* section on page 13.

### **Budget and Council Plan adopted**

Community feedback played a bigger part than ever before in the compilation of the coming year's financial planning and developing the budget for 2016–17 with the implementation of the first 'Big Budget Brainstorm' campaign.

The campaign included forums, attendance at various community events and markets, and online surveys, inviting the community to share what services and support are most important to residents and to encourage as many as possible to have a say in how Council prioritises spending. Ideas were then voted on and discussed by other members of the community. The top 10 were then presented at a community response forum in December. Council staff were encouraged by the level of response, and the scope and maturity of the ideas received. These ideas and discussion from the community forum helped shape our coming year's budget priorities.

Council has faced the challenge of rate capping and balancing tight budgets and reduced funding against an ever-growing population and increased need for community facilities, amenities and services. Staff

have worked hard over the past few years to get the organisation to a position where we could successfully balance rate capping with community needs and deliver a realistic budget.

We are confident our budget and Council Plan reflect community need as expressed by residents and businesses across the shire who told us what their priorities are and what they believe Council should be focussing on for the coming years.

### **Government advocacy**

Council has continued to advocate to both the state and federal governments to support much-needed infrastructure and development to support our growing community. The Victorian Government's commitment of \$400 million to upgrade the Monash Freeway included additional lanes from East Link to Clyde Road, along with additional ramp metering. Council welcomed the Australian Government's pre-election commitment for \$500 million to support further upgrades, including additional lanes to Cardinia Road and an upgrade to the Beaconsfield interchange.

This funding is contingent on the Victorian Government also providing an additional \$100 million to match the Australian Government funding offer for the project. Council will continue to advocate to the Victorian Government to secure both levels of funding.

Other projects flagged for funding support include development of a new discovery centre at Emerald Lake Park through \$6.5 million funding to Puffing Billy Preservation Society and \$1 million funding towards the Emerald to Gembrook Multi-use Trail.

Council also gained funding commitments for upgrades to Gembrook and Officer recreation reserve pavilions and a new skate park, spectator seating at the netball courts and protective netting behind the goal posts for Holm Park Recreation Reserve.

Council was successful in gaining \$5.52 million in funding support from the Victorian Government's Interface Growth Fund in 2015. This funding contributed to the development of Heatherbrae Recreation Reserve (\$2 million) and delivering Stage 2 of IYU Soccer Reserve (\$3.52 million).

Council has also advocated to the Victorian Government for additional Growing Suburbs Funding of up to \$16.5 million for the coming financial year to contribute to eight projects with a total value of \$37.3 million.

Council was pleased to hear the Victorian Government's announcement for the development of a new primary school at Gum Scrub Creek, Officer, which will open Term 1, 2018. Council has made an application to the Children's Capital Grant funding program for \$1.2 million to contribute to an integrated child and family centre within this primary school. Council has also committed \$3 million and the land to this integrated centre.

### **Organisational change**

Council has completed another full year in the new civic centre and staff are more settled into the activity-based work style. Uptake of this smarter way of working has been over all successful, although the organisation is still working to embed the new behaviours and encourage staff to 'follow their work' by moving around the building as their activities change throughout the day. Council has hosted more than 30 tours of our building for other organisations interested to see this style of working in action and many of them aspiring to this work style. The organisation's paper use continues to be reduced and we can report that we are using 75 per cent less paper than prior to our move (see *Our organisation* pages 38 to 48 for more information).

I offer this annual report to our community and trust that it provides insight into how Council operates and the many services and initiatives we deliver.

**Garry McQuillan**  
Chief Executive Officer

## Financial overview

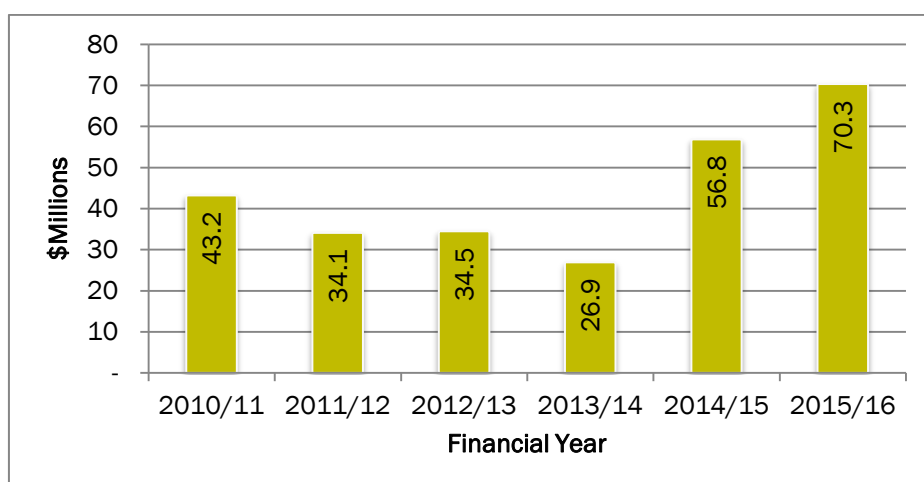
The income statement identifies income and expenses for 2015–16. For the year ended 30 June 2016, Council's operating result was at surplus of \$70.3 million (see Figure 2), which was \$63.0 million higher than budget.

Revenue exceeded budget by \$70.6 million. Contributions of non-monetary assets were \$45.6 million, favourable mainly due to higher than budgeted non-cash contributions of infrastructure assets. Operating grants income was \$4.1 million unfavourable due to part of the 2015–16 Victoria Grants Commission financial assistance grant being received in 2014–15.

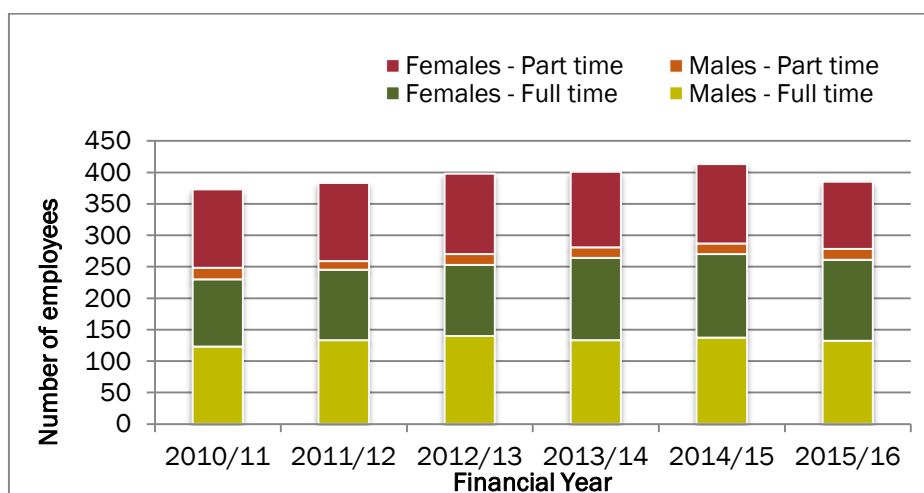
Operating expenditure was \$7.6 million higher than budget. This was mainly due to over expenditure in materials and services of \$5.0 million primarily due to the recognition of capital works, priority works and community capital works expenditure which was budgeted in the capital works program, and the cost of drainage works done on behalf of Melbourne Water.

Employee costs were \$1.1 million over budget predominantly due to staffing changes during the year, including new programs and the extension of existing programs, and an increase in employee leave provisions at year-end. Staffing levels have slightly decreased over the year (see Figure 3), mainly due to Council handing running of the Outside School Hours Care program to schools.

**Figure 2. Operating result \$M**



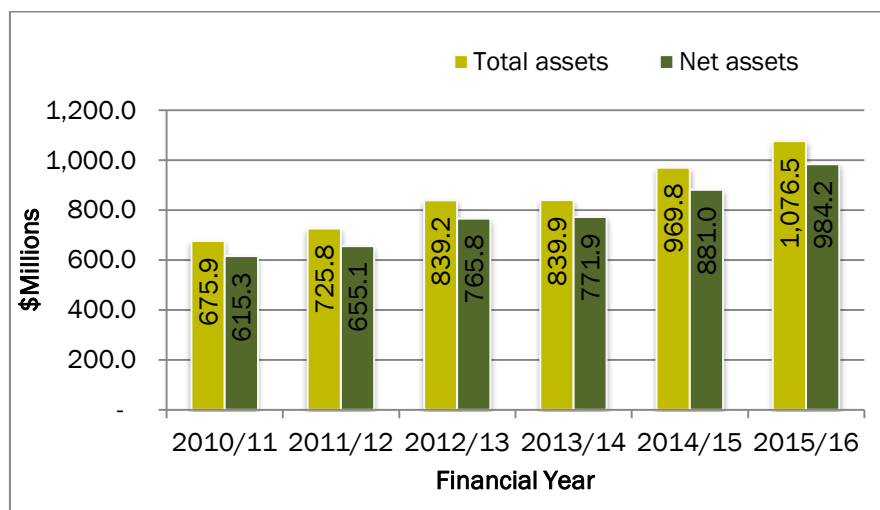
**Figure 3. Staffing**



## Balance sheet

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

**Figure 4. Assets \$M**

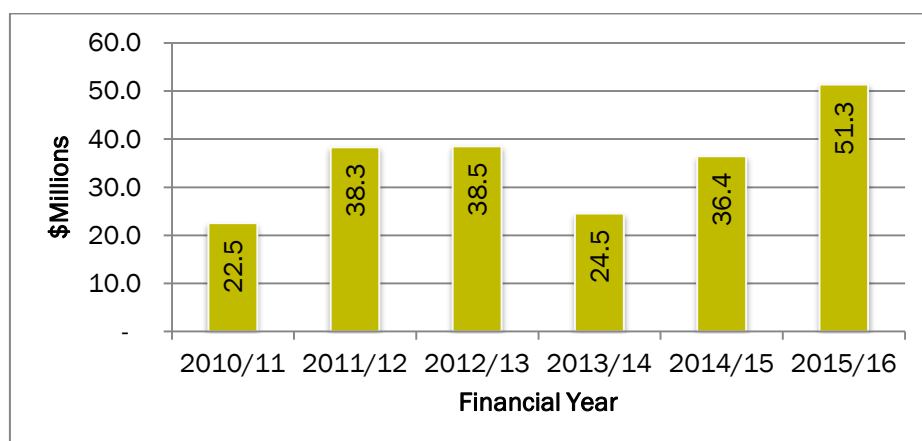


## Cash flow

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

The closing cash balance as at 30 June 2016 was \$51.3 million (see Figure 5) consisting of \$23.5 million cash and \$27.8 million term deposits. This represents a total increase of \$14.9 million from 2014–15 predominantly due to the receipt of unbudgeted capital grants and an increase in cash contributions, including development levies.

**Figure 5. Cash and investments \$M**

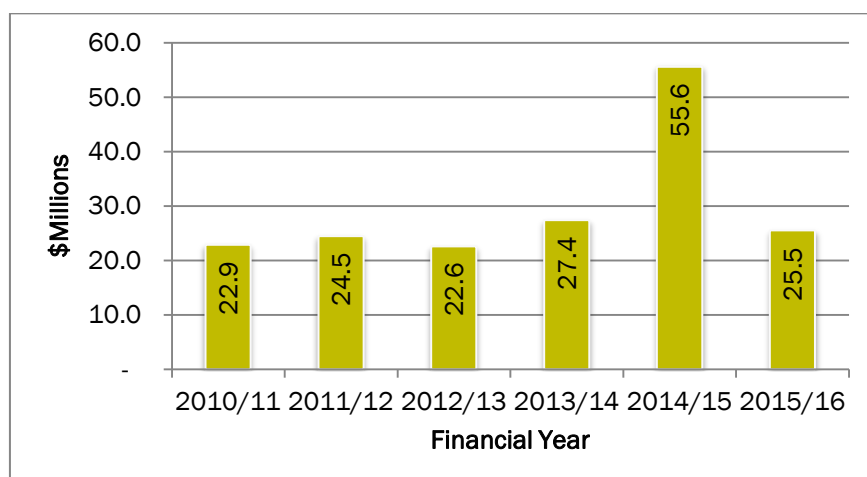


## Capital works

The capital works statement identifies costs of constructing or acquiring property, infrastructure and plant. Council spent \$25.5 million on capital works in 2015–16 which was a \$30.1 million decrease on the prior year (see Figure 6). The significant decrease was primarily due to the inclusion of the new civic centre in 2014–15.



**Figure 6. Capital Works Program \$M**



### **Grant funding**

During 2015–16, Council received \$19.8 million in Australian and Victorian government funding, a decrease of \$5.7 million on 2014–15, this was mainly due to having received part of the 2015–16 Victorian Grants Commission financial assistance grant in the previous year. Capital grants received in 2015–16 included \$5.52 million from the Interface Growth fund and local road funding from the Victoria Grants Commission and Roads to Recovery.

The full amount of grants received is reported within Note 6 of the financial report.

Council has received a clear audit of its financial statements. For the full financial report refer to Annual Report 2015–16 Financial Statements (Part 2 of this annual report).

## **Environmental overview**

Council is committed to ensuring the long term sustainability of our environment by reducing greenhouse emissions, water consumption and waste to landfill, as well as working to conserve our natural environment.

### ***Aspirational Energy Transition Plan***

This was Council's first full year implementing the *Aspirational Energy Transition Plan* adopted in 2014. The plan explores ways Council can reduce greenhouse gas emissions by improving energy efficiency and using renewable energy, and sets out an aspirational target of achieving zero net emissions for Council operations and a 36 per cent reduction in community emissions on a per capita basis by 2024.

This year's implementation included:

- energy audits of six Council facilities, including identifying opportunities to reduce energy consumption and greenhouse gas emissions
- changing over 315 decorative street lights to more energy efficient lights
- sustainable design features such as efficient heating and cooling systems, efficient LED lighting, solar electricity systems, and efficient hot water systems incorporated in new facilities including the Toomah Community Centre and Ash Wednesday Memorial
- hosting a workshop for the business community on cutting business costs with solar
- supporting the community with the installation of four solar electricity systems (a combined capacity of more than 45kW) through Council's community capital works grants.

### ***Integrated Water Management Plan***

On 15 December 2015, Council adopted the *Integrated Water Management Plan* which provides a reframe for water management in the shire and considers the role, benefits and relationships between each element of the water cycle.

The plan considers the water streams of:

- storm water
- potable water consumption
- alternative water supply
- groundwater
- waste water
- catchments and waterways.

Implementation of the plan has begun, and grant funding has been received to design and construct a cascading rain garden at a site in Pakenham to improve stormwater quality. Grant funding was also received to complete a study on the performance of customised sediment traps in various locations across the shire.

### ***Indian myna trial trapping program***

In response to overwhelming community interest, Council expanded its Indian myna trapping program. Indian mynas are an introduced bird species and one of the most invasive and aggressive animal species in the world, causing fire hazards, health risks and threatening native animals.

The program allowed members of the community to borrow specially designed Indian myna traps from Council. All participants must follow the RSPCA guidelines for humane trapping and euthanasia.

During 2015–16, the program was expanded to include a trap purchase option for the community. The trap purchase option was released in June 2016 and has proven successful in the initial weeks.

### ***Protecting the Emerald star bush***

Council was successful in receiving a grant of \$47,000 from the Port Phillip and Western Catchment Management Authority. The grant will fund works in the coming year, in collaboration with the

Emerald Star Bush Community Partnership Project group, for weed control, surveying for new populations, scientific investigation into the ecology of the species, and an Emerald star bush planting program.

### ***Revegetation***

More than 7,000 plants were planted at sites including Cockatoo Creek, Cannibal Creek, Toomuc Crown land site and Koo Wee Rup Primary School with Landcare, friends groups and scout groups. The plantings will help to improve the quality of habitat along Cardinia Shire's waterways which will attract a range of native animals such as bandicoots, owls and frogs into the shire.

### ***Schools for the environment***

For the second year, Council offered the 'Schools for the environment' program to eight local primary schools. The program aims to inspire schools to take action to improve biodiversity within their grounds, leading to greater connectivity of wildlife habitat across the shire.

In addition to the biodiversity audits in schools, this year the Department of Environment, Land, Water and Planning provided financial assistance to hold a revegetation day at Cockatoo Creek. Friends of Cockatoo Creek and an Indigenous elder from the Wurundjeri Tribe Land Council assisted and shared their local knowledge with students from Cockatoo Primary School and Garfield Primary School.

### ***Good Neighbour program***

Over the past 12 months, Council collaborated with local environmental community groups to develop brochures associated with key Council bushland reserves. Stage 1 of the project included producing one generic brochure and specific brochures for the following five bushland reserves:

- Gembrook Park
- Pakenham Ridge Reserve
- Hillview Reserve
- Maryknoll Reserves
- Koo Wee Rup Rail Trail.

The program involved sending an introductory letter, map and developed brochure to 660 properties which share a boundary or live within close proximity of the above bushland reserves. The program was designed to inform residents of their local bushland reserve and the conservation actions they can implement to complement Council's reserve management.

Council has received several letters of thanks from the community who have been thoroughly supportive of the program.

### ***Cardinia Life environmental upgrade***

Cardinia Life is the premier health and recreational facility in Cardinia Shire and was 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.

The project was completed during the 2015–16 year and included the following improvements:

- lights replaced with light emitting diodes (LEDs)
- variable speed drives installed on the air conditioning units
- the building management system upgraded to give greater control
- a co-generation system installed
- a power factor control unit installed
- an efficient domestic hot water system installed.

The project is on track to save more than \$60,000 and 800 tonnes of CO<sub>2</sub>e per year.

## **Waste**

Council has continued to provide waste, recycling and green waste collection services to the municipality, with ever expanding tenement numbers. These services have once again been rated as the top service provided by Council in the community satisfaction survey and as part of an online engagement survey conducted as part of community feedback on the 2016–17 budget.

A *Waste Development Guidance for Developers* was implemented, including information that supported the planning process. This has ensured full and thorough consideration is given to waste collection requirements during the planning stages.

The public place litter and recycling collection service has undergone further continuous improvement, including upgraded cleaning programs and efficiency reviews. Bin maintenance and replacements has occurred, and new recycling services have been implemented.

E-waste and chemical waste (Detox your Home) collections have been held routinely throughout the shire, providing local and easy access to dispose of these items.

A new bi-annual green and hard waste service has been tendered and awarded and implementation will include two new recycling streams as part of this service. Couches, televisions and computers will now be recycled along with the current streams of green waste, mattresses and steel; helping Council to increase recycling rates and send less waste to landfill.

## **Climate change projects**

Council is a member of the South East Councils Climate Change Alliance (SECCCA) along with eight other councils in Victoria's south-east. The alliance works on projects to reduce greenhouse gas emissions and energy consumption in the region and adapt to the changing climate.

During the year, Council partnered with SECCCA to deliver the following projects:

- 'Energy Saver Study' – a trial study to help low income households reduce energy consumption and reduce energy bills, while increasing home comfort
- The 'Financial Risk Adaptation Planning' project to assess the financial risks to Council of climate change impacts and develop strategies to minimise these risks.

## **Facility upgrades**

Council is committed to reducing its carbon footprint.

