

2017-21 Council Plan Actions

Key priority Area	Outcome	Activity	Actions 2017-18	Actions 2018-19	Actions 2019-20	Actions 2020-21	
1.1 Access to a variety of services for all		1.1.1 Continually review services to ensure those provided by Council meet community needs	Measure the uptake and effectiveness of the 'wrap around model' of support for working parents using the Arena Child and Family Centre	Assess and report on the utilisation of community facilities for the benefit of community	Consult with fathers connected to the universal services around their needs and the accessibility of services for them. Implement improvements to service delivery where possible within budget.	Work with local agencies to identify workforce development opportunities and good practice for universal services in meeting the needs of refugee/asylum seeker/CALD communities	
			Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building. The Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.	Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building. The Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.	Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building. The Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.	Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building. The Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.	
					Start the design stage of the Integrated Children's Centre at Brunt Road.	Commence the construction of the Integrated Children's Centre at Brunt Road.	
				Start the design and in part the construction of the Integrated Children's Centre at Timbertop.	Complete the construction, fit-out and opening of the Integrated Children's Centre at Timbertop.		
			Commence the construction of the Integrated Children's Centre at Comely Banks.	Finalise the construction, fit-out and opening of the Integrated Children's Centre at Comely Banks.			
			Review the Services for Success attraction model to ensure appropriate coordination of organisations are being attracted into the Shire.	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	
			1.1.2 Routinely review overall community needs for services and either deliver or advocate for others to provide services to meet those needs.	Develop integrated Child, Youth and Family Strategy 2017-21 which is aligned to Council's Liveability Plan to support the key priorities in order that children, young people and families are Safe; Healthy and Happy; Connected; Realising their Potential; and Achieving Economic Wellbeing.	Implementation of year one actions of the Child, Youth and Family Strategy with a focus on strengthening preventative health and wellbeing outcomes for children and young people through the utilisation of Council facilities.	Review the outcomes for children, youth and families emerging from the new integrated Monash Pakenham Health Centre. Implement Year 2 actions from the Child, Youth and Family Strategy.	Implement year 3 of the Child, Youth and Family plan strategy taking the learning from years 1 and 2 to inform future development and to set key priorities.
			1.1.3 Deliver Ageing Well initiatives that support older adults to live longer in their own homes and reduce social isolation.	Facilitate the Aged and Disability Service Provider Partnership and support their planning to deliver against the objectives of the Commonwealth Community Support Program and the National Disability Support Scheme	Report on the progress of the Aged and Disability Service Provider Partnership	Report on the progress of the Aged and Disability Service Provider Partnership	Report on the progress of the Aged and Disability Service Provider Partnership

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			In line with the World Health Organisation Guidelines, work in partnership with older people on an annual basis to develop and implement key actions from the Age Friendly Strategy 2015-2019 for the coming year	In line with the World Health Organisation Guidelines, work in partnership with older people on an annual basis to develop and implement key actions from the Age Friendly Strategy 2015-2019 for the coming year	Develop, adopt and launch the Age Friendly Strategy 2020–24 by working with older adults to establish priorities in line with World Health Organisation guidelines in working towards an Age Friendly Community	In line with WHO guidelines, work in partnership with older people to develop the first year of action of the Age Friendly Strategy.
1.2 Access to support services and programs for young people		1.2.1 Ensure Council either provides or advocates for others to provide employment, recreation and leisure opportunities for young people.	Assess local data and evidence with the Youth Strategic Reference Group to assess the needs of young people in securing employment in the Shire and identify gaps and opportunities for advocacy	Advocate for a range of education, training and development opportunities for young people	Review the advocacy efforts for a range of education, training and development opportunities and report on gaps.	Assess local data and evidence with the Youth Strategic Reference Group to assess the needs of young people in securing employment in the Shire and identify gaps and opportunities for advocacy
		1.2.2 Advocate for an increase in locally based health and wellbeing services to support young people.	Implement priorities within the Playground Strategy and playground renewal program. Projects nominated include: O'Neal Rd (Beaconsfield), Don Jackson (Pakenham), PB Ronald (Pakenham), Lakeside (Pakenham), Alma Treloar Reserve (Cockatoo).	Implement priorities within the Playground Strategy and playground renewal program. Project nominated include: Gembrook Regional Playground, RJ Chambers Flora and Fauna (Pakenham Upper), Mt cannibal Flora and Fauna (Garfield Nth), Officer Recreation Reserve.	Implement priorities within the Playground renewal program. Projects include: Nar Nar Goon, Emerald Lake Park lower.	Implement priorities within the Playground Strategy and playground renewal program. Projects nominated include; Village Green (Beaconsfield), Maryknoll Recreation Reserve, barker Rd Reserve(Garfield), William Bruce Ronald Reserve (Heritage Springs), Walnut Way (Pakenham).
			Undertake a local review of youth needs through the Youth Forum Survey in partnership with local steering committees and networks	Identify service gaps and utilise the 'Services for Success' model to advocate for additional infrastructure.	Measure and report on effectiveness of current integrated service provision for young people in the Shire	Undertake a local review of youth needs through the Youth Forum Survey in partnership with local steering committees and networks
1.3 Learning opportunities for all ages and abilities		1.3.1 Advocate to the Victorian Government to partner with Council during the development of new primary and secondary schools.	Identify need for new schools annually and advocate to the Victorian government and local MPs for the allocation of funding in the state budget	Identify need for new schools annually and advocate to the Victorian government and local MPs for the allocation of funding in the state budget	Identify need for new schools annually and advocate to the Victorian government and local MPs for the allocation of funding in the state budget	Identify need for new schools annually and advocate to the Victorian government and local MPs for the allocation of funding in the state budget
		1.3.2 Advocate to Australian and Victorian governments for post-compulsory and vocational training that meets the needs of local employers and residents	Work with tertiary training providers and registered training organisations to maximise opportunities for further education across the Shire	Work with tertiary training providers and registered training organisations to maximise opportunities for further education across the Shire	Work with tertiary training providers and registered training organisations to maximise opportunities for further education across the Shire	Work with tertiary training providers and registered training organisations to maximise opportunities for further education across the Shire
		1.3.3 Support the provision of learning opportunities for all ages and abilities	Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses, senior citizens centres and others.	Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses, senior citizens centres and others.	Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses, senior citizens centres and others.	Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses, senior citizens centres and others.
		1.4.1 Source funding and deliver a range of initiatives that promote health and wellbeing.	Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in the Liveability Health Plan (i.e. Establish Mental Health Working Group)	Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in Liveability Health Plan	Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in Liveability Health Plan	Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in Liveability Health Plan

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1 Our People	1.4 Improved health and wellbeing for all	1.4.2 Develop the new Municipal Public Health and Wellbeing Plan and review annually	Adopt and launch the Liveability Health Plan 2017–21 by December 2017	Implement the annual action plan by November 2018 and complete an annual progress report of the Liveability Health Plan	Implement the annual action plan by November 2019 and complete an annual progress report of the Liveability Health Plan	Implement the annual action plan by November 2020 and complete an annual progress report of the Liveability Health Plan. Undertake a four year review of the Liveability Plan.	
		1.4.3 Routinely investigate community health and wellbeing issues to inform Council's planning and activities.	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning (i.e.. Housing Research Project)	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning	
		1.4.4 Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities	Plan for the implementation of Early Years 10 year State Government Compact priorities for children and families. Report to council about the implications of the Compact.	Assess the outcomes for children being achieved through the Best Start program's two outcome indicators: a) increased numbers of vulnerable children into Maternal and Child Health service and b) increased numbers of vulnerable