**Table 1. Energy improvement actions completed 2015–16**

Action	Location
Decorative Street lighting upgrade	Lakeside Estate Pakenham
15 kW solar electricity system installed as part of the community capital works grants	Pakenham Bowls Club
10 kW solar electricity system installed as part of the community capital works grants	Toomuc Pavilion
10 kW solar electricity system installed as part of the community capital works grants	Bunyip Football Pavilion
10 kW solar electricity system installed as part of the community capital works grants	Pakenham Senior Citizens

Action	Location
<p>Comprehensive environmental upgrade completed including:</p> <ol style="list-style-type: none"> <li>1. lights replaced with light emitting diodes (LEDs)</li> <li>2. variable speed drives installed on the air conditioning units</li> <li>3. the building management system upgraded to give greater control</li> <li>4. a co-generation system installed</li> <li>5. a power factor control unit installed</li> <li>6. An efficient domestic hot water system installed</li> </ol>	Cardinia Life, Pakenham

## Major projects

The following major projects were underway in 2015–16 and enabled Council to deliver improved amenity, ease of access and quality facilities to the community. Projects considered ‘major’ have a value of more than \$500,000; many more projects have been delivered in the 2015–16 year.

### ***Pakenham Health hub***

An integrated community-based health hub on the site of the former Cardinia Shire Council Offices at Henty Way, Pakenham.

<b>Name</b>	<b>Pakenham Health Hub</b>
<b>Description</b>	This facility will deliver an integrated community-based health hub in the former Council offices at Henty Way. Council is partnering with Monash Health to construct this flexible multi-purpose facility
<b>Comment</b>	Design and tender phase has been finalised in 2015–16. The hub will offer child and family services, maternity services, counselling, community health and mental health services, select outpatient specialist clinics, pathology, pharmacy and maternal and child health nurses. The hub will be operated by Monash Health and partner agencies
<b>Start</b>	2014–15
<b>End</b>	Construction due early 2017; operational mid 2017
<b>Cost</b>	Victorian government funding: \$6.2 million; \$5.2 million provided to Monash Health by the Department of Health; \$1 million provided to Council by the Department of Environment, Land, Water and Planning. Council is providing the land and existing building under a lease agreement with Monash Health.

### ***Cardinia Life Environmental Upgrade, Pakenham***

Energy Efficiency upgrade at Council’s largest aquatic and recreation centre was completed.

<b>Name</b>	<b>Cardinia Life environmental upgrade project</b>
<b>Description</b>	In 2015, Cardinia Shire Council completed a major environmental upgrade of its premier recreation facility, Cardinia Life. The project initiatives significantly reduced the energy costs and environmental impacts of the site (see <i>Environmental overview</i> on page 23 for details).
<b>Comment</b>	The environmental upgrade project at Cardinia Life received funding from the Australian Government.
<b>Start</b>	December 2012
<b>End</b>	December 2015
<b>Cost</b>	\$740,000

### ***IYU Recreation Reserve, Pakenham***

Developing a district level sport, recreation and passive reserve progressing well.

<b>Name</b>	<b>Regional Soccer Facility (Henry Road) – Stage 2</b>
<b>Description</b>	Regional Soccer Facility – construct synthetic playing surface as identified in master plan

<b>Comment</b>	<p>Synthetic soccer pitch, three turf pitches and playing field lighting has been completed. The pavilion is under construction and is due to be completed in March 2017. Car park, playground and half court were being finalised at end of financial year.</p> <p>In addition to the \$650,000 from the Victorian Government and a grant of \$300,000 from Melbourne Water's 'Living Rivers' funding program, Council received \$3,520,000 as part of the Interface Growth Funds.</p>
<b>Start</b>	June 2014
<b>End</b>	Due June 2018
<b>Cost</b>	\$7.7 million

### ***Officer Community Hub, Officer***

Developing a joint-use three-court indoor stadium and hub at Officer Secondary College, for community use almost complete.

<b>Name</b>	<b>Officer Community Hub</b>
<b>Description</b>	<p>Council entered into a joint-use agreement with the Victorian Government for the development of three multi-purpose indoor courts and multi-purpose community and arts space as part of the development of Officer Secondary College.</p> <p>The three indoor courts will complement the eight indoor courts at Cardinia Life. The multi-purpose community and arts space will provide rooms for hire for community groups to conduct activities.</p>
<b>Comment</b>	Practical completion achieved on 7 April 2016. Final inspections being resolved. Usage due to commence in July 2016.
<b>Start</b>	July 2014
<b>End</b>	Due late 2016
<b>Cost</b>	\$3.6 million

### ***Heatherbrae Recreation Reserve, Officer***

Developing Heatherbrae Recreation Reserve (formerly Gum Scrub Creek Reserve) is due for completion in November 2016.

<b>Name</b>	<b>Heatherbrae Reserve (formally Gum Scrub Creek) – Officer</b>
<b>Description</b>	Develop Heatherbrae Recreation Reserve
<b>Comment</b>	<p>Building contract awarded at the December 2015 Council meeting. Anticipated completion November 2016. Victorian Government Interface Growth Funds received for \$2 million.</p> <p>Two netball courts, two cricket/football playing fields, cricket nets, playground and half court complete and being used. Victorian Government funding of \$500,000 for the civil works and \$2.2 million for the pavilion has helped in the development to date.</p>
<b>Start</b>	December 2011
<b>End</b>	Due November 2016

<b>Cost</b>	\$7.05 million
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### ***Cardinia Recreation Reserve Pavilion Extension***

Design and construct Cardinia Recreation Reserve pavilion extension nearing completion.

<b>Name</b>	<b>Cardinia Recreation Reserve Pavilion Extension</b>
<b>Description</b>	Complete the design and construction of Cardinia Recreation Reserve pavilion refurbishment and extension.
<b>Comment</b>	The extension included the construction of home and away change rooms including shower and toilet facilities, new kitchen, accessible toilet, umpires change room and additional storage space. The upgrade of the existing pavilion included converting the shower space into a meeting room and upgrading the toilets and accessible toilet to meet appropriate standards.
<b>Start</b>	July 2015
<b>End</b>	August 2016
<b>Cost</b>	\$700,000

### ***Arena Child and Family Centre***

Designing and constructing child and family centre in Arena, Officer nearing completion.

<b>Name</b>	<b>Arena Double Kindergarten</b>
<b>Description</b>	Design and complete construction of Arena Child and Family Centre.
<b>Comment</b>	Works are proceeding with roofing and external brickwork – cladding nearing completion. Internal services rough-in works are complete and plastering due to commence. Landscape works commenced. The project is tracking as per construction program and due for completion in October 2016.
<b>Start</b>	October 2015
<b>End</b>	Due October 2016
<b>Cost</b>	\$2.7 million

### ***Pavement renewals***

The 2015–16 road pavement renewal and rehabilitation program was completed by year end.

<b>Name</b>	<b>Road pavement renewal program</b>
<b>Description</b>	Complete rehabilitation of a number of roads around the shire.
<b>Comment</b>	Reconstruction works associated with the deterioration of the pavements at McDonalds Track in Lang Lang, Thirteen Mile Road in Garfield, Railway Avenue in Bunyip and Bald Hill Road in Pakenham have been undertaken. Works included removal and/or stabilisation of existing pavement and an improved pavement make up. All of the removed material was recycled locally.  The works addressed the continual maintenance and repair costs associated with these roads borne by Council's road maintenance team, while improving the overall safety, ride-ability and appearance of the roads.
<b>Start</b>	September 2015



<b>End</b>	June 2016
<b>Cost</b>	\$2.34 million

### ***Bridge replacement – Bunyip–Modella Road bridge***

The 2015–16 bridge replacement program will be completed in November 2016.

<b>Name</b>	<b>Bridge replacement program</b>
<b>Description</b>	Replacement of the Bunyip–Modella Road bridge in Bunyip.
<b>Comment</b>	Works have been awarded to the contractor delivering the project under a design and construct arrangement. Works on finalising the design nearing completion, and approvals from Melbourne Water will be required prior to commencement onsite. Bridge works are expected to be completed by November 2016.
<b>Start</b>	May 2016
<b>End</b>	Due November 2016
<b>Cost</b>	\$1.38 million

### ***McBride Street special charge scheme***

Constructing McBride Street, Upper Beaconsfield is well underway.

<b>Name</b>	<b>McBride Street special charge scheme</b>
<b>Description</b>	Construction of McBride Street, Upper Beaconsfield
<b>Comment</b>	Council declared a special charge to part fund construction of approximately 450 metres of McBride Road, Upper Beaconsfield. These works included constructing kerb and channel and underground drainage, pavement, seal, and a section of retaining wall and associated guard rail.
<b>Start</b>	January 2015
<b>End</b>	Due October 2016
<b>Cost</b>	\$518,000

### ***Unsealed Road re-sheeting program***

The 2015–16 unsealed re-sheeting program was completed in April 2016.

<b>Name</b>	<b>Unsealed re-sheeting program</b>
<b>Description</b>	Replenish crushed rock material on selected unsealed roads across the shire.
<b>Comment</b>	Approximately 39 kilometres of unsealed roads were replenished with new crushed rock material that has been lost due to inclement weather conditions and general wear and tear.
<b>Start</b>	September 2015
<b>End</b>	April 2016
<b>Cost</b>	\$900,000

## Events in Cardinia Shire

### **July 2015**

Bunyip e-waste collection  
Stan Henwood award (2015 recipient)  
Push Start Battle of the Bands  
Challenge Family Violence Project luncheon  
Empowering Women business lunch  
National Tree Day community planting event  
NAIDOC Week – screening of *The Sapphires*

### **August**

Casey Cardinia Business Breakfast  
Community Wellbeing and Support Grants Program (new grants program)  
Officer Recreation Reserve new pavilion opened

### **September**

Australia Day award nominations open  
Launch of new township signage  
Seniors Week concert

### **October**

Hard and green waste collection  
E-waste collection  
drumMuster collection  
Best Tricks (skateboarding, scooter and BMX competition)  
Casey Cardinia Business Breakfast  
Casey Cardinia Business Awards  
Inaugural Cardinia Shire Early Years Educators Forum  
Community Resilience Forum

### **November**

Cr Jodie Owen elected mayor  
Pakenham e-waste collection  
drumMuster chemical container recycling collection  
White Ribbon Day  
Inaugural MapIT! Challenge  
Social Inclusion Week  
Outer South East Professional Development Day for Youth Workers

### **December**

Carols by Candlelight  
Good Choices Awards

### **January 2016**

Australia Day celebrations (including citizenship ceremony and Australia Day awards)  
Scooter Competition

### **February**

Summer Music Series  
Casey Cardinia Business Breakfast  
AFL NAB Challenge Game (first game hosted in Cardinia Shire)  
Pakenham e-waste collection

## **March**

Mobile March  
Emerald Lake Park Easter treasure hunt  
Harmony Day Cardinia  
Emergency planning six-part video series launched

## **April**

Council named a World Health Organisation Age Friendly City  
National Youth Week  
Together We Can convention and summit  
Casey Cardinia Business Breakfast  
Fund our Future –Thompsons Road campaign

## **May**

Budget adopted  
Stan Henwood Award (2016 recipient) and Volunteer Reception  
Council acknowledges National Sorry Day  
Pakenham and Emerald e-waste collection  
drumMuster chemical container recycling collection  
Pakenham Detox Your Home Household Chemical Collection  
Open Mic Night (youth Services)

## **June**

Geography Teachers Association of Victoria's (GTAV) GeoTech Event  
Refugee Week

## **Our Council**

### **Geographic profile**

Cardinia Shire is located south-east of Melbourne and is one of 10 'interface councils' around the perimeter of metropolitan Melbourne where urban and rural areas meet. The primary urban centre is Pakenham, 55 kilometres from Melbourne's central business district.

The Princes Highway and Gippsland railway corridor runs east-west through the centre of Cardinia Shire and provides key road and rail links between Melbourne and West Gippsland. The western end of this corridor comprises about 10 per cent of Cardinia Shire's land area and is the main area of growth, containing Beaconsfield, Officer and Pakenham.

Outside this growth area, Cardinia Shire's large rural population resides in 27 townships; this dispersed population provides unique service provision challenges for Council. 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.

### **Cultural history**

Cardinia Shire covers an area of about 1,280km<sup>2</sup> 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**

- Cardinia Shire is among the largest and fastest-growing local government areas (LGAs) in Victoria and across Australia.
- Approximately three to four families move into Cardinia Shire every day. This figure has recently decreased from five per day.
- The most recent population estimate is 90,884 (ABS ERP 2015); an increase of 3,876 from 2014.
- The shire's population is expected to increase by approximately 47,00 over the next 10 years (2026) and 87,500 over the next 20 years, to a total of 175,500 by 2036.
- The median age of residents is 34, which is two years younger than Greater Melbourne (36).
- The largest percentage of population are 'parents and homebuilders' aged 35–49 (22%), followed by young people aged 12–24 (18%).

The Victorian Government has nominated the Casey–Cardinia region 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 happen for the next 20 years within the shire's designated growth area, comprising the townships of Beaconsfield, Officer and Pakenham.

**Table 2. Estimated 2016 population and projected 2026 and 2036 population, by service age group, Cardinia Shire.**

Age group	2016		2026		2036		Change: 2016 to 2036
	N	%	N	%	N	%	
Babies and pre-schoolers (0–4)	7,750	8.2	11,536	8.4	14,507	8.3	+6,757
Primary schoolers (5–11)	10,280	10.9	15,330	11.1	19,522	11.1	+9,242
Secondary schoolers (12–17)	7,728	8.2	11,423	8.3	14,910	8.5	+7,182
Tertiary education and independence (18–24)	8,910	9.4	12,800	9.3	16,427	9.4	+7,517
Young workforce (25–34)	13,896	14.7	20,650	15.0	25,062	14.3	+11,166
Parents and homebuilders (35–49)	19,642	20.8	27,642	20.0	35,004	20.0	+15,361
Older workers and pre-retirees (50–59)	10,887	11.5	14,563	10.5	17,826	10.2	+6,938
Empty nesters and retirees (60–69)	8,173	8.6	11,652	8.4	14,533	8.3	+6,360
Seniors (70–84)	5,937	6.3	10,366	7.5	14,230	8.1	+8,293
Elderly aged (85 and over)	1,287	1.4	2,123	1.5	3,432	2.0	+2,145
<b>Total people</b>	<b>94,492</b>	<b>100.0</b>	<b>138,084</b>	<b>100.0</b>	<b>175,453</b>	<b>100.0</b>	<b>+80,961</b>

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.

However, approximately 15,398 residents aged 60 and over live in Cardinia Shire, representing 16.3 per cent of the total population. The number of senior residents (aged 60 plus) living in Cardinia Shire is expected to increase to approximately 32,196 over the next 20 years (2036). 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 Cardinia Shire's 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.

Almost 30 per cent (29.8%) of residents said they had no religion which is a higher proportion compared with Greater Melbourne (23.5%).

While CALD (culturally and linguistically diverse) communities) comprise only a small proportion of the overall Cardinia Shire population, in line with current population growth this number is increasing. The number of residents from non-English speaking backgrounds is now estimated to be approximately 15 per cent. The most common countries of birth for non-Australian born residents are India, Sri Lanka, China, the United Kingdom and New Zealand (2015).

## **Households and housing**

- Cardinia Shire has approximately 33,598 households (estimated 2016)
- Nearly 40 per cent of households are couples with children, more than the Melbourne average.
- Approximately 28 per cent are couples without children, 11 per cent are one-parent families and 19 per cent are lone households. Overall, approximately 30 per cent of the population own their dwelling; 50 per cent were purchasing and 20 per cent are renting.

## **Education**

In general, Cardinia Shire residents are achieving lower levels of educational and training attainment than elsewhere in metropolitan Melbourne. At the time of the 2011 census, 40 per cent of residents had completed Year 12 or equivalent, compared to the metropolitan Melbourne average of 54.6 per cent. At present, there is no university campus and limited TAFE courses are available in Cardinia Shire, which limits the availability of post-secondary education opportunities for residents.

## **Industry and economy**

- More Cardinia Shire residents work in manufacturing than any other industry.
- Technicians and trade workers make up more workers in Cardinia Shire than any other occupation.
- Of the 16,537 people who work in Cardinia Shire, 64.9 per cent (or 10,560) also live in the area.
- Jobs located in Cardinia Shire totalled 24,471 in the year ending June 2014.
- Approximately 36,270 people (95.4%) were employed from a labour force of 38,008.
- Approximately 4.6 per cent of residents were unemployed which is less than metropolitan Melbourne (5.5%).

## **Volunteering**

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

Cardinia Shire has more than 560 volunteer community organisations, and Council is proud to support them in a number of ways. Community strengthening officers work across the shire with residents, groups, progress associations, halls, neighbourhood houses and township committees.

Cardinia Shire's volunteers 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.

### ***Volunteer database***

Council's online volunteer database matches people wanting to volunteer with community organisations seeking volunteer support. The database is free for organisations and community members; organisations can register volunteering opportunities and people seeking to become volunteers can search the database for suitable opportunities to contribute to this vital community support network.

### ***Volunteer training***

Council also supports volunteering by subsidising volunteer training programs delivered by local neighbourhood houses, community centres and Universities of the Third Age (U3A) each term. Courses are design to enhance volunteers' skills in a range of areas including food handling, CPR, first aid, bookkeeping and computer related courses.

Ninety-one people participated in the training program in 2015–16. Courses were CPR/first aid (55), food handlers (38), computer courses (5), and bookkeeping (1).

The training was delivered in Central Ward (42), Ranges Ward (44) and Port Ward (5).

### ***Volunteer reception***

Council hosted a volunteer reception dinner on 11 May, to coincide with National Volunteer Week. The event was attended by more than 250 volunteers from around 110 organisations. Council uses this annual event to thank the many volunteers who contribute to organisations operating in Cardinia Shire.

National Volunteer Week 2016 was held 9–15 May with this year's slogan 'Give Happy Live Happy'.

### ***Stan Henwood Award***

The Stan Henwood Award, Council's annual volunteer award, recognises the dedication and achievements of those who make a valuable contribution to the Cardinia community.

The award is named in commemoration of the lifetime of achievements of the late Stan Henwood; a Tynong resident who gave much to his community through charity work, sporting and volunteer roles.

The 2015 recipient was Cockatoo resident Graham Simpson who was acknowledged for his outstanding contribution to the Cockatoo community through 38 years of CFA membership and ongoing involvement in the Cockatoo Township Committee. The 2016 Stan Henwood award was also granted in this reporting period. Joint winners Beryl and Ron Banbury were acknowledged for their contribution to the Catani Football Club. For more information about this year's recipients, see 'Awards and recognition' on page 47.

### ***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 nationally recognised organisation that supports the municipality. Staff can seek approval for additional volunteer days which is granted at the CEO's discretion.

Sixteen staff accessed the program in 2015–16 and volunteered for a range of organisations in Cardinia Shire and beyond, between them committing to a total of almost eight leave days.



## Council wards

Cardinia Shire is divided into three 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:

- Casey Cardinia Foundation
- Access and Inclusion Advisory Committee
- Town Planning Committee.

#### **Cr Leticia Wilmot**

First elected 2012. Mayor 2014–15. Deputy Mayor 2015–16.

Council delegate:

- Arts and Culture Reference Group
- Australia Day Reference Group
- Chief Executive Officer Appraisal Committee
- Emerald Lake Park Advisory Committee
- Town Planning Committee
- Tourism Advisory Committee
- Municipal Association of Victoria (sub)
- Victorian Local Governance Association (sub)

**Cr Tania Baxter**

First elected 2012.

Council delegate:

- Cardinia Life Board
- Grants Evaluation Committee
- Town Planning Committee.
- Youth Strategy Reference Group

**Central Ward**

**Cr Collin Ross**

First elected 2008.

Council delegate:

- Casey Cardinia Library Corporation (sub)
- 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
- Casey Cardinia Library Corporation
- Herb Thomas Memorial Trust
- Mt Shamrock Quarry Extension Environmental Review Committee
- 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
- Arts and Culture Reference Group
- Grants Evaluation Committee
- Town Planning Committee
- Youth Strategy Reference Group.

**Cr Jodie Owen (Mayor 2015–16)**

First elected 2012.

Council delegate:

- Access and Inclusion Advisory Committee
- Australia Day Reference Group
- Graffiti Reference Group

- Positive Ageing Steering Committee
- Town Planning Committee.
- Municipal Association of Victoria
- National Growth Areas Alliance
- South East Metro Mayors and CEOs group
- Victorian Local Governance Association.
- Interface Councils Group
- Chief Executive Officer Appraisal Committee

### ***Port Ward***

#### **Cr Graeme Moore**

First elected 2011. Mayor 2013–14, Deputy Mayor 2014–15.

Council delegate:

- Australia Day Reference Group
- Cardinia Life Board
- Casey–Cardinia Local History Reference Group
- Grants Evaluation Committee
- Town Planning Committee
- Chief Executive Officer Appraisal Committee

#### **Cr David Young**

First elected 2012.

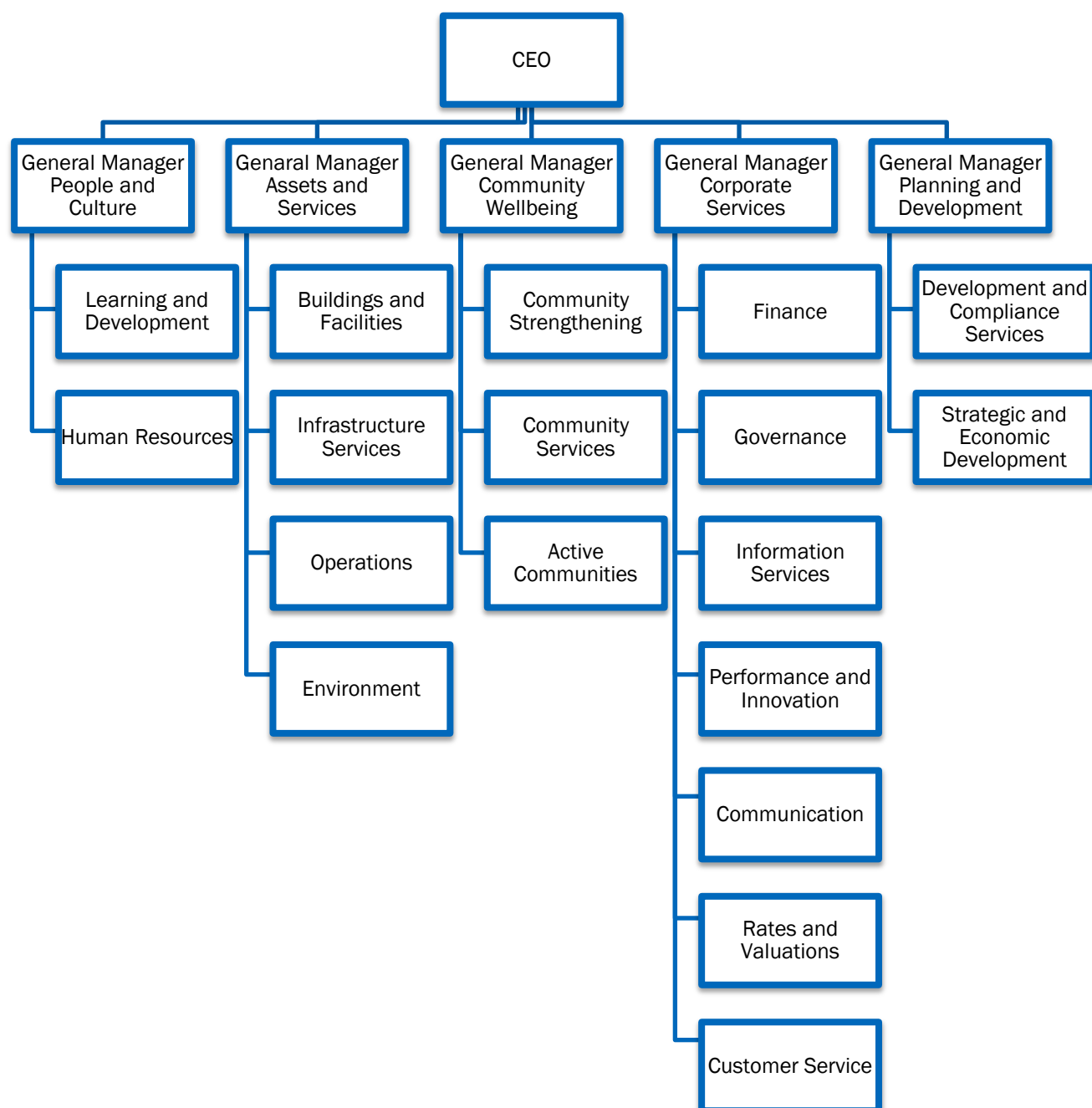
Council delegate:

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

# Our organisation

## Organisation structure

Figure 8. Cardinia Shire Council organisation structure at 30 June 2106.



## Senior leadership team

Cardinia Shire Council's senior leadership for the period 1 July 2015 to 30 June 2016.

### **Garry McQuillan – Chief Executive Officer**

Garry McQuillan 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 (LGPro).

Garry has a long history in local government having held executive positions in both Victoria and New South Wales. He has been with Cardinia Shire Council since 2002.

Garry is passionate about supporting our growing community and actively supports family violence awareness with the 'Together we Can' and White Ribbon campaigns. He believes in supporting all Council staff to reach their potential and seeks to position Cardinia Shire Council as an innovative, progressive and responsive organisation that meets the demands of a rapidly growing community.

### **Michael Ellis – General Manager Assets and Services**

Mike joined Cardinia Shire Council in March 2000. He has management and engineering qualifications and more than 36 years' experience in local government and the private sector. He is a member of both LGPro and the Institute of Public Works Engineering Australasia.

Mike is focussed on empowering his teams to achieve timely delivery of new assets and infrastructure to provide facilities and services to meet growth demands. Maintaining and renewing the Shire's existing assets while ensuring long term sustainability is also a major priority for Mike.

#### **Business unit areas**

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

### **Derek Madden – General Manager Corporate Services**

Derek joined Council in 2010 and brought with him 10 years' experience in two other Victorian local government organisations. Derek is a qualified accountant who also holds qualifications in organisational dynamics (MSC) and business administration (MBA) and is a Chartered Management Accountant (ACMA).

As General Manager Corporate Services, Derek is focussed on managing the organisation's resources to deliver systems and services that support the organisation as it strives to best meet the needs of our growing community.

#### **Business unit areas**

- Communications
- Corporate and business alignment
- Customer service
- Finance
- Governance
- Information management
- Information technology
- Insurance
- Property and rates

### ***Jenny Scicluna – General Manager Community Wellbeing***

Jenny joined Cardinia Shire Council in February 2015 and has worked in the local government sector for 14 years. She led a broad range of community services in the eastern and northern regions of Victoria before coming to Council.

Jenny's foundation qualifications are in the education sector and she is particularly interested in organisational leadership, change management and cultural development. She is currently studying a Masters in Human Resources Management.

Jenny is passionate about supporting the health and wellbeing of Cardinia Shire's residents and is proud to lead accomplished teams that work on the frontline in our community.

#### **Business unit areas**

- Arts and culture
- Cardinia Cultural Centre
- Children and youth services
- Community development including community grants
- Diversity and access
- Emergency management
- Libraries
- Maternal and child health
- Positive ageing
- Recreation
- Social and community planning

### ***Phil Walton – General Manager Planning and Development***

Phil has been with Council since 1995 and has performed the general manager role for the last 10 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 wide range of activities from strategic planning to compliance services. He is focussed on supporting Council in developing Cardinia Shire in a planned manner; balancing the needs of our growing population with the preservation of Cardinia Shire's unique environmental characteristics.

#### **Business unit areas**

- Building
- Compliance services
- Economic development
- Planning enforcement
- Statutory planning
- Strategic planning

### ***Waudi Tahche – General Manager People and Culture***

**(from September 2015)**

Waudi joined Cardinia Shire Council in September 2015 to head up the newly formed People and Culture division. Waudi has extensive experience (over 20 years) in Human Resources from the private sector across diverse industries.

Waudi is a Certified Australian Human Resources Institute (CAHRI) member, LGPro member, and has completed a Bachelor of Business.

Waudi is passionate about improving the performance of people and organisations. He and his team are focussed on supporting Council in developing and evolving Council's culture through a strong people platform, focussing on leadership development, people programs, policies, and the evolution of Activity Based Working.

**Business unit areas**

- Human resources
- Learning and Organisational Development

***Vicki Millen – Acting Manager Organisation Development***

**(July–September 2015)**

Vicki's contribution as acting Manager Organisation Development concluded at the creation of the new People and Culture Division and the appointment of Waudi Tahche. Vicki has more than 10 years' experience in senior roles in organisational change management, in both the public and private sector. She played an integral part in engaging and supporting Council employees in transitioning towards activity-based working, which supports a high-performance culture to better serve our community.

**Business unit areas**

- Employee relations
- Human resources
- Learning and development
- Organisation development

***Di Ashton – Project Director, Activity-based Working (ABW)***

**(until 31 July 2015)**

Di's role as ABW project director concluded on July 31, 2015 after the organisation's successful transition and relocation to the Officer Civic Centre in November 2014.

She led the civic centre project and supported the organisation through its most significant change management process, being the first local authority in Australia to embrace activity-based working.

Di had worked for Council since 2001 in a number of roles and has extensive human resources and organisation development expertise.

## **Staff information and development**

Council is proud of its gold status as an 'Investor in People' organisation. In the past 12 months, Council continued to implement numerous initiatives that support the development of its people and our new way of working.

The Leadership Fundamentals Program is dedicated to building leadership capacity, team effectiveness and a more cohesive culture, across the organisation; each year 22 new and emerging leaders complete the program.

The Mind Matters program increases staff ability to perform under pressure and achieve results while undertaking mindfulness at work.

The Leadership Evolution Program will commence next year and is in the final stages of design. The program will continue the whole-of-organisation approach to encouraging leadership at all levels. A range of elective programs supporting team effectiveness and enabling leadership, have also continued including an engaging three-part induction series for all staff, genuine conversations workshops for all staff and a selection of professional, interpersonal and technical workshops offered by elective.

Council continues to offer a diverse range of development opportunities through its online corporate training program, coaching, and involvement in other local government initiatives such as LGPro Leadership programs.

Staff are supported to develop personally and professionally and are provided with 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.

Council is proud of its organisational culture and is committed to continuous improvement through engaging staff and assessing its performance through delivering the all-staff post-move Pulse Survey. Next year all staff will be engaged in a culture survey.

### **Staffing at 30 June 2016**

- 62.8 per cent of Council staff were female (including casuals).
- 37.2 per cent of Council staff were male (including casuals).
- 57.9 per cent of full time positions were held by men.
- 90.6 per cent of part time positions were held by females.
- 35.1 per cent of Council staff worked part-time.



**Table 3. Detailed staffing breakdown**

Employee type/gender	CEO	People and Culture	Assets and Services	Community Wellbeing	Corporate Services	Planning and Development	Totals
Full time Female	-	1	19	43	34	32	129
Full time Male	1	1	79	12	22	17	132
Part time Female	1	5	5	31	17	48	107
Part time Male	-	-	5	1	-	11	17
Casual Female	-	-	-	21	3	9	33
Casual Male	-	-	-	4	-	5	9
<b>Totals</b>	<b>2</b>	<b>7</b>	<b>108</b>	<b>112</b>	<b>76</b>	<b>122</b>	<b>427</b>

**Table 4. Staff demographics**

Age	Percentage
15-19	0%
20-24	2.3%
25-34	21.5%
35-44	24.2%
45-54	24.4%
55-64	20.3%
65 and over	7.3%

**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**

Cardinia Shire 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 Council's policies and practices 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 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. This training was delivered to all staff in April–May 2016.

## **Activity-based (smarter) working**

With the move to the Officer civic centre (in 2014), Cardinia Shire Council took the opportunity to evolve to an activity-based working (ABW) environment. Council was the first Australian government organisation to adopt this way of working which has enabled Council to increase collaborative and supportive work practices, achieve greater synergies across teams, streamline work processes and position Council to better meet the needs of a growing community in a sustainable and responsible manner.

During the past 12 months, staff have continued to develop and embed 'smarter' working behaviours, being empowered to select their work space based on their day's activities or outcomes and encouraged to take a 'follow your work' approach. All staff are challenged to be mindful of how many spaces they are 'occupying' at a given time and to move to a different, more appropriate space as their tasks change throughout the day.

Council has continued to support smarter working practices with mobile technology for all staff and digital processes to reduce dependence on paper and improve customer response times. A reduction of 75 per cent in paper usage has been made since the move to the new offices.

Staff are supported with ongoing training, information sharing, and informal mentoring and coaching opportunities. Surveys conducted 12 months after the move (November 2015) provided positive indications of staff satisfaction with 91 per cent of staff stating they prefer this new way of working.

Almost all respondents (96%) stated they feel more flexible and adaptable to change following the move to the new offices. Eighty-two per cent of all staff surveyed feel they have improved cross-functional relationships; this is a great outcome for our organisation cohesion and achieving our organisational value of being 'customer focused'.

Staff are continued to be supported in embedding this new way of working to become the 'norm' through a staff Cultural Leadership Group which represents staff at all levels to resolve issues and support staff communication and productivity.

More than 30 tours of the new building have been conducted over the year, a great opportunity to showcase the fantastic work of Council being the first local government to fully move to an activity based work environment. A credit to the commitment of our leaders and staff.

## Customer service

Council works to provide information to residents courteously and efficiently, and in a timely manner. All Council business units are encouraged to make customer service a priority as we deliver a wide range of services and work to meet the needs of our growing community.

Council's customers include residents, local businesses and visitors to the shire. Information is readily available, accessible to all, and of a high standard.

Based on customer feedback and customer request management analysis, Council embarked on a redesign of two key notices, the annual pet registration and annual rates and charges. Both notices were redesigned to include clearer information for residents in engaging, easy-to-read notices.

Council also introduced FlexiPay, a new rates payment tool which allows residents to make rates payments in smaller amounts and provides choices to suit individual household budgets.

### Customer Service Centre

Council's Customer Service team aims to provide a 'one-stop shop' approach to delivering Council services; responding to customer requests for information, 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 5. Calls taken and managed 2015–16**

Number of calls received	Average wait time	Average call length
127,066	50 seconds	2 mins 16 seconds

**Table 6. Requests and mail items managed 2015–16**

Requests logged	Percentage completed on time	total inwards mail items
59,816	92%	104,548

### Online communications

#### Website

Planning and design of the new Cardinia Shire Council website began in early 2016. The site is scheduled for launch in December 2016.

Council aims to improve service delivery and gain efficiencies by providing a digital self-service option to the Cardinia Shire community through the new website. The new website will provide our community with the ability to directly transact with Council online and will be optimised for all devices from 'smart' phones and tablets to desktop computers; delivering quality customer-centric content and transactions available at any time, in any place.

Particular focus has been on ensuring Council's services are accessible and discoverable. The website will be compliant with the international WCAG2 AA standard, and content will be written in

plain English. A range of online consultation tools will also be made available to allow more community members to have their say during Council consultations.

**Table 7. Website usage 2015–16**

Sessions	Users	Page views	Average session duration
514,304	293,964	1,497,769	2 minutes 19 seconds

### **Social media**

Council continues to have an active presence on social media with regular postings to Facebook, Twitter, LinkedIn and YouTube. These accounts regularly promote Council news, upcoming events and activities, employment opportunities and highlight key information published on Council's website.

As of 30 June 2016, Council had 3,754 likes on Facebook, 3,671 followers on Twitter, and 858 LinkedIn followers. The YouTube Cardinia TV channel had 32 subscribers and 11,076 views of videos.

## **Awards and recognition**

### ***Organisational awards***

#### **LGPro Excellence in Local Government, Corporate and Community Planning Award 2015**

Cardinia Shire Council's Social and Community Planning Team were awarded the LGPRO 'Excellence in Corporate and Community Planning' for a growth area study exploring 'what issues keep you awake at night?'.

This social research project provides information on the experiences of residents and their families and identified areas of need with regard to services, infrastructure and intervention. As a benchmarking tool, it provided a means of tracking the social health status of residents of Cardinia Shire's urban growth area. The research provides insight to guide strategic planning decisions and complement Council's extensive work in public health.

Residents were surveyed on four key areas: estate planning, services and facilities, sense of community and social and personal issues. The results of this social research project were unprecedented and provided invaluable information on the residents who participated and the areas they identified that needed attention in regards to services, infrastructure and intervention.

#### **Regional Catchment Strategy Leadership Award, 2015**

In August 2015, Council received a recognition award from the Port Phillip and Westernport Catchment Management Authority.

The award was titled the 'Regional Catchment Strategy Leadership Award'. Council was awarded for its commitment to targets in the Port Phillip and Western Port regional Catchment Strategy, to maintain our local conservation reserves.

The strategy aims to strengthen the health and resilience of our regions natural environment and was developed with Victorian Government organisations, councils, community groups and individuals.

#### **Risk, Health and Safety team acknowledged**

Council's Coordinator Risk, Health and Safety won the Liability Mutual Insurance Award for excellence in risk management, a testament to the hard work and dedication the team contributed to the field of risk management in local government. The prize included a trip to the Risk Management Society Annual Conference in New Orleans in April 2016.

### ***Community awards***

#### **Stan Henwood Award 2015 and 2016**

In July 2015, Council decided to shift the announcement date of the Stan Henwood Award to coincide with the annual Volunteers' Reception in May, to better reflect the intentions of the award; which was to honour the valuable work of our volunteers. The award had previously been announced in July each year, as part of Council's annual community capital works grants announcements. This year's annual report thus captures two Stan Henwood award recipients; the 2015 recipient (announced in July 2015) and the 2016 recipient (announced in May 2016).

#### ***2015 recipient – Graham Simpson***

Fire-fighter and long-term Cockatoo resident Graham Simpson was acknowledged for his outstanding contribution to the Cockatoo community and Cardinia Shire, having been with Cockatoo CFA group for over 38 years and president of the township committee 'on and off' for more than 12 years. Graham has been pivotal in driving and shaping many community projects, coordinates the annual Cockatoo Australia Day breakfast and was a member of the planning committee for the Community Volunteer's Reception.

Graham has seen firsthand some of the community's best and saddest moments – from the Ash Wednesday bushfires that roared through the town when Graham was the captain of the fire brigade to the successful community fight to save the McBride Street kindergarten.

### **2016 recipients – Beryl and Ron Banbury**

Catani couple Beryl and Ron Banbury were named joint winners having completed more than 100 years between them to the Catani Football Club. Beryl was potentially one of the youngest committee members when her father signed her up at just 10 years old and Ron joined her at the club when they married in 1962.

The couple have been involved in nearly all aspects of club life as members of the committee but also as league delegate, canteen manager, uniform washer, recruiter, match day coordinator, coach, player and more over their time as members. Together they have raised thousands of dollars for the club and were heavily involved in the redevelopment of the facilities. Both are life members, with Ron receiving the honour in 1984 and Beryl in 1993.

### **Australia Day awards 2016**

The 2016 Australia Day award winners were announced at a community event that included Council's Australia Day citizenship ceremony at Cardinia Cultural Centre.

Ron Ingram was named Cardinia Shire Citizen of the Year 2016. Ron is responsible for the resurgence of the Koo Wee Rup RSL, taking it from two members in 2002, to its present membership of 80. His vision has seen the construction of a memorial wall and cenotaph adjacent to the Koo Wee Rup Community Centre and Avenue of Honour, which opened in 2015.

Peter Maloney was named 2016 Cardinia Shire Senior Citizen of the Year. He has been a Rotarian for 20 years, and was a winner of the 'Paul Harris fellowship'. Peter was heavily involved in the opening of Emerald's Anzac Walk, and also been involved in 3MDR, the Emerald RSL and the 'Puffing Billy Tourism' group.

Cardinia Shire Young Citizen of the Year 2016 was awarded to the single nominee in the category Molly White. Molly has been a Hills Community Strengthening Initiative Volunteer in the mentor and after school programs for two years. During 2015, Molly was also awarded the CFA Best and Fairest award, the Captain of the Emerald Junior CFA award, and the Junior Firefighter of the year.

Pakenham Football Club was declared 2016 Cardinia Shire Community Organisation of the Year. The club had been awarded the '2015 FOX FOOTY Club Rewards Gold Tier Award' and is an active community group and involved in the Pakenham RSL ANZAC Day ceremony, the White Ribbon Foundation, the Motor Neurone Disease Foundation, Beyond Blue, and the Zaidee Rainbow Foundation.

Community Event of the Year 2016 was awarded to the 2015 Lang Lang Rodeo. The rodeo is the longest, continuously running, officially recognised rodeo in Australia and first began in 1944. Funds raised from the rodeo are used to maintain the grounds for the sporting clubs, and other community members who use it.

The 2016 Cardinia Shire Community Service Award was awarded to Bob Walker as the only nominee in the category. Bob began volunteering with Outlook in 2014, in the disability support division. He is known for his friendships and great team work, and currently volunteers with Outlook's Disability Support unit four days a week.

## Our performance

### Reporting Council's performance

Council measures its performance in a variety of ways. At a service level, it 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. These reports are available to the public via Council's website as part of the Council meeting agenda documents.

Council's 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 2015–16 financial year. Council has continued its focus on independent auditing of both its financial practices and other key processes 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

### Challenges

Funding for the continuation of the Healthy Together initiative, state-wide, was not forthcoming in the state or federal budgets for 2015–16, thus Council's Healthy Together Cardinia Shire ended in its previous form at the end of 2015. However the organisation was active in advocating for additional funding to see the work continue – in Cardinia Shire and other involved local government areas. This included a social media campaign, media coverage, petition and advocating directly to members of parliament. No additional external funding had been determined as of the end of the financial year.

Managing population growth continues to be a major challenge for Council. The shire's population is expected to double by 2035, and this will primarily impact the growth areas of Pakenham, Officer and Beaconsfield. Casey–Cardinia has been nominated by the Victorian Government as one of five regions around the fringe of metropolitan Melbourne where new housing and population growth is to be concentrated. This means rapid population growth for the next 20 years in Cardinia Shire's designated growth area. 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 and the age group with the largest population is currently aged four years or under.

### Council Plan actions

**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 access to a variety of services for all*

Action	Result	Status
We will do this by continually reviewing services to ensure those provided by Council meet community needs		
Facilitate joint activities with other agencies to deliver programs that increase	<ul style="list-style-type: none"><li>Council is working with regional networks to support reforms in early</li></ul>	Achieved

Action	Result	Status
parenting capacity, provide early learning opportunities and support vulnerable families while developing an evidence-base through evaluation of outcomes for children in accordance with <i>Child and Family Plan 2014–16</i>	<p>years services in Department of Education and Training focusing on vulnerable families</p> <ul style="list-style-type: none"> <li>• New Best Start program ensures promotion of referral pathways, system change and development of universal access approaches</li> <li>• Additional facilities being developed: Gum Scrub Creek Primary School integrated child and family centre and Monash Health Hub maternal and child health services</li> <li>• Council children's centres continue to provide services to an increasing number of families and young children and new services, such as Monash Health and Irbina are now delivering early childhood intervention and allied health services to families.</li> <li>• Best Chance will manage the new kindergarten at Arena Child and Family Centre (due to open in 2017). Council secured \$650,000 from the Department of Education and Training for this build.</li> </ul>	
<b>We will do this by routinely reviewing community needs for services and delivering or advocating for others to provide services to meet those needs</b>		
Assess the before and after school and vacation care needs of new and existing communities	<ul style="list-style-type: none"> <li>• Out of School Hours Care Service (OSHC) that had been operated by Council in partnership with local schools for a number of years, was successfully transitioned to the responsibility of the schools in June 2015. Schools are now managing the service through specialist OSHC providers.</li> </ul>	Cancelled
Arena Child and Family Centre (Officer) – continue construction of facility (commenced 2014–15)	<ul style="list-style-type: none"> <li>• Construction tender awarded and works underway</li> </ul>	Ongoing
<b>We will do this by delivering positive ageing initiatives that support older adults to live longer in their own homes</b>		
Finalise development of <i>Age Friendly Strategy 2015–19</i> by July 2015 and provide annual report relating to progress on key actions	<ul style="list-style-type: none"> <li>• The Age Friendly Strategy 2015–19 was adopted on 17 August 2015 after extensive community consultation which was supported by the Council on the Ageing (COTA)</li> </ul>	Achieved



***We want access to support programs for young people***

Action	Result	Status
<b>We will do this by advocating for increased locally based health services to support young people</b>		
Undertake playground upgrades at Hosking Park (Pakenham), Ridgeway Reserve (Pakenham), and Katjusha Court Reserve (Pakenham)	<ul style="list-style-type: none"> <li>Playground upgrades have been completed at Hosking Park, Ridgeway Reserve and Katjusha Court.</li> </ul>	<b>Achieved</b>
Continue to develop strong relationships with service providers to enhance advocacy efforts and ensure young people in Cardinia Shire have access to services that are responsive to the needs and diversity of young people, and that Cardinia Shire has a skilled youth workforce	<ul style="list-style-type: none"> <li>Support and development programs provided for youth services providers, including a professional development day and training delivered in partnership with City of Casey and City of Greater Dandenong.</li> <li>Hosted Cardinia Youth Network – meetings providing opportunities for professionals working with young people to network, share information and keep abreast of emerging issues for young people.</li> <li>Developed and maintained strong working relationships with youth service providers both within Cardinia Shire and in neighbouring municipalities, to address local service gaps and share resources, data and learning.</li> <li>My Place youth facility provided services and programs for young people and experienced an increase in services outreaching from My Place.</li> </ul>	<b>Achieved</b>
<b>We will do this by investigating opportunities for services to be co-located with Council facilities</b>		
Review joint prevention and early intervention approaches as a result of bi-annual youth survey and evaluate outcomes	<ul style="list-style-type: none"> <li>Youth forum survey findings have been distributed. Youth Services annual planning complete for 2016 based on evaluations and forum findings.</li> <li>Youth forum findings were shared at Regional Forum on 20 June 2016.</li> </ul>	<b>Achieved</b>

***We want learning opportunities for all ages and abilities***

Action	Result	Status
<b>We will do this by supporting and advocating to the Victorian Government to develop new and upgraded primary and secondary schools</b>		
Identify need for new schools annually and advocate to the state government and	<ul style="list-style-type: none"> <li>Meeting with the Minister for Education to advocate for the</li> </ul>	<b>Achieved</b>

Action	Result	Status
local MPs for the allocation of funding in the State budget	acquisition of the Timbertop School Site.	
<b>We will do this by advocating to State and Federal Governments for post-compulsory and vocational training that meets the needs of local employers and residents</b>		
Undertake a focused advocacy campaign on post-compulsory and vocational training with major political parties as a lead up to the Federal election in 2016	<ul style="list-style-type: none"> <li>General Manager working with Chisholm TAFE regarding outreach programs to be delivered from future Officer Library and Learning Hub opposite civic centre.</li> <li>Design process has been completed and advocacy sheets updated</li> </ul>	Achieved
<b>We will do this by supporting learning opportunities for all ages and abilities</b>		
Support Neighbourhood Houses and U3A's to deliver a range of training opportunities at a local level through annual funding and advice on community needs and identified gaps	<ul style="list-style-type: none"> <li>Annual funding allocations completed. Council will continue to work with Neighbourhood Houses and U3As to develop programs tailored to local communities.</li> <li>Volunteer subsidised training budget available throughout each term.</li> <li>Recent assistance has supported the Pakenham U3A through transition to a new committee.</li> </ul>	Achieved

***We want improved health and wellbeing for all***

Action	Result	Status
<b>We will do this by sourcing funding and delivering a range of initiatives that promote healthy living</b>		
Deliver the Streets Ahead program in 12 Schools, implement 1 new 'stop and drop' zone and deliver four Let's Get Moving programs in growth areas	<ul style="list-style-type: none"> <li>Footpath connecting new 'stop and drop zone' to school and township in Bayles completed. Over 5,000 school students participated in Mobile March. Let's Get Moving event was held in Beaconsfield in April.</li> </ul>	Achieved
<b>We will do this by reviewing existing, and developing new Municipal Public Health and Wellbeing plan</b>		
Develop the annual MPHWP action plan by November 2015 and complete an annual review of the MPHWP by February 2016	<ul style="list-style-type: none"> <li>The 2015-16 action plan is developed and the annual review is complete.</li> </ul>	Achieved
<b>We will do this by supporting children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities</b>		

Action	Result	Status
Work with external agencies and community to connect to the work of the Regional Management Forum, Better Connections, Better Outcomes project, and the Area Partnership for Vulnerable Children, Young People and Families - and identify strategies that will strengthen community resilience and reduce incidents of family violence and children/young people becoming vulnerable	<ul style="list-style-type: none"> <li>Work with the Children and Young People's Area Partnership progressing well with the health, education and social connection of children in out of home care being furthered by work groups.</li> <li>Better Connections Better Outcomes Collective is now focusing on a targeted approach to a Pakenham place-based trial to include childcare, kindergarten, primary school and secondary school. Partners will come together to facilitate the shared planning, resourcing and development of services that can support the participating schools/centres. The vision will be to improve the wellbeing and development of children across the continuum of learning and to enable better outcomes throughout transitions. The work of the area partnership will enable children in out-of-home care to receive support across the 'trial cluster'.</li> <li>Four Linking and Learning transition projects (funded by DET) underway across nine Cardinia Shire schools.</li> </ul>	Achieved

***We want variety of recreation and leisure opportunities.***

Action	Result	Status
<b>We will do this by providing active and passive recreational facilities to meet the needs of our residents</b>		
Heatherbrae Recreation Reserve (Officer) – construct Stage 1 of pavilion	<ul style="list-style-type: none"> <li>Building contract awarded December. Anticipated completion November 2016.</li> <li>State Government Interface Growth Fund (IGF) grant received for \$2 million. Project is funded over two financial years.</li> </ul>	Ongoing
Comely Banks Reserve (Officer) – finalise land ownership	<ul style="list-style-type: none"> <li>Land in Council ownership. Working group formed to develop a master plan, funded by the developer</li> </ul>	Achieved
Design and construct extension to the Cardinia Reserve Pavilion to make it comply with Council's Facility Standards.	<ul style="list-style-type: none"> <li>Council accepted the tender and engaged the builder in February 2016. Anticipated completion</li> </ul>	Ongoing

Action	Result	Status
	August 2016	
Design and commence construction of the civil and pavilion for the Pepi's (Emerald) Land Netball Facility	<ul style="list-style-type: none"> <li>A number of objections received to the rezoning of the land to PPRZ. This will delay seeking tenders, awarding contracts, and commencing works.</li> <li>Project funded over two years.</li> <li>No physical works to occur on site this year.</li> </ul>	Ongoing
Officer Secondary College Indoor Stadium - Complete construction	<ul style="list-style-type: none"> <li>Official opening September–October 2016</li> </ul>	Ongoing
Henry Road (Pakenham) - Stage 2 Regional Soccer Facility- Construct synthetic playing surface as identified in master plan	<ul style="list-style-type: none"> <li>Tenders for the synthetic soccer field were considered and contractor engaged in November.</li> <li>Interface Growth Fund grant received for the project.</li> <li>Turf and synthetic at IYU completed. Pavilion currently under construction.</li> </ul>	Achieved
Deep Creek Reserve (Pakenham) master plan - design development Undertake earthworks and drainage using contributed fill	<ul style="list-style-type: none"> <li>National Stronger Regions Funds (NSRF) and Interface Growth Fund (IGF) funding applications have not been successful. Consultants have been appointed for the building, reserve and play space design. Design works are underway to meet requirements associated with recently submitted NSRF round 3 submissions.</li> <li>A further funding submission will be made for the Growing Suburbs Fund. Placement of fill is on hold until funding is confirmed.</li> </ul>	Ongoing
Pepi's Land (Emerald) Masterplan - Complete northern activity trail and exercise stations including viewing areas	<ul style="list-style-type: none"> <li>Works identified as part of the Pepi's Land Master Plan have been completed on site: revegetation and installation of exercise equipment around the walking track.</li> </ul>	Achieved
Prepare concept plan for proposed sporting facilities for Lang Lang	<ul style="list-style-type: none"> <li>Adopted at the March Council meeting (From 2014–15 Council Plan)</li> </ul>	Achieved
Design sporting facility for Lang Lang and construct access road, preliminary earth works and services to the site	<ul style="list-style-type: none"> <li>Consultants engaged for the full design of the facility. To be completed by August 2016.</li> <li>No physical works to occur this</li> </ul>	Ongoing

Action	Result	Status
	financial year.	
Complete the design of the pavilion at the Heatherbrae Recreation Reserve	<ul style="list-style-type: none"> <li>Design completed and construction tender awarded 14 December 2015</li> </ul>	Achieved
Implement actions identified in Equestrian Strategy adopted in 2013–14 including Aqueduct Trail car/float parking and investigate Dickie Road connection	<ul style="list-style-type: none"> <li>Land swap is still not complete for the Dickie Road connection for the aqueduct trail. Full design will then need to occur.</li> </ul>	Ongoing
<b>We will do this by increasing opportunities for our residents to participate in a range of sport, recreation and leisure activities</b>		
Implement the priority program for upgrade of netball facilities within the Shire - Catani pavilion	<ul style="list-style-type: none"> <li>Completed and official opening planned for August 2016. (From 2014–15 Council Plan)</li> </ul>	Achieved
Finalise master plan for James Bathe Reserve.	<ul style="list-style-type: none"> <li>Master plan complete.</li> <li>Integration with adjacent schools is being considered with the planning for the proposed Pakenham South West Primary School, due to open in 2017 (From 2014–15 Council Plan)</li> </ul>	Achieved
Finalise land purchase of James Bathe Reserve	<ul style="list-style-type: none"> <li>Purchase was to be completed in the last quarter of the 2015–16 year, but the land purchase is still being negotiated.</li> </ul>	Ongoing

***We want increased awareness of safety.***

Action	Result	Status
<b>We will do this by working with the police, the State Government and the community to improve community safety in homes, businesses, public places and roads</b>		
Support implementation of family violence projects in the Shire	<ul style="list-style-type: none"> <li>Over 400 people attended the Together we Can convention and summit held in April. An action plan underway and evaluation implemented with Melbourne University.</li> <li>Consulted with Women in the South East (WHISE) on the Regional Family Violence Strategy and attended launch in April. Council is signed up to the regional strategy in partnership with other local government area's and key agencies.</li> <li>Council has submitted information to become White Ribbon accredited.</li> </ul>	Achieved
Liaise with internal stakeholders, Victoria Police, Victorian Government and the community on issues related	<ul style="list-style-type: none"> <li>Council is leading the development of the Safer Communities Framework in</li> </ul>	Achieved

Action		Result	Status
to improving public safety		conjunction with Victoria Police <ul style="list-style-type: none"> <li>• Safer Communities Final Report on consultation has been completed. Safer Communities Strategic Committee has been formed and action groups are commencing.</li> </ul>	
Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of new buildings and public spaces		<ul style="list-style-type: none"> <li>• (CPTED) Crime prevention through environmental design principles are used in the development of precinct structure plans and approval of planning applications for subdivision.</li> </ul>	Achieved
Work with relevant State and Regional level organisation on emergency management and community safety initiatives including: Regional Emergency Management Committees Dandenong Ranges Landscape Strategy State Impact Assessment Working Group Justice Reference Committee Regional Correctional Forums and Committees		<ul style="list-style-type: none"> <li>• Provided advocacy and representation on a range of emergency management related State and Regional committees and working groups. This includes the State Impact Assessment Committee, Regional Fire Management Planning Committee, Regional Emergency Management Team meetings and the Dandenong Ranges Fuel Management Working Group.</li> </ul>	Achieved
<b>We will do this by improving awareness of township safety</b>			
Conduct a full review of Municipal Fire Management Plan and annual document review and update of Municipal Emergency Management and Municipal Flood Emergency and Relief and Recovery Plan		<ul style="list-style-type: none"> <li>• The Municipal Fire Management Plan has undergone an administrative review. Council is waiting on direction from the Victorian Government to undertake a full review.</li> <li>• The Municipal Emergency Management Plan has undergone a full review and audit. The result of this audit was 'best practice'.</li> <li>• The Municipal Relief and Recovery Plan has undergone an administrative review.</li> <li>• The Municipal Flood Emergency Plan is currently being reviewed to incorporate the risk from storms (high winds).</li> </ul>	Achieved
Work with Council business units and external agencies to scope the development of a Municipal Heatwave Plan		<ul style="list-style-type: none"> <li>• The name of the plan has been changed to the Municipal Heat Health Plan. To date it has been activated twice.</li> </ul>	Achieved

Action	Result	Status
Work with the lead fire agency to ensure Council Input and Structural Fire considerations are factored into the Municipal Fire Management Plan	<ul style="list-style-type: none"> <li>The Municipal Fire Management Plan has undergone an administrative review and incorporation of structural fire risks will occur as part of the full review (awaiting advice from the State Government before a full review is conducted).</li> </ul>	Ongoing

***We want the impact of emergencies minimised***

Action	Result	Status
<b>We will do this by implementing plans that support people in times of emergency</b>		
Ensure Council is directly involved exercise management of the Municipal Flood Emergency Plan, Municipal Fire Management Plan and Emergency Traffic Modelling	<ul style="list-style-type: none"> <li>Planning is underway to exercise the Municipal Fire Management Plan prior to the 2016 Summer season.</li> <li>The Municipal Flood Emergency Plan is currently being reviewed to incorporate the risk from storms (high winds) and will be exercised after completion.</li> <li>Emergency Traffic planning has been tested through a number of emergencies which have occurred on the Monash Freeway.</li> </ul>	Achieved
<b>We will do this by implementing effective plans and procedures that minimise the impact of emergencies in the Shire</b>		
Exercise at least one element of Cardinia's Municipal Emergency Management Plan and the Municipal Relief and Recovery Plan each year	<ul style="list-style-type: none"> <li>Operational activation of Cardinia Municipal Emergency Coordination centre (MECC) has occurred. Relief centre exercise conducted on 22 December.</li> </ul>	Achieved
<b>We will do this by protecting against risk through effective bushfire and flood preparation</b>		
Scope and draft Cardinia Shire's Fuel Management Framework	<ul style="list-style-type: none"> <li>Working with the Dandenong Ranges Fuel Management Working Group on a shift towards community led fuel management planning around settlements.</li> <li>Development of a new Open Air Burning Policy which came into operation in July 2016.</li> <li>Planned burning on Council land policy has been drafted.</li> </ul>	Ongoing



## **Together we Can**

In April, Council hosted a 'Together we Can' convention and summit – a collective impact initiative to address concerns about the significance of family violence. This two-day summit was a resounding success; more than 400 attendees. This event began the Together we Can 'year of action' which will be driven by Family Life and bring together several agencies to guide the Cardinia Shire community to success and sustain the integrity of this innovative approach for social change.

'Collective impact' is a community engagement approach that uses the will, skill, knowledge and ability of the whole community to create lasting social and cultural change. Whole of community includes government institutions; community support services; early-years, primary, secondary and tertiary education; health; sport, recreation and service clubs; faith and cultural groups; media; philanthropy; workplaces; residents; young people and children.

Funded as a joint initiative between Council, Family Life, University of Melbourne, Victoria Police and the Australian Government's Department of Social Services, Together we Can gives the Cardinia Shire people the chance to design their own plan to change the frightening rate of family violence occurring across the shire.

## **Carers recognition**

In accordance with the Section 11 of the *Carers Recognition Act 2012*, Council has taken all practicable measures to promote the principles of that Act to people in care relationships who receive Council services, to people in care relationships, and to the wider community by:

- distributing printed material through our Community Services and Community Strengthening units that includes consideration of the needs of carers, this includes details of opening times, venues, and travel options
- providing information to organisations represented in Council and community networks, for example through our services and programs for children and young people and by exchanging information through networks and partnership groups, such as Youth Services Network, Communities For Children Reference Group, the Hills ASD and Special Needs Support Group.

While Council does not provide direct aged and disability services, Council has taken all practicable measures to ensure Council staff, Council agents and volunteers working for Council are informed about the principles and obligations of the Act by including information on the care relationship in:

- Council induction and training programs for staff potentially working with people accessing such services with a carer, such as thinking of the needs of carers when inviting people to events
- Council induction and training programs for staff working in front-line positions with the general community.

Council has taken all practicable measures to review and modify policies, procedures and supports, to include recognition of the carer relationship and has provided the additional activities and resources to recognise the care relationship.

Examples include:

- Maternal and Child Health leaflet – provides for parents at home in recognition of the early needs of carers: "The Enhanced Maternal Child Health Service visits those parents in their home, who are experiencing significant early parenting difficulties. Referrals for this service are made through the Maternal Child Health Nurse at your local centre".
- Children's Services recognises the carer relationship by providing services in various areas of the shire to assist carers to attend; these services are free and acknowledge a broad definition of 'carer', for example Council playgroup information states: "Supported playgroups are aimed at disadvantaged or vulnerable families with children aged newborn to four years. They offer play opportunities for children, while supporting parents and carers with referrals and professional assistance. They are free to attend and funded by the Department of Education and Training. Families caring for children in kinship care arrangements (out of home care) are also eligible".



- Provision of respite services for carers, through a funding agreement with Mecwacare to provide respite for carers of children aged under 18.
- Implementation of a Carers Respite Program in Cardinia Shire via funds provided annually by the Department of Health and Human Services (this funding has been ongoing since 2010).

### ***Supporting young people***

Council's My Place Youth Facility provides young people with access to 12 youth-specific services in the one location (drug and alcohol, mental health, recreation, education, disability, employment). Strong relationships with services across the region have ensured that the needs of young people are recognised, met and advocated for.

Youth Services hosts bi-monthly youth network meetings to upskill and inform the local youth sector of emerging needs and local programs. In partnership with City of Casey and City of Greater Dandenong, an annual professional development day is hosted annually to assist in the upskilling of the local workforce.

In 2015–16, Council's Youth Services supported eight student placements at Cardinia Shire Council.

### ***Emergencies and safety***

Council worked with a number of community stakeholders to develop a Heat Health Plan to care for the most vulnerable population groups during days of extreme heat and achieved a best practice audit result for the Municipal Emergency Management Plan.

The Cardinia Safer Communities Strategic Committee was formed to develop a Safer Communities

### ***Looking forward***

Council continues to take an innovative approach to planning for future facilities like children's hubs, recreation reserves and community centres.

Council has also continued to invest in sporting and recreation facilities to provide opportunities for the growing population, particularly in the growth corridor; providing options for residents to engage in sporting and recreation activities in their local communities. Projects nearing completion include Officer Community Hub, Heatherbrae Recreation Reserve (Officer), and improvements to Cardinia Recreation Reserve. Progress continues of IYU Recreation Reserve (Pakenham) with the completion of the synthetic soccer pitch and three soccer fields, and improvements to Pepi's Land (Emerald).

A number of actions arose from the *Arts and Cultural Facilities Feasibility Study* which will be implemented or planned for future years. These include a master plan for the ongoing development of Cardinia Cultural Centre to ensure it is relevant to the growing shire and meeting community needs, and scoping of rehearsal and storage needs for performing arts groups in the shire; including a new vision for cultural facilities planning. A strategic three-year business plan for the centre was developed and endorsed by Council.

As part of International Safer Communities, Council will work towards forming a number of action groups to explore issues and concerns identified through community consultation.

## Performance indicators

### Aquatic facilities

Service indicator	2014–15	2015–16	Material variation
<b>Service standard</b> <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities]	2.00	3.00	Seasonal variances impact on the inspections required and any follow up inspections.
<b>Health and safety</b> <i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	0.00	0.00	No reportable incidents.
<b>Service cost</b> <i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received/Number of visits to indoor aquatic facilities]	-\$0.42	-\$0.45	
<b>Service cost</b> <i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received/Number of visits to outdoor aquatic facilities]	\$13.23	\$11.70	Reduced operating hours – reduced operating cost.
<b>Utilisation</b> <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities/Municipal population]	9.78	9.73	

### Animal management

Service indicator	2014–15	2015–16	Material variation
<b>Timeliness</b> <i>Time taken to action animal management requests</i> [Number of days between receipt and first response for all animals management requests/Number of animals management requests]	–	7.28	Internal processes have resulted in the data and requests not being closed at the time actions undertaken. An internal review indicates that all actions were completed in the required timeframes and will be reported in the future as such.
<b>Service standard</b> <i>Animals reclaimed</i> [Number of animals reclaimed/Number of animals collected] x100	43.38%	34.99%	The practice is to reunite animals as early as practicable and to seek registration of unregistered animals on return. This practice results in the distorting of data and reporting from pound activities.

Service indicator	2014-15	2015-16	Material variation
<b>Service cost</b> <i>Cost of animal management service</i> [Direct cost of the animal management service/Number of registered animals]	\$26.39*	\$30.89	There has been an increase in dogs and cats entering the pound, a decrease in dog and cats being reclaimed. There has been an increase in the number of dog attacks where Council exercised its powers to seize and hold dogs and associated costs of post-court dog declaration decisions. There has also been an increase in seized dogs and cats requiring emergency veterinary attention after hours.
<b>Health and safety</b> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	15.00	22.00	Council has experienced greater reporting of dog attacks this year and this has resulted in increased prosecutions being undertaken.

#### **Food safety**

Service indicator	2014-15	2015-16	Material variation
<b>Timeliness</b> <i>Time taken to action food complaints</i> [Number of days between receipt and first response for all food complaints/Number of food complaints]	-	1.52	
<b>Service standard</b> <i>Food safety assessments</i> [Number of registered Class 1 food premises and Class 2 food premises that received an annual food safety assessment in accordance with the <i>Food Act 1984</i> /Number of registered Class 1 food premises and Class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i> ] x100	100%	100%	
<b>Service cost</b> <i>Cost of food safety service</i> [Direct cost of the food safety service/Number of food premises registered or notified in accordance with the <i>Food Act 1984</i> ]	\$336.35*	\$331.63	

Service indicator	2014–15	2015–16	Material variation
<b>Health and safety</b> <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100%	100%	

### Libraries

Service indicator	2014–15	2015–16	Material variation
<b>Utilisation</b> <i>Library collection usage</i> [Number of library collection item loans/Number of library collection items]	7.89	7.28	
<b>Resource standard</b> <i>Standard of library collection</i> [Number of library collection items purchased in the last five years/Number of library collection items] x100	79.83%	76.22%	
<b>Service cost</b> <i>Cost of library service</i> [Direct cost of library service/Number of visit]	\$2.84	\$2.91	
<b>Participation</b> <i>Active library members</i> [Number of active library members/Municipal population] x100	14.51%*	13.48%	E-resources are not included in this measure as they cannot be counting as part of the library data system.

### Maternal and child health (MCH)

Service indicator	2014–15	2015–16	Material variation
<b>Satisfaction</b> <i>Participation in first MCH visit</i> [Number of first MCH home visits/Number of birth notifications received] x100	103.23%	–	In 2016 there was an initiative to transition the majority of Victorian councils offering Maternal and Child Health services to a new database. The database is not expected to provide reliable information until the end of September 2016. Therefore, Council is unable to report this data for 2015–16.

Service indicator	2014–15	2015–16	Material variation
<b>Service standard</b> <i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received)/Number of birth notifications received] x100	100%	–	In 2016 there was an initiative to transition the majority of Victorian councils offering Maternal and Child Health services to a new database. The database is not expected to provide reliable information until the end of September 2016. Therefore, Council is unable to report this data for 2015–16.
<b>Service cost</b> <i>Cost of MC service</i> [Direct cost of MCH service/Hours worked by MCH nurses]	–	\$65.49	
<b>Participation</b> <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service] x100	76.76%	–	In 2016 there was an initiative to transition the majority of Victorian councils offering Maternal and Child Health services to a new database. The database is not expected to provide reliable information until the end of September 2016. Therefore, Council is unable to report this data for 2015–16.
<b>Participation</b> <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year)/Number of Aboriginal children enrolled in the MCH service] x100	72.78%	–	In 2016 there was an initiative to transition the majority of Victorian councils offering Maternal and Child Health services to a new database. The database is not expected to provide reliable information until the end of September 2016. Therefore, Council is unable to report this data for 2015–16.

\* The 2014–15 results for *Cost of animal management service*, *Cost of food safety service* and *Active library members* have been updated from \$23.27, \$252.26 and 19.32% respectively. The results were erroneously calculated last year.

## Our community

### Challenges

Providing timely and cost effective infrastructure in a growth area continues to be one of Council's biggest challenges. The need for new infrastructure, services and facilities continues to increase as the population grows. Physical links such as roads, footpaths and bicycle paths to provide easy access to services and facilities need to be created and designed to encourage physical activity and equitable access.

### Council Plan actions

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

*We want our diverse community requirements met.*

Action	Result	Status
<b>We will do this by facilitating and supporting opportunities for participation in a diverse range of artistic and cultural pursuits and tourism</b>		
Deliver public art at prominent sites across the shire – Central Ward	Design and tender process complete and recommended artwork chosen	Ongoing
Council to provide support to deliver an event during cultural diversity week and an annual 'Taste of Faith' to promote activities and engage with new community members	<p>Cardinia Interfaith Network held their annual Taste of Faith in October. The event commenced with presentations from secondary school students followed by a 'Q&amp;A' with a panel of faith leaders from different religions including Baha'i, Islam, Sikh, Buddhism and Christianity who answered faith-based and social issue questions.</p> <p>Cardinia Shire's Culturally and Linguistically Diverse (CALD) Network held the shire's first Harmony Day event in March attended by more than 350 residents – the day included dance and musical performances and a range of activities, totem pole painting, selfies in saris, and a children's corner. The Men's Shed and the Filipino community group combined to deliver lunch.</p>	Achieved
Community Arts Facility – design the facility	Master plan and indicative costs determined for the expansion of the CCC in February 2016. Detailed design underway.	Ongoing

*We want engaged communities.*

Action	Result	Status
<b>We will do this by embracing and supporting community leadership</b>		
Deliver community leadership initiatives and plan for training to meet identified	Community Leadership training model developed. Continuing to support local	Achieved

Action	Result	Status
local needs to develop and support local leadership	neighbourhood house network to identify gaps/needs and schedule volunteer subsidised training accordingly. Governance training completed. Support provided through CALD programs and community groups to develop community leaders.	

***We want increased levels of community participation.***

Action	Result	Status
<b>We will do this by promoting initiatives by the community and Council that connect and strengthen our communities</b>		
Upgrade pathways and walking tracks across the shire in accordance with the footpath program including footpaths in Henry Street (Pakenham), Beaconsfield Avenue (Beaconsfield), sections of pathways adjoining developments (Princes Highway) and others	Footpath program has been completed	Achieved
Developed the Cultural Diversity Action Plan in partnership with a Multicultural Focus Group	Action plan being implemented as per agreed milestones under six key strategic priorities, Social Cohesion, Access to Information, Language Services, Education & Employment, Health & Wellbeing Services and Connecting young people	Achieved
Implement actions identified in the Access and Inclusion Action Plan adopted in 2014 including delivery in a range of development and transition programs and activities for young people 10–17 years at Officer Specialist School	Youth Services has delivered lunch time activities at Officer special school throughout 2015–16 and had students from the school involved in the hands-on learning program 'Let's Get Started' in 2016	Achieved
Develop respectful and meaningful relationships with the local Aboriginal community to further progress our commitments in the Reconciliation Action Plan 2015–18 adopted in 2014–15	Respectful and meaningful relationships being developed through the co-op and LIN. Healing Place identified and project plan being developed with local Indigenous community.	Achieved

### ***Disability Action Plan***

In accordance with section 38 of the *Disability Act 2006*, Council is required to prepare a Disability Action Plan, and in compliance with the disability Amendment Act 2012 is required to report on the implementation of the action plan in its annual report.

Council has prepared an Access and Inclusion (Disability) Action Plan and in 2015–16 implemented nine of the nominated 16 actions:

- appoint an Access and Mobility Consultant as a member of the design team on all of Council's new facilities
- commission an AAA independent assessment during the design phase of priority access upgrades for large projects
- establish a support program for families with children of all abilities and/or development delay, to access supported and community-based playgroups across the shire
- develop an accessible parking map to be issued to residents when they are granted an accessible parking permit
- ensure accessibility considerations are factored into Council's corporate identity guidelines
- provide all of Council's position descriptions, forms and background information in accessible formats
- review Council's employment policy and procedures to ensure best practice principles of access and equity underpin the recruitment process
- partner with a key art and disability organisation to deliver opportunities for art and cultural participation for people of all abilities and/or use the arts to promote ability awareness to the broader community
- investigate the implementation process required for Council to undertake social procurement

The remaining seven actions have been rescheduled for completion by 30 June 2017.

As part of its general approach to supporting all abilities, Council has developed accessible publication guidelines, including its corporate style guide, house style guide and signage manuals. These manuals advocate key accessibility considerations in all publications, such as the use of contrasting colours, appropriate language settings, font styles and point sizes, and layout. HTML mark-up is built into heading styles in all Council templates and document accessibility and usability is trained and supported.

### ***Looking forward***

Council has continued to advocate to other levels of government for investment in public transport, services and tertiary education opportunities to meet the demands of population growth. Council continues to develop structure plans, precinct structure plans and township strategies to support a planned approach to the shire's future direction and meet the needs of our growing community.

The Pakenham Health hub is planned to open in 2017 and will provide access to a range of essential health services in the one location for our community.

In collaboration with the local Aboriginal network, Council will establish a reflection garden at BJ Wallis Reserve, Pakenham. The garden will provide a space for Aboriginal elders and their families to come together to commemorate the passing of community members. A number of the design features and vegetation will incorporate cultural traditions.



## Our environment

### Challenges

Managing the natural and built environment is a significant responsibility for Council and will have ongoing impact for future generations. Council continues to deal with conflict created by rapid changes in both urban and rural areas of the shire. Council's greatest challenge is to support the community to sustainably manage these diverse areas; meeting community needs while being mindful of the social, cultural, financial and environmental impact of urban growth.

Council also continues to manage the challenge of providing timely, cost-effective and appropriate levels of infrastructure in the growth area while ensuring communities remain liveable and sustainable. The shire's growing population means the need to provide new infrastructure, services and facilities to meet community continues to increase. Physical linkages to provide access for all community members also continue to increase; more roads, footpaths and bicycle paths are needed to allow people to easily access services and facilities.

Lang Lang Bypass Stage 1 will divert trucks from the east around the township and uses McDonalds Track to provide access for trucks to the South Gippsland Highway. Stage 1 has been designed; however, external funding is required to construct the bypass. Application to the Victorian Government's Interface Growth Fund was unsuccessful and we are awaiting the outcome of our application to the Federal Government's National Stronger Regions Fund.

Council continues to advocate to the Victorian Government to duplicate the railway crossing at McGregor Road; to date this advocacy has been unsuccessful with no commitment from the Victorian Government to provide funding for this project.

### Council Plan actions

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
<b>We will do this by developing new and maintaining existing parks, gardens and reserves in a sustainable manner</b>		
Implement Emerald Lake Park Vegetation Management Plan using grant funding.	Stage 4 works completed	Achieved
<b>We will do this by providing accessible facilities to meet identified community needs</b>		
As part of the Council buildings plan, improve accessibility to kindergartens and deliver other priority projects 2015–16 works include: <ul style="list-style-type: none"><li>• Beaconsfield Upper Kindergarten</li><li>• Holmgarth Kindergarten (Pakenham)</li><li>• Bunyip Kindergarten</li></ul>	Construction of Upper Beaconsfield kindergarten is now completed with remaining works programmed.	Achieved
Depot Master Plan Stage 2 – establish ground floor in former laundry building to cater for reception area, ABW spaces and entrance foyer. Provision of additional toilets to supplement extra toilets provided in refurbished lunchroom	2015–16 works are complete. Design works for future stages commenced early 2016	Ongoing

Action	Result	Status
Emerald Community Hub – complete community consultation, finalise facility design, undertake associated tender process and commence construction	Design scenarios developed and community engagement phase of the project has been completed. We will now enter into the detailed design stage with a view to tendering construction in early 2017.	Ongoing
<b>We will do this by managing Council's assets using a life-cycle approach that ensures adequate maintenance over the life of the asset</b>		
EDSP – implement new detailed design guidelines for streetscape improvement on Council projects for this year and subsequent years	Streetscape design guidelines will be considered following the completion of the Open Space Management Framework, work commenced September 2015 and draft is due completion September 2016 (From 2013–14 Council Plan)	Ongoing
Implement a program of resurfacing of playing surfaces at recreation reserves: Gembrook drainage and irrigation	Grant received from Victorian Government and tender awarded in September for provision of irrigation and drainage at Gembrook Recreation Reserve. Works completed.  Dam to also be constructed at Nar Nar Goon Reserve.	Achieved

***We want transport linkages connecting towns***

Action	Result	Status
<b>We will do this by upgrading local roads to improve safety while considering the traffic demand</b>		
Undertake a review of the Road Safety Strategy adopted in 2011	A review of the 2011 Road Safety Strategy has been undertaken. A draft future strategy has been prepared and presented to Council. The new strategy is currently open to public exhibition for future adoption. (From 2014–15 Council Plan)	Achieved
Lang Lang Bypass – Commence construction of Stage 1 – from Westernport Road to McDonalds Track, including Milner's Road	Tender documents and drawings for the bypass have been prepared. A funding application was submitted for the Interface Council Fund; however, was not successful.  Additional funding is being sought through the third round of the NSRF fund. Works are on hold until funding is available (From 2014–15 Council Plan)	Ongoing

Action	Result	Status
McGregor Road (Pakenham) – Construct McGregor Road rail crossing and intersection upgrade, subject to successful advocacy for external funding	Discussions with Victorian Government representatives is ongoing to secure funding for this project. Project on hold until funding is available.	Ongoing
Implement the 2015–18 road safety strategy including undertaking consultation across the shire as part of the Victorian Government Speed Review Program	This action has been deferred to 2016–17 due to the Road Safety Strategy being reviewed in 2015–16, following the successful funding application from TAC the project. Implementation of the updated strategy will commence in 2016–17.	Deferred
<b>We will do this by continuing the use of special charge schemes to finance road, drainage and footpath improvement programs</b>		
Cockatoo Strategy Plan - undertake design works for Cockatoo town centre improvements, including landscaping. Funding from township sources	Initial design and public consultation works has been completed. Draft plan will be displayed for comment during July 2016. Construction to be programmed to commence in the 2016–17 calendar year subject to funding <i>(From 2014–15 Council Plan)</i>	Achieved
Wadsley Ave (Pakenham) – Road and Drainage Scheme – Stage 2 Continuation of Council declaration phase and road construction	Construction of Wadsley Avenue has been completed. Finalisation SCS report presented to and accepted by Council.	Achieved
Consult and undertake the statutory process for the construction of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham) following on from completion of design phase	Works associated with the initial design scheme have been completed. Drawings and cost estimates have been provided to the land owners. An initial survey has also been received from the affected land owners to undertake the construction scheme.  Council will be briefed prior to the embargo period with an intention that a notice of declaration be made following the new Council being elected. <i>(From 2014–15 Council Plan)</i>	Ongoing
Moody Street (Koo Wee Rup) special charge scheme – Road and Drainage Scheme road construction	Construction of Moody Street has been completed. Finalisation SCS report presented to and accepted by Council.	Achieved
<b>We will do this by prioritising multi-use pathways, where practicable, to create networks that connect destinations</b>		
Investigate possible links for multi-use trails between Garfield and Bunyip	Investigations have been undertaken to determine possible linkages between the townships as well as assessing	Achieved

Action	Result	Status
	possible project costs. This information has been captured in the footpath priority list.	
Finalise the establishment of the Cockatoo to Gembrook trail corridor and commence the detailed trail design	Design works for the alignment are complete. Construction will now be dependent on the timing of available funding and outcomes of grant submissions.	Achieved
<b>We will do this by advocating for and facilitating improved public transport options to help link employment, educational, recreational and retail activities between rural and growth areas</b>		
Advocate to Public Transport Victoria for increased bus services along arterial routes to railway stations and activity centres	A submission was made to PTV August 2015 regarding short-term and long-term public transport (bus) needs for the Cardinia Shire.	Achieved

***We want an enhanced natural environment***

Action	Result	Status
<b>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</b>		
Continue to support the South East Council's Climate Change Alliance (SECCCA) (formally the Western Port Greenhouse Alliance) through membership and participating in relevant projects in 2015-16	<p>Energy Saver study implemented over the past three years is now complete. The outcomes of the project were presented to the councillor briefing on 30 May 2016.</p> <p>Council officers worked with SECCCA to support a number of grant applications throughout the year. Council was recently advised the application to the New Energy Jobs fund for a new home demonstration centre in the garage of a display home was successful.</p>	Achieved
<b>We will do this by reducing Council's energy consumption and help the community do likewise</b>		
Continue the implementation of the Aspirational Energy Transition Plan with such projects as the decorative street lighting retrofit with energy efficient lighting	<p>A number of actions within the Aspirational Energy Transition Plan were completed over the course of the year. These include:</p> <ul style="list-style-type: none"> <li>solar energy workshop to businesses</li> <li>decorative street lighting energy efficiency upgrade</li> <li>advocacy – including providing a submission to the recent climate change paper</li> <li>sustainable design incorporated into Deep Creek eco centre, Arena Kindergarten, Heatherbrae Pavilion, IYU</li> </ul>	Achieved

Action	Result	Status
	soccer pavilion and Toomah Community Centre. Due to budget constraints the following actions were cancelled: business case for an education officer, implementation of a community indigenous plant giveaway program and the purchase of offsets for Council's heavy fleet vehicles.	
<b>We will do this by promoting practices that result in reducing the amount of household waste going to landfill</b>		
Liaise with and support schools in the areas of waste minimisation, litter and recycling	Educational materials in stock and being distributed to schools as required. Liaised with school regarding VCAL litter project, providing advice and support. Working with SKM Recycling to develop education plan for future activities.	Achieved
Reduce landfill volumes from kerbside pick-ups by undertaking initiatives including the provision of 80-litre garbage bins, subsidised compost bins, e-waste service and continuation of green waste collection together with pursuing the implementation of the green waste recycling facility	All e-waste events have been held for 2015. Further event scheduled July 2016.  Availability of the 80-litre bin and compost bin rebates are ongoing. Implementation of new green waste facility is ongoing with the help of MWRRRG.  The April to date figure for household waste is 9.77Kg/bin/week, and we are tracking at average 40 per cent resource recovery in bins. (most recent available figure June 2016).  Green bin uptake is averaging 125 new services per month.  The new Biannual Green and Hard Waste service has capacity to recycle TVs and computers.	Achieved
In partnership with Waste Management Group advocate alternative waste technologies and resource recovery technologies rather than sending waste to landfill for 2015-16	Preferred tenders for the new green waste facilities have been chosen with final contract negotiations being completed by the Metro WMRRRG.  This will allow options to provide new technologies and resource recovery.	Achieved
<b>We will do this by managing water in an integrated manner, including the reduction of potable water consumption by Council and households.</b>		
To commence implementation of the Integrated Water Management Plan	The Integrated Water Management Plan was adopted in December. Action	Achieved

Action	Result	Status
including undertaking an assessment of catchments to ensure water quality inflows are to acceptable standards, e.g. run-off from gravel roads	implementation began, including seeking funding for water sensitive urban design capital works projects (e.g. funding from Melbourne Water secured for Emerald Lake Park erosion control of the water channels).	
<b>We will do this by promoting water catchment management practices to improve the water quality of natural systems</b>		
Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program and mandate property connection in 2015–16	<p>In October 2015, SEW identified Officer, Guys Hill and Catani as high importance, so awaiting timing for backlog to commence.</p> <p>November 2015 to June 2016 – Council continued to work with and lobby water authorities.</p>	Ongoing

***We want natural and built environments that support the improved health and wellbeing of our communities.***

Action	Result	Status
<b>We will do this by raising awareness of the impact of our environment on health and wellbeing</b>		
Establish environmental sustainability demonstration projects for 2015–16 including Beaconsfield Community Centre	<p>Cardinia Life environmental upgrade was completed and will be submitted to the Premiers Sustainability Awards.</p> <p>A funding application was submitted in partnership with the South East Councils Climate Change Alliance to establish an information and demonstration centre in the garage of a display home. Council was recently notified this funding application was successful.</p>	Achieved

***We want to balance the needs of development, the community and the environment.***

Action	Result	Status
<b>We will do this by reviewing the Municipal Strategic Statement and the Cardinia Planning Scheme regularly to ensure it continues to meet Council objectives</b>		
Review Municipal Strategic Statement in the context of the revised State Planning Policy framework	Sections of the MSS have been reviewed. Report submitted to Council on changes required to MSS as a result of <i>Plan Melbourne</i> .	Achieved
<b>We will do this by 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</b>		
Complete planning scheme	Background reports completed.	Ongoing

Action	Result	Status
amendments and developer contribution plan for the Pakenham East Precinct Structure Plan	Consultation undertaken with government agencies and utility service providers. Draft precinct structure plan prepared <i>(From 2014–15 Council Plan)</i>	
Introduce schedules for the new residential zones	The revised schedules for the low density residential areas are with the Minister for Planning.	Ongoing
Implement approved structure plans for the growth area	Ongoing assessment of planning applications by statutory planners	Ongoing
Finalise Pakenham East Precinct Structure Plan and commence planning Scheme Amendment to incorporate into Cardinia Planning Scheme	Background reports completed. Consultation undertaken with government agencies and utility service providers. Draft precinct structure plan prepared <i>(From 2014–15 Council Plan)</i>	Ongoing
Complete Glismann Road (Beaconsfield) design and funding plan development, and progress planning scheme amendment	Draft development plan adopted by Council. Planning Scheme Amendment being prepared	Ongoing
Undertake review of the Cardinia Road Precinct developer contributions plan	Preliminary review of project list and scope of completed projects undertaken by Assets and Development <i>(From 2014–15 Council Plan)</i>	Ongoing
<b>We will do this by providing for the sustainable development of rural townships while taking into account their existing character and community needs</b>		
Finalise Nar Nar Goon Township Strategy. Commence preparation of Tynong Township Strategy	Community consultation on Nar Nar Goon completed. Summary of submissions reported to Council 16 March 2015.  Minister for Planning has advised that no additional growth will be supported outside of the existing township boundary.	Achieved
<b>We will do this by ensuring the planning of rural (green wedge) areas protects and enhances important agricultural, environmental, natural resource, infrastructure and recreational values</b>		
Implement the Westernport Peri Urban Strategy and Gembrook Land Use Strategy	Detailed study and workshop held in Gembrook to identify opportunities for future land uses .	Achieved
Prepare and adopt the Westernport Green Wedge Action Plan	Green Wedge Management Plan adopted by Council in July 2016	Achieved

### **Statutory planning**

For 2015–16, Council issued 74 per cent of decisions within the ‘statutory timeframe’ (as determined by Department of Transport, Planning and Local Infrastructure). This is comparable with last year’s achievement despite significant staff shortages and changes to our processing and higher than both the metropolitan average (61%) and the growth area average (54%).



Council received 956 new planning applications in 2014–15, slightly up on 886 in the previous year. Council also experienced an increase in other statutory requests from 1,494 in 2015–16 compared to 1,355 in 2014–15. Six planning application decisions were appealed to VCAT, down from 10 in 2014–15; of these, four findings were in favour of Council, a 66.6 per cent success rate. Of the six appeals, Council staff dealt with three; the remaining three complex applications were facilitated by external parties.

Other achievements included:

- issued 1,854 statements of compliance for lots, up from 1,617 the previous year
- processed 1,018 general planning enquiries, up from 905 in the previous year
- processed 232 report and consent applications, significantly higher than last year (175)
- inspected 171 building regulatory matters, down from 450 the previous year.

### ***Roads and pathways***

Council finalised special charge schemes to complete the following road works:

- **McBride Road** – construction of about 450 metres of McBride Road, Beaconsfield Upper south from the preschool. These works included construction of kerb and channel and underground drainage, pavement, seal and a section of retaining wall and associated guardrail.
- **Island Road** – about 2,500 metres of road work between Koo Wee Rup Road and Lea Road; works included earthworks, entrance and road crossing culverts and surface drainage where necessary, pavement, seal, guardrail and fencing, and about 270 metres west of the existing seal in Island Road, comprising pavement stabilisation and turn-around bay at the western end.
- **Moody Street** – construction of about 122 metres of Moody Street, Koo Wee Rup, including surfacing, pavement, kerb and channel, underground drainage.
- **Wadsley Avenue** – about 100 metres of Wadsley Avenue, south of Rogers Street, Pakenham including surfacing, pavement, kerb and channel, footpath (east side only), underground drainage.

Sixteen new footpaths were constructed, totalling 4.2 kilometres of pathway. These created significant linkages on:

- Belgrave–Gembrook Road, Emerald
- Rossiter Road, Koo Wee Rup
  - Shelton Park estate link to Cochrane Park
- Beaconsfield Avenue, Beaconsfield
  - Wood street to Station Street
  - Station Street to Princes Highway.

### ***Emerald Lake Park***

Stage 4 of Emerald Lake Park vegetation management plan, funded by DELWP through a Communities for Nature grant has now been completed. More than 45 hectares of natural bushland has been treated for exotic weed species and about 5,000 indigenous plants have been installed.

Community educational and engagement activities conducted included the ‘Trees for Weeds Swap’ held in September each year and numerous community weeding and revegetation days. Pest animal control, including rabbits, foxes, European wasps and Indian myna birds has been carried out, as part of the implementation of pest animal management plan.

### ***Successful grants***

Council was successful with a number of grants, including \$1.5 million of Blackspot funding, \$500,000 for upgrades to 11 Mile Road Bridge, \$250,000 to develop the IYU Wetland, and \$30,000 for Safer Roads and Roadsides.



Council also secured the following grants to support a range of environmental initiatives:

- In partnership with the South East Councils Climate Change Alliance \$330,000 from the New Energy Jobs fund for the New Homes New Energy Advisory Service
- \$47,000 from the Catchment Management Authority for conservation works of the Emerald Star Bush
- \$50,000 from the Catchment Management Authority for the Cannibal Creek catchment Biodiversity Project.

### **Looking forward**

Council will begin development of a high level overarching environmental policy. This is a two-year project that will produce an overarching framework for environmental sustainability in the shire; outlining principles, policies and plans to guide Cardinia Shire Council into an environmentally sustainable future, under the themes Climate change, Biodiversity, Water, Waste, and Council leadership and engagement.

Council will continue development of the a Draft Road Safety Strategy 2016–25 through community consultation. The strategy has been developed to guide Council in implementing activities that aim to reduce the level and severity of road trauma in the shire over the coming 10 years, in line with the 10-year Victorian and Australian road safety strategies.

This strategy complements the regional and state road safety direction by following the Safe System approach. It has considered Cardinia Shire's social and demographic issues and acknowledges the geographic and infrastructure challenges in the shire.

Council will also develop a new Waste Strategy, which will replace the Waste Management Strategy 2010–15 (currently under review), the Litter Strategy (2012–17) and various waste education policies. A community survey will be undertaken in July 2016 to inform the development of a draft strategy for consultation and adoption mid-2017. The draft strategy will consider all waste services and will address:

- well-considered and appropriate waste services for a changing and growing shire
- value for money and cost-effective services through consideration of service design and specifications
- reduced waste to landfill
- long-term secure service with maximum environmental benefits, and minimum amenity implications.

The Emerald Lake Park vegetation management will continue through 2016–17 with DELWP Communities for Nature funding which has been matched by Council.

### **Performance indicators**

#### **Roads**

Service indicator	2014–15	2015–16	Material variation
<b>Satisfaction of use</b> <i>Sealed local road requests</i> [Number of sealed local road requests/Kilometres of sealed local roads]	44.23	44.15	
<b>Condition</b> <i>Sealed local roads below the intervention level</i> [Number of kilometres of sealed local roads below the renewal intervention level set by	97.25%	98.62%	

Service indicator	2014-15	2015-16	Material variation
Council/Kilometres of sealed local roads] x100			
<b>Service cost</b> <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed]	\$200.82	\$74.79	2014-15 results were higher than normal due to the high cost of relocating Telstra services as part of one project. This year's results are indicative of normal reconstruction costs.
<b>Service cost</b> <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing/Square metres of sealed local roads resealed]	\$16.36	\$7.26	2015-16 results reflect a significant increase in the amount of spray seal treatments undertaken during the past year. This was a result of resealing the 50km of roads constructed in 2003-2006 as part of the Connecting Cardinia Contract. The cost of a spray seal treatment is approximately 25-35% of the cost for an asphalt overlay and so the significantly higher amount of spray sealing undertaken has resulted in a much lower treatment unit rate overall when compared to the previous year.
<b>Satisfaction</b> <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	55	57	

### Statutory planning

Service indicator	2014-15	2015-16	Material variation
<b>Timeliness</b> <i>Time taken to decide planning applications</i> [The median number of days between receipt of the planning application and a decision on the application]	94	84	New processes have been implemented to allow the planning team to process applications more efficiently.
<b>Service standard</b> <i>Planning applications decided within 60 days</i> [Number of planning application decisions made within 60 days)/Number of planning application decisions made] x100	75%	74%	

Service indicator	2014–15	2015–16	Material variation
<b>Service cost</b> <i>Cost of statutory planning service</i> [Direct cost of statutory planning service/Number of planning applications received]	\$1,296.71	\$1,223.02	
<b>Decision making</b> <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/Number of VCAT decisions in relation to planning applications] x100	77.78%*	66.67%	Council planning decisions appealed at VCAT remain low; the majority being upheld. With the low numbers of appeals, any variance represents a greater percentage.

### Waste collection

Service indicator	2014–15	2015–16	Material variation
<b>Satisfaction</b> <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests/Number of kerbside bin collection households] x100	164.01	190.30	Service requests have gone up, along with population growth.
<b>Service standard</b> <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	6.34	10.23	Number of missed collections have gone up in response to rapid growth and the need to continually amend waste collection routes.
<b>Service cost</b> <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins]	\$122.06	\$119.29	
<b>Service cost</b> <i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins]	\$22.63	\$22.02	
<b>Waste diversion</b> <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100	46.24%	46.05%	

\* The 2014–15 result for *Council planning decisions upheld at VCAT* has been updated from 80 per cent. The result was erroneously calculated last year.

## Our economy

### Challenges

A critical issue for Cardinia Shire continues to be providing increased local employment within the region over the next 20 years. Residents continue to travel beyond the shire to work and this is likely to increase as the population continues to grow in Cardinia Shire. Council continues to advocate for increased local employment opportunities and acknowledges a considerable number of jobs will be needed if all of the shire's resident labour force is to find local employment.

Cardinia Shire is acknowledged as one of Australia's most fertile and valuable agricultural areas and plays an increasingly vital role in providing food for Victoria's population. Having such rich agricultural areas on the urban fringe creates a challenging tension between Melbourne's residential land needs and securing fertile land to provide a nationally significant food supply.

### Council Plan actions

**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
<b>We will do this by supporting the development of existing and new businesses</b>		
Advocate to the government and stakeholders on economic and employment priorities in Casey–Cardinia region	Continued to assist businesses to advocate for the Bald Hill Road round-a-bout to be upgraded and Racecourse Road improvements.  Helped local businesses hold a round table forum with Shadow Federal Assistant Treasurer.  Assisted the Committee For Dandenong and South East Melbourne Manufacturing Alliance run Smart Manufacturing event. The event highlighted regional manufacturing and advocated to Victorian Government.	<b>Achieved</b>
<b>We will do this by planning for a staged development of the Officer–Pakenham employment precinct</b>		
Develop conceptual framework for Officer South Precinct	Awaiting information from Metropolitan Planning Authority	<b>Ongoing</b>
Finalise planning scheme amendment to incorporate Pakenham South Precinct Structure Plan into the Cardinia Planning Scheme	Draft Precinct Structure Plan completed. Amendment documents being prepared.	<b>Ongoing</b>
<b>We will do this by facilitating the development of Officer and Pakenham town centres</b>		
Prepare amendment to incorporate the Pakenham Structure Plan into the Cardinia	Council report in July 2016 referred to panel.	<b>Achieved</b>

Action	Result	Status
Planning Scheme and commence car parking strategy for Pakenham Town Centre		
<b>We will do this by advocating to State and Federal governments and industry to develop more local employment opportunities</b>		
Identify and advocate on infrastructure issues to support the business community and facilitate investment	<p>Continued to assist businesses to advocate for the Bald Hill Road round-about to be upgraded and Racecourse Road improvements.</p> <p>Assisted Puffing Billy Railway with drafting master plan.</p> <p>Hosted Shadow Minister for Higher Education, Research, Innovation and Industry Senator Kim Carr for the day on 8 April. Advocated for extension to Thompson Road.</p>	<b>Achieved</b>
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	Hosted representatives from State Department of Economic Development. Showcased region and advocated for assistance in May.	<b>Achieved</b>

***We want strong agricultural activities maintained.***

Action	Result	Status
<b>We will do this by supporting our farmers and growing agricultural industry in adapting to the changing economy and climate</b>		
Review the Casey Cardinia Attracting Employment and Investment Strategy	Draft Casey Cardinia Economic Development strategy completed. Presented to Casey and Cardinia councils for endorsement on 27 June; ready for public consultation.	<b>Achieved</b>
<b>We will do this by identifying innovative ways to value add to the region's primary production and transportation</b>		
Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip food belt and Port of Hastings, Thompsons Road extension	<p>Completed funding submission; funding approved from the National Water Infrastructure Development Fund.</p> <p>Regional food plan highlights the need for reliable water to farmers; working with Southern Rural water and Melbourne Water to investigate potential recycled water initiatives. Have</p>	<b>Achieved</b>

Action	Result	Status
	also engaged the growers and submitted a grants expression of interest for water infrastructure to the Federal Government.	

***We want a diverse and resilient business community.***

Action	Result	Status
<b>We will do this by encouraging the establishment of tourism and hospitality activities and facilities in appropriate areas of the shire</b>		
Implement actions from the tourism strategy adopted in 2014, including creating marketing and branding guidelines	<p>Tourism Strategy actions are on track.</p> <p>Recommendation to develop a tourism marketing plan accepted. Updated tourism strategy that formally includes Casey, and marketing plan under way.</p> <p>Chair of the Tourism Advisory Committee presenting to Council on annual activities and achievements in July.</p> <p>New Tourism Advisory Committee members for 2016–18 endorsed by Council.</p>	<b>Achieved</b>

***Focus on business***

Council has partnered with City of Casey to develop and promote Casey and Cardinia Shire as a region for investment attraction to encourage a diverse range of businesses to move into the area.

This partnership continued during the year with a number of key activities:

- Casey Cardinia Economic Development Strategy completed
- Casey Cardinia Business Awards 2015 event sold out to 400 attendees.
- Record number of attendees for the Casey Cardinia Business Breakfasts – 936 attendees
- formal partnership with Casey to build the tourism sector and the Casey Cardinia region as a visitor destination – inaugural Casey Cardinia Tourism Forum held in August 2015 with 80 attendees.
- helped build skills by exhibiting at South East Careers Expo and Try a Trade in April 2016
- exhibited and promoted our region to potential investors at National Manufacturing Week (May 2016) and Smart Manufacturing Expo (May 2016)
- built stronger leadership among the regional business community by:
  - up-skilling the Casey Cardinia Tourism Committee and the Casey Cardinia Business Group board members
  - by strengthening advocacy skills of local manufacturers in Pakenham advocating for road improvements to the Victorian Government.
- advocating as one voice for an airport in Melbourne's South East
- hosting the inaugural Casey Cardinia Business Women's lunch – another sold-out event
- continued to support agribusiness sector; for example, by sponsoring the 'Young Chefs Day in Koo Wee Rup' (Feb 2016) with asparagus farm tours for metro-based chefs.
- supported the Casey Cardinia Business Hub (due to open in July 2016); housing small- to medium-sized regional businesses.

### ***Looking forward***

The Casey Cardinia Investment Attraction Framework will continue to focus on increasing the number of jobs in the region, so fewer residents need to leave the region for work. This includes a number of locally-based initiatives as well as advocating to Victorian and Australian governments for project funding as appropriate and marketing the region as a great place to invest.

The Pakenham Structure Plan supports the planned development of the Pakenham Activity Centre and contains aspirational projects that could be delivered by Council or developers, or would require significant levels of Victorian or Australian government funding. The plan identifies a list of strategies and actions needed to implement the overall vision of the plan. Projects have been listed as short-term (up to 5 years), medium-term (5–10 years) or long-term (10+ years). The implementation plan will outline the steps required to implement each of the actions including responsibilities, priorities and timing.

## Our governance

### Challenges

Cardinia Shire is a unique blend of urban growth area, rural community and green wedge zones; resulting in the challenge to balance the varying needs and aspirations of 30 townships across a diverse landscape. Council seeks to find that balance; to achieve the outcomes desired by the communities while ensuring economic prosperity, social wellbeing, environmental sustainability, and long-term financial sustainability.

As a growth municipality, the commitment by the Victorian Government to cap rates will present Council with a unique challenge in coming years. Cardinia Shire is still developing many of the infrastructure and services required to meet the needs of the growing community and many of these projects are funded by rate revenue. This financial year saw the implementation of this rate capping and Council will need to carefully balance community needs with the impact of limited income from rates over the next few years.

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 ageing infrastructure.

### Council Plan actions

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 open governance.*

Action	Result	Status
<b>We will do this by embracing and demonstrating effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential</b>		
Monitor compliance with statutory reporting requirements	Requirements are regularly monitored	Achieved
Maintain and update the register of information to be available to the public	New regulations introduced have greatly reduced the number of items to be maintained in the register; this is being maintained as required.	Achieved
<b>We will do this by governing and making decisions in the best interests of the Cardinia Shire community</b>		
Following adoption of the Councillor Code of Conduct and protocols monitor, adhere to commitments and take appropriate action if required	New Code of Conduct developed to take in new Local Government Act requirements and adopted by all nine Councillors in April. Monitoring will continue.	Achieved

*We want long-term financial sustainability.*

Action	Result	Status
<b>We will do this by making financial decisions that will address long-term financial consequences</b>		
Develop annual budget and five-year financial plan which will deliver on the	Completed and budget adopted.	Achieved



Action	Result	Status
actions presented in the Council Plan and maintain long-term financial goals		
<b>We will do this by making financial decisions that are fair and ethical and balance costs and benefits between present and future generations</b>		
Ensure all contracts and procurement guidelines adhere to a full life cost and are not driven on any one factor	This is an ongoing part of the tender and contract process.	Achieved
<b>We will do this by managing the municipality's finances and assets in a responsible manner</b>		
Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long term viability of Council	The budget for 2016–17 has been adopted.	Achieved

### **Council Budget 2016–17**

Council adopted the 2016–17 budget in April 2016. The budget included \$36 million in investment in new community and recreation facilities, road and footpath construction and a range of significant capital works.

This year's budget was developed with significant input from the community, as the 'Big Budget Brainstorm' campaign garnered community input through a range of feedback processes including online surveys and submissions and several public information and feedback sessions held around the shire.

More than 1,380 residents completed the online survey and almost half responding that they were generally happy with the services and facilities Council provides. Residents were particularly happy with libraries, garbage and waste and community and family services.

This budget was developed with the Victorian Government's rate capping legislation on the horizon which pushed Council to consider ways to be able to continue to deliver the infrastructure and services that our communities need while also recognising that many people are doing it tough.

Council did not apply for a variation to the rate cap and thus increased rates by 2.5 per cent.

Highlights of the capital works program for 2016–17 include:

- Arena Child and Family Centre (\$2.1 million)
- IYU Recreation Reserve (regional soccer facility), Pakenham (\$3.52 million)
- Emerald Community Hub (\$3.5 million)
- Deep Creek Reserve upgrade (\$2.5 million)
- Lang Lang Community and Recreation precinct (\$2 million)
- Heatherbrae Recreation Reserve Pavilion (\$2 million)
- Special Charge Scheme at O'Sullivans, Hill and Peet streets Pakenham (\$3 million)

Council will also invest \$19.5 million into renewing and upgrading roads, bridges and footpaths, replacing drainage and improving recreation reserves and sporting facilities.

## Looking forward

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.

A debt management strategy will help Council to limit future borrowing, where possible. The strategy includes key criteria to consider for any future borrowing, including whether rates or fees could fund the project, borrowing which could be repaid within the financial year and emergency hardship.

## Performance indicators

### Governance

Service indicator	2014-15	2015-16	Material variation
<b>Transparency</b> <i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public/Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors]	0.35%	2.06%	Increase from 1 to 5 matters considered in camera.
<b>Consultation and engagement</b> <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	56	54	
<b>Attendance</b> <i>Councillor attendance at Council meetings.</i> [The sum of the number of Councillors who attended each ordinary and special Council meeting/(Number of ordinary and special Council meetings)x(Number of Councillors elected at the last Council general election)] x100	84.13%	90.37%	
<b>Service cost</b> <i>Cost of governance</i> [Direct cost of governance service/Number of Councillors elected at the last Council general meeting]	\$42,233.44	\$43,385.56	
<b>Satisfaction</b> <i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	54	54	

## Development contribution plans

Urban development generates demand for a range of costly infrastructure. Development contributions and associated requirements enable Council to recover a significant portion of those costs from the beneficiaries of growth.

Development contributions are divided into four groups:

1. Major roads and traffic control infrastructure
2. Other development infrastructure (preschools, playgrounds and basic sporting open space)
3. Community infrastructure (community centres, libraries and indoor sporting facilities)
4. Land required to facilitate the delivery of the above.

Although the collected contributions don't meet the full cost of the growth area infrastructure, the contributions are vital to Council's capacity to deliver critical infrastructure to service its new communities as development surges.

**Table 8. Developer Contribution Plans (DCP)**

DCP reference	Project	Delivered by	DCP value (approx.)
Cardinia Road DCP			
DI-TR-6	Shared Path – Along Toomuc Creek (Part) (south of Princes Highway) (Watergrass Estate)	Developer	\$55,000
DI-LA-14	Land required for District Parkland – north of Princes Highway (part) (in the vicinity of Gum Scrub Creek)	Developer	\$5,300,000
DI-LA-07	Land required for northern East-west Road (east of Cardinia Road extension) (part) (Grandvue Estate – Kenneth Road)	Developer	\$320,000
DI-OS-01a	Local park improvements (Stage 1) – north of Princes Highway (Worthington Estate)	Developer	\$150,000
DI-RO-11	Road construction – northern East-west Road (east of Cardinia Road Extension) (part) (Grandvue Estate – Kenneth Road)	Developer	\$275,000
Officer DCP			
DI-RO-LA29b	Purchase of land for East-west Road A to a connector street boulevard standard (The Rise Estate – Pink Hill Boulevard)	Developer	\$250,000
DI-RO-LA29c	Purchase of land for East-west Road A, North-south Road A and East-west Road B to a connector street boulevard standard (Section 3) (part) (Timbertop Estate – Timbertop Boulevard and Pink Hill Boulevard)	Developer	\$605,000
DI-RO-01	Construction of East-west Road A second carriageway to a connector street boulevard standard (Section 3) (part) (Pink Hill Estate – Pink	Developer	\$220,000

DCP reference	Project	Delivered by	DCP value (approx.)
	Hill Boulevard)		
DI-TN-01	Construction of trail network from O'Neil Road to Gum Scrub Creek (part) (Pink Hill Estate – O'Neil Road East to May Road)	Developer	\$10,000
DI-RO-02b	Construction of East–west Road A to a connector street boulevard standard (Section 3) (part) (Pink Hill Estate – Pink Hill Boulevard)	Developer	\$395,000
DI-RO-03a	Construction of North–south Road and East–west Road B to a connector street boulevard (Section 3) (part) (Timbertop Estate – Timbertop Boulevard)	Developer	\$600,000
DI-RO-16a	Construction of Rix Road upgrade to a connector street boulevard standard (Section 3) (part) (Lifestyle Communities Estate – Stephens Road East to Maranatha School)	Developer	\$960,000
DI-RO-02c	Construction of East–west Road A to connector street boulevard standard (Section 3) (Part) (Timbertop Estate – Pink Hill Boulevard)	Developer	\$325,000
DI-TM-10	Construction of signalised intersection at East–west Road A/North–south Road A (part) (Timbertop Estate – Timbertop Boulevard and Pink Hill Boulevard)	Developer	\$220,000

## Business improvements

### **Best value report 2015–16**

Council continues to embrace the principles of Best Value. Council 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.

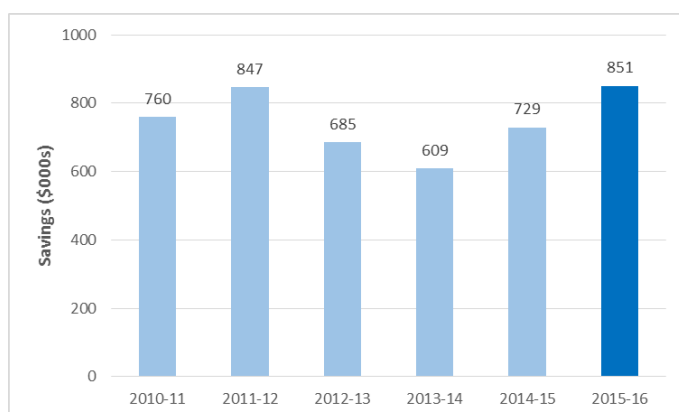
Council also continues to work within existing partnerships while exploring new opportunities to deliver services.

### **Our improvement focus**

Council continued to build its culture of improvement and innovation during 2015–16, delivering 72 improvement projects.

The program delivered an \$850,850 worth of efficiencies – comprising both real and opportunity savings that increase Council's capacity to deliver its services. The improvements identified and quantified for the 2015–16 year build on the \$3.63 million delivered in the preceding five years, producing \$4.48 million in savings for the past six years.

**Figure 9. 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.

Examples of projects undertaken in 2015–16 include improvements to:

- litter bin locations and service levels
- payment options available to the community
- processing of acknowledgement of submissions to amendments and policies
- contract management practices
- youth services service provision methods
- operations at Cardinia Culture Centre
- electronic data collection in the operations team.

Council continues to embed a culture of thinking about how we do things and striving to efficiently deliver better outcomes.

## Local Government Community Satisfaction Survey

The Department of Environment, Land, Water and Planning (DELWP) coordinates a Local Government Community Satisfaction Survey throughout Victoria each year. The survey's main objectives 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.

This year's results for the core measures of Council's overall performance (60), overall direction (51), community consultation (54) and advocacy (53) are all on a par with last year's results, with no significant change. The result for customer service (64) is down on last year. For all measures the community is more positive than negative about Council.

**Table 9. Snapshot of Council's performance**

	2014	2015	2016	Trend
Overall performance	63	61	60	–
Community consultation	55	56	54	–
Advocacy	55	55	53	–
Customer service	69	73	64	↓
Overall Council direction	55	53	51	–

## **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 publishes all agendas and minutes on its website.

### **Committees**

As at 30 June 2016, the following was the structure and composition of Council's committees.

#### ***Audit Committee***

Council members: Crs Blenkhorn and Lempriere

Independent members: Homi Burjorjee (chairperson) and Hugh Parkes

#### ***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 payable to councillors are a maximum of \$24,127 per annum and for the Mayor a maximum of \$74,654. In addition, an amount equivalent to the Superannuation Guarantee Contribution (currently 9.5%) 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.

**Table 10. Councillor expenses 2015–16**

Councillor	Travel/mileage	Child care	Information/communication	Conferences and training
Brett Owen	3,878.21	0	688.49	1,155
Tania Baxter	2,785.71	0	461.93	3,069
Leticia Wilmot	10,257.95	0	440.08	2,225
Collin Ross	7,416.89	0	322.37	0
George Blenkhorn	8,684.35	0	681.48	1,125
Jodie Owen	4,175.35	0	327.17	1,455.3
Kate Lempriere	0	0	906.67	0
Graeme Moore	15,938.85	0	636.01	2,098
David Young	9,443.1	0	439.73	0

## Councillor code of conduct

As required by the amended provisions of Section 76C of the *Local Government Act 1989* the Council reviewed the Code of Conduct and adopted a new Code of Conduct at a special meeting held on 18 April 2016.

Copies of the code are available via Council's website or from Council's Civic Centre at 20 Siding Avenue, Officer.

## Available information

Council is committed to open governance. The following information is available for viewing at the Civic Centre, 20 Siding Avenue, Officer during office hours:

- details of overseas or interstate travel by Councillors or staff in previous 12 months
- 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*
- minutes of meetings of special committees
- register of delegations under sections 87, 88 and 98 of the Act
- register of leases
- register of authorised officers appointed under Section 224
- list of donations and grants made by Council.

## Food Act ministerial directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year. No such Ministerial Directions were received by Council during the 2015–16 financial year.

## Road Management Act Ministerial direction

In accordance with section 22 of the *Road Management Act 2004*, Council is required to publish a copy or a summary of any Ministerial Directions received during the financial year. No such Ministerial Directions were received by Council during the 2015–16 financial year.



## Current Local Laws

As at 30 June 2016, Council had two 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 17 Environment, Amenity and Asset Protection Local Law**

The purposes and general purport of the Local Law are to:

- provide for the peace order and good government of the Cardinia Shire Council;
- promote a physical and social environment in the municipal district free from hazards to health and safety and to prevent and suppress nuisances which may adversely affect persons;
- prohibit, regulate and control activities which may be dangerous or unsafe or detrimental to the quality of life, the environment and the amenity of the municipality;
- prohibit, regulate and control access to and behaviour in municipal places, buildings, recreation centres and reserves and to protect public assets vested in Council;
- define the standards to which persons engaged in building work should adhere, which aims to minimise the impact of building activities in respect of hazards to health and safety, the presence and disposal of builders refuse, rubbish and soil, stormwater and other pollution; and
- provide for the consistent application and enforcement of this Local Law.

## Domestic animal management plan

In accordance with the *Domestic Animals Act 1994*, Council is required to prepare a Domestic Animal Management Plan at four-yearly intervals. Council adopted its *Domestic Animal Management Plan 2012–16* in July 2012. The new plan was developed through consultation with Council's Animal Management Team and input from other Council business units.

The deadline for developing a new plan was extended by the Victorian Government until November 2017. The plan is now under review and a status report will be made to the Victorian Government regarding progress of this revision process by November 2016.

## National Competition Policy Compliance

Cardinia Shire Council has complied with the requirements of the National Competition Policy (NCP) for the period 1 July 2015 to 30 June 2016.

## Contracts

During the 2015–16 financial year, Council did not enter into any contracts valued at \$150,000 or more for services or \$200,000 or more for works or more of a kind specified in section 186(5)(a) and (c) of the Act. Council did not enter into any other contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works without engaging in a competitive process.

## 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 2015 to 30 June 2016

- 13 FOI requests made to Cardinia Shire Council
- 13 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 2016
- Manager Governance Doug Evans is the designated officer with authority to make a decision in relation to a request
- no applications for review were made to the Freedom of Information Commissioner
- no application has been made to the Victorian Civil and Administrative Tribunal during the above period
- 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 \$505.20 was levied on the applicants.

## **Protected disclosure procedures**

The Protected Disclosure Act 2012 aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Procedures on how to make a disclosure are publicly available on Council's website.

During the 2015–16 year, no disclosures were notified to Council officers appointed to receive disclosures or to IBAC.

## **Risk management**

Council's risk management framework and supporting policy allocates responsibility for risk to appropriate managers. The framework is designed to provide a comprehensive approach to better integrate risk management into strategic decision making and provides Council with a mechanism to develop an overall approach to managing risk while remaining committed to an innovative strategic direction. 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. The corporate risk register is subject to ongoing updates and review to ensure that it is current and is reflective the corporate risk profile.

### ***Insurance and risk audits***

Council has been subject to an audit from Jardine Lloyd Thompson, which manages the JMAPP (building and contents) insurance scheme, to assess our management of property risk exposures. Council received an audit score of 89 per cent which was an improved result on the previous audit.

### ***Business continuity***

The Business Continuity Plan had an administration update during the 2015–16 year. This plan assists Council in continuing to provide services to the community, should Council business be interrupted by events such as an emergency. Council places a high level of importance on minimising the impact on service delivery to the community in the event of a business interruption.

### ***Occupational Health and Safety (OHS)***

The Occupational Health and Safety Management System was subject to two surveillance audits during the year by our certifying body, Lloyds Register Quality Assurance.

Our Occupational Health and Safety Management System is continually reviewed and updated to support the organisation in maintaining a safe work environment for employees, contractors, volunteers and visitors. The three workplace Health and Safety Committees proactively support the ongoing review and update of our Occupational Health and Safety Management System.

### ***Workplace safety***

Council has maintained a strong focus in 2015–16 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.

**Table 11. Governance and management checklist**

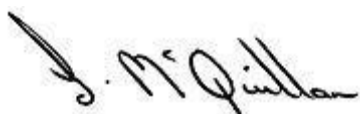
Item	Assessment	Yes/No
Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 21 October 2013	YES
Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: 21 October 2013	YES
Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Adopted in accordance with section 126 of the Act Date of adoption: 15 June 2015	YES
Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date of adoption: 15 June 2015	YES
Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Date of operation of current plans: 17 November 2014	YES
Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of operation of current strategy: 15 June 2015	YES
Risk policy ( policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy: 3 August 2010	YES
Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 8 April 2014	YES
Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986 Date of preparation: 11 April 2016.	YES
Procurement policy (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act</i> Date of approval: 16 May 2016	YES

Item	Assessment	Yes/No
Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Plan Date of operation of current plan: 8 April 2013	YES
Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan: 8 April 2013	YES
Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 3 August 2010	YES
Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the Act Date of establishment: 1 July 1997	YES
Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 1 May 2013	YES
Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Date of operation of current framework: 1 July 2014	YES
Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Reports Date of reports: 17 August 2015, 16 November 2015, 15 February 2016, 16 May 2016	YES
Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with section 138(1) of the Act Date statements presented: 16 November 2015, 15 February 2016, 16 May 2016	YES
Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Report Date of report: 17 August 2015, 16 November 2015, 15 February 2016, 16 May 2016	YES

Item	Assessment	Yes/No
Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports Date of reports: 17 August 2015, 16 November 2015, 15 February 2016, 16 May 2016	YES
Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements)	Considered at a meeting of Council in accordance with section 134 of the Act Date report considered: 16 October 2015	YES
Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Reviewed in accordance with section 76C of the Act Date reviewed: 18 April 2016	YES
Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 98(6) of the Act Date reviewed: 15 February 2016	YES
Meeting procedures (a local law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 21 July 2014	YES

## Certification of governance and management checklist

We certify that this information presents fairly the status of Council's governance and management arrangements.



Garry McQuillan  
Chief Executive Officer



Cr Jodie Owen  
Mayor 2015-16

Dated: 23 September 2016

## Performance statement

### Description of municipality

Cardinia Shire is located south-east of Melbourne and is one of 10 'interface councils' around the perimeter of metropolitan Melbourne where urban and rural areas meet. The primary urban centre is Pakenham, 55 kilometres from Melbourne's central business district.

Cardinia Shire is among the fastest and largest growing Local Government Areas in Victoria and across Australia, with an average of three to four families moving into the area every day. The most recent population is almost 91,000 (an increase of almost 4,000 from 2014). Population is estimated to increase by about 41,000 over the next 10 years.

Cardinia Shire covers an area of about 1,280km<sup>2</sup>, with a unique mix of urban growth area, rural landscape and dense bushland. The municipality is made up of 30 townships, of which 27 are considered rural. 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.

### Sustainable capacity indicators

	Indicator	2015	2016	Material variation
<b>Population</b>	<i>Expenses per head of municipal population</i> [Total expenses/Municipal population]	\$1,155.11	\$1,084.60	
	<i>Infrastructure per head of municipal population</i> [Value of infrastructure/Municipal population]	\$6,916.71	\$7213.50	
	<i>Population density per length of road</i> [Municipal population/kilometres of local roads]	58.36	60.11	
<b>Own-source revenue</b>	<i>Own-source revenue per head of municipal population</i> [Own-source revenue/Municipal population]	\$924.83	\$1,000.97	
<b>Recurrent grants</b>	<i>Recurrent grants per head of municipal population</i> [Recurrent grants/Municipal population]	\$276.40	\$120.82	Victorian Grants Commission prepaid the 2015–16 in the prior Financial Year
<b>Disadvantage</b>	<i>Relative socio-economic disadvantage</i> [Index of relative socio-economic disadvantage by docile]	8.00	8.00	

## **Definitions**

“adjusted underlying revenue” means total income other than—

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)

“infrastructure” means non-current property, plant and equipment excluding land

“local road” means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

“municipal population” means the resident population based on data published by the Australian Bureau of Statistics on its website

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

“relative socio-economic disadvantage”, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

“SEIFA” means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its website

## Service performance indicators

Service	Indicator	2015	2016	Material variation
Aquatic facilities	<b>Utilisation</b> <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities/Municipal population]	9.78	9.73	
Animal management	<b>Health and safety</b> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	15	22	Council has experienced greater reporting of dog attacks this year and this has resulted in increased prosecutions being undertaken.
Food safety	<b>Health and safety</b> <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100%	100%	
Governance	<b>Satisfaction</b> <i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	54	54	
Libraries	<b>Participation</b> <i>Active library members</i> [Number of active library members/Municipal population] x100	14.51%*	13.48%	E-resources are not included in this measure as they cannot be counted as part of the library data system.



Service	Indicator	2015	2016	Material variation
<b>Maternal and Child Health (MCH)</b>	<b>Participation</b> <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service] x100	76.76%	–	In 2016, there was an initiative to transition the majority of Victorian councils offering Maternal and Child Health services to a new database. The database is not expected to provide reliable information until the end of September 2016. Therefore, Council is unable to report this data for 2015–16.
	<b>Participation</b> <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year)/Number of Aboriginal children enrolled in the MCH service] x100	72.78%	–	In 2016 there was an initiative to transition the majority of Victorian councils offering Maternal and Child Health services to a new database. The database is not expected to provide reliable information until the end of September 2016. Therefore, Council is unable to report this data for 2015–16.
<b>Roads</b>	<b>Satisfaction</b> <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	55	57	
<b>Statutory planning</b>	<b>Decision making</b> <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/Number of VCAT decisions in relation to planning applications] x100	77.78%*	66.67%	Council planning decisions appealed at VCAT remain low; the majority being upheld. With the low numbers of appeals, any variance represents a greater percentage.
<b>Waste collection</b>	<b>Waste diversion</b> <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100	46.24%	46.05%	

\* The 2014–15 results for *Active library members* and *Council planning decisions upheld at VCAT* have been updated from 19.32 per cent and 80 per cent respectively. The results were erroneously calculated last year.

## **Definitions**

“Aboriginal child” means a child who is an Aboriginal person

“Aboriginal person” has the same meaning as in the Aboriginal Heritage Act 2006

“active library member” means a member of a library who has borrowed a book from the library

“annual report” means an annual report prepared by a council under sections 131, 132 and 133 of the Act

“class 1 food premises” means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act

“class 2 food premises” means food premises, within the meaning of the Food Act 1984 , that have been declared as class 2 food premises under section 19C of that Act

“critical non-compliance outcome notification” means a notification received by council under section 19N(3) or (4) of the Food Act 1984 , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

“food premises” has the same meaning as in the Food Act 1984

“local road” means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

“major non-compliance outcome notification” means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

“MCH” means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

“municipal population” means the resident population based on data published by the Australian Bureau of Statistics on its website

“WorkSafe reportable aquatic facility safety incident” means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004.

## Financial performance indicators

Indicator	Result 2015	2016	Forecasts 2017	2018	2019	2020	Material variation
<b>Efficiency</b>							
<b>Revenue level</b> <i>Average residential rate per residential property assessment</i> [Residential rate revenue/Number of residential property assessments]	\$1,684.24	\$1789.39	\$1,898.07	\$1,820.95	\$1,828.97	\$1,830.44	Rate increase for the 2015–16 year per the adopted budget was 5.5%. At the time of setting the 2015–16 budget, the total 2014–15 rates and assessments were unknown.
<b>Expenditure level</b> <i>Expenses per property assessment</i> [Total expenses/Number of property assessments]	\$2,644.84	\$2,503.48	\$2,521.12	\$2,353.84	\$2,336.11	\$2,311.80	Movement from 2016 over the forecast period is due to the increase in expenditure which is increasing slower than the increase in the number of assessments due to efficiencies. At the time of setting the 2015–16 budget, the total 2014–15 assessments were unknown.
<b>Workforce turnover</b> <i>Resignations and terminations compared to average staff</i> [Number of permanent staff resignations and terminations/Average number of permanent staff for the financial year] x100	17.64%*	10.83%	11.61%	12.05%	11.54%	11.54%	Council exited the Out of School Hours Care service at the end of the 2014–15. As a result, the workforce turnover for 2014–15 is higher than normal. The result for 2015–16 is more in-line with normal workforce turnover. Council anticipates numbers are reflective of normal attrition, as there are no planned major restructures for the current financial year.
<b>Liquidity</b>							

Indicator	Result 2015	2016	Forecasts 2017	2018	2019	2020	Material variation
<b>Working capital</b> <i>Current assets compared to current liabilities</i> [Current assets/Current liabilities] x100	198.29%	239.28%	165.54%	144.19%	114.29%	94.95%	Current assets \$24.7m higher (mainly cash and cash equivalents and trade and other receivables) in 2016 and current liabilities \$5.2m higher (mainly trust funds and deposits and trade and other payables) has led to an overall increase.
<b>Unrestricted cash</b> <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash/Current liabilities] x100	83.06%	94.59%	79.54%	64.83%	34.30%	13.67%	Unrestricted cash \$8.6m higher in 2016 and current liabilities \$5.2m higher (mainly trust funds and deposits and trade and other payables) has led to an overall increase. Movement over the forecast period is due to reduction in cash balances per cash flow forecast, while current liabilities remain relatively stable.
<b>Obligations</b>							
<b>Asset renewal</b> <i>Asset renewal compared to depreciation</i> [Asset renewal expense/Asset depreciation] x100	44.87%	45.06%	59.08%	54.86%	58.15%	51.48%	Movement over the forecast period is due to the depreciation expense increasing as a result of the inclusion of new and contributed assets, while asset renewal slightly decreases due to the nature of capital works program.
<b>Loans and borrowings</b> <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings/Rate revenue] x100	90.69%	70.73%	71.33%	65.57%	60.22%	55.30%	No new loan taken out in 2015–16 plus loans repaid as due. Movement over the forecast period is due to the loans balances decreasing as repayment of existing loans exceeds the take up of new loans.

Indicator	Result 2015	2016	Forecasts 2017	2018	2019	2020	Material variation
<b>Loans and borrowings</b> <i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings/Rate revenue] x100	17.05%	18.25%	11.83%	11.49%	11.23%	10.29%	Movement over the forecast period is due to the loans balances decreasing as repayment of existing loans exceeds the take up of new loans.
<b>Indebtedness</b> <i>Non-current liabilities compared to own-source revenue</i> [Non-current liabilities/Own-source revenue] x100	71.25%	61.34%	59.48%	55.92%	51.70%	47.28%	Non-current liabilities reduced due to repayment of loans as due and no new loan taken out, partly offset by recognition of trade and other payables. Own source revenue higher due to higher rates and charges and other income.
<b>Operating position</b>							
<b>Adjusted underlying result</b> <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit)/Adjusted underlying revenue] x100	4.29%	3.88%	2.11%	1.52%	1.59%	2.19%	Lower adjusted underlying surplus and lower adjusted underlying revenue in 2015-16 than 2014-15 have led to an overall decrease.
<b>Stability</b>							
<b>Rates concentration</b> <i>Rates compared to adjusted underlying revenue</i> [Rate revenue/Adjusted underlying revenue] x100	65.14%	72.34%	77.34%	79.61%	80.05%	80.38%	Higher rates and lower adjusted underlying revenue in 2015-16 than 2014-15. Movement over the forecast period is due to the rates income increasing as a result of the inclusion of new rateable properties through continued development.

Indicator	Result		Forecasts				Material variation
	2015	2016	2017	2018	2019	2020	
<b>Rates effort</b> <i>Rates compared to property values</i> [Rate revenue/Capital improved value of rateable properties in the municipality] x100	0.42%	0.44%	0.43%	0.42%	0.38%	0.38%	At the time of setting the 2015–16 budget, the total 2014–15 rates and CIV were unknown. Additional supplementary valuations in late 2014–15 exceeded the 2015–16 budgeted totals.

\* The 2014–15 result for *Workforce Turnover* has been updated from 21.32 per cent. The result was erroneously calculated last year.

## Definitions

“adjusted underlying revenue” means total income other than—

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)

“adjusted underlying surplus (or deficit)” means adjusted underlying revenue less total expenditure

“asset renewal expense” means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

“current assets” has the same meaning as in the AAS

“current liabilities” has the same meaning as in the AAS

“non-current assets” means all assets other than current assets

“non-current liabilities” means all liabilities other than current liabilities

“non-recurrent grant” means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants

“municipal population” means the resident population based on data published by the Australian Bureau of Statistics on its website

“rate revenue” means revenue from general rates, municipal charges, service rates and service charges

“recurrent grant” means a grant other than a non-recurrent grant

“residential rates” means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

“restricted cash” means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

“unrestricted cash” means all cash and cash equivalents other than restricted cash.

## Other information

For the year ended 30 June 2016.

### ***Basis of preparation***

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures, together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

Where applicable, the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council's information systems or from third parties.

The Performance Statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by Council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the Performance Statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in its strategic resource plan on 15 June 2015 and which forms part of the Council Plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the Annual Financial Report. The strategic resource plan can be obtained by contacting Council on 1300 787 624 or [mail@cardinia.vic.gov.au](mailto:mail@cardinia.vic.gov.au)

## Certification of the performance statement

In my opinion, the accompanying performance statement has been prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.



Jo Harris

**Chief Financial Officer**

**Dated:** 23 September 2016

In our opinion, the accompanying performance statement of the Cardinia Shire Council for the year ended 30 June 2016 presents fairly the results of Council's performance in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.



Cr George Blenkhorn

**Councillor**

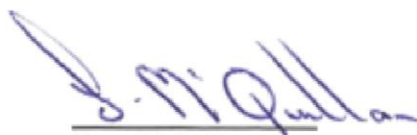
**Dated:** 2 September 2016



Cr Kate Lempriere

**Councillor**

**Dated:** 2 September 2016



Garry McQuillan

**Chief Executive Officer**

**Dated:** 23 September 2016



# Independent auditor's report



Victorian Auditor-General's Office

Level 24, 35 Collins Street  
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## INDEPENDENT AUDITOR'S REPORT

### To the Councillors, Cardinia Shire Council

#### *The Performance Statement*

I have audited the accompanying performance statement for the year ended 30 June 2016 of the Cardinia Shire Council which comprises the statement, the related notes and the certification of the performance statement.

#### *The Councillors' Responsibility for the Performance Statement*

The Councillors of the Cardinia Shire Council are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the performance statement that is free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

## **Independent Auditor's Report (continued)**

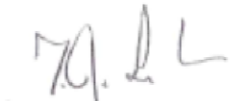
### *Independence*

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, I and my staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

### *Auditor's Opinion*

In my opinion, the performance statement of the Cardinia Shire Council in respect of the 30 June 2016 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

MELBOURNE  
26 September 2016

  
e Andrew Greaves  
Auditor-General

# Financial statements

## Understanding the financial statements

The financial statements are key reports providing information on how Council performed financially for the 2015–16 financial year, as well as illustrating Council's overall financial position at 30 June 2016.

These financial statements are prepared by Council staff to meet the requirements of the *Local Government Act 1989*, the Local Government (Planning and Reporting) Regulations 2014, Australian Accounting Standards and Interpretations as well as the Local Government Model Financial Report, which are designed to standardise financial reporting for local government bodies throughout Victoria.

The Victorian Auditor-General's office audits the statements before approval in principle by Council's Audit Committee and Council itself. Council then forwards the financial statements to the Auditor-General for final approval.

For this financial year, Council has received a clear audit of its financial statements.

Five key financial reports and explanatory notes supporting the reports make-up the financial statements:

1. Comprehensive income statement
2. Balance sheet
3. Statement of changes in equity
4. Statement of cash flows
5. Statement of capital works.

Each report has a purpose and provides the reader with information in relation to an aspect of Council's financial operations. Reading the statements in conjunction with each other assists in gaining an overall understanding of Council's financial position.

### **Comprehensive income statement**

The comprehensive income statement includes information on the following.

- Sources of Council revenue
- Expenses incurred in the delivery of services to the community and in running Council. These expenses do not include costs associated with the construction or purchase of assets; such costs are added to assets in the balance sheet. However, an operating expense for 'depreciation' is included that is the book value of assets used up during the year.
- Surplus/(deficit) for the year is equivalent to Council's profit (loss) for the year. A profit means that the income was greater than the expenditure; however, this does not necessarily equal a cash profit. The majority of Council's profit comes from developer-contributed assets, which must be recognised as revenue, even though they are in the form of infrastructure assets, not cash.

### **Balance sheet**

This is a one-page snapshot of Council's financial position as at 30 June.

- Shows what Council owns as assets and what it owes as liabilities.
- The bottom line is total equity. This is the net worth of Council that has been built up over many years and equates to net assets (total assets less total liabilities).
- Assets and liabilities are separated into current and non-current. Generally speaking, current assets are those assets able to be converted to cash within 12 months. Current liabilities are those liabilities that are payable within 12 months. Conversely, non-current assets are those assets that are not expected to be converted to cash within 12 months and non-current liabilities are those liabilities not required to be paid within the next 12 months.

- Accumulated surplus – the value of all net results from ordinary activities accumulated over time.
- Reserves – the value of Council funds set aside for specific purposes, such as the provision of public open space.

### **Statement of changes in equity**

This statement shows changes in the total value of Councils' equity and how those changes arose. The main reasons for changes are:

- 'profit or loss' from operations, described in the statement as surplus/(deficit) for the year
- any increase or decrease in Council's asset values
- revaluation of Council assets – Council's non-current assets are reviewed regularly to ensure they are carried at fair value.

### **Statement of cash flows**

This includes information on the following.

- Cash payments and cash receipts for the year. The values in the cash flow from operating activities may differ from those shown in the comprehensive income statement because the statement is prepared on an accrual accounting basis.
- Bottom line of the statement of cash flows is the cash and cash equivalents at the end of the financial year, which is the physical cash held by Council at 30 June in the reporting year. It must be considered that this amount is not surplus cash held at the end of the year; but is cash committed to current capital projects, as well as meeting Council's obligations in terms of its liabilities and provisions.

### **Statement of capital works**

The statement of capital works summarises all the capital expenditure in relation to non-current assets for the year.

- Capital works expenditure is categorised into renewal of assets, upgrading of assets, or creating new assets. Each of these categories has a different impact on Council's future services and costs.
- Capital expenditure includes expenditure on property such as land and buildings, plant and equipment and infrastructure such as roads, footpaths, drainage, and recreational, leisure and community facilities.

### **Notes to the accounts**

This is an important and informative section of the financial statements. To enable the reader to understand the basis on which the values shown in the statements are made, it is necessary to provide details of Council's accounting policies. These are described in Note 1.

- Gives details behind the figures contained in the statements. The note numbers are shown beside the relevant items in the comprehensive income statement, balance sheet, statement of changes in equity, and statement of cash flows.
- Where Council wishes to disclose other information that cannot be incorporated into the statement, this is also shown in the notes.
- Other notes include:
  - cost of various functions of Council.
  - breakdown of expenses, revenues, reserves and other assets.
  - contingent liabilities and contingent assets.
  - transactions with persons related to Council.

### **Certification by Chief Finance Officer, Councillors and Chief Executive Officer**

The Certification of the Annual Financial Statements by the Chief Finance Officer is a statement made by the person responsible for the financial management of Council that, in their opinion, the financial statements have met all the statutory and professional reporting requirements and are fair and not misleading.

The financial report is also certified by two Councillors (generally members of the Audit Committee) and the Chief Executive Officer that, in their opinion, the financial statements are fair and are not misleading or inaccurate.

### ***Auditor-General's report***

The independent audit report is an external and independent opinion of the financial statements. It provides the reader with an independent opinion on the financial statements.

The opinion covers both the statutory and professional requirements and also the aspect of fairness of the financial statements.





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**National Relay Service (NRS)**

TTY: 133 677 (ask for 1300 787 624)

Speak and Listen (speech-to-speech relay): 1300 555 727 (ask for 1300 787 624)

**Translator Interpretation Service**

131 450 (ask for 1300 787 624)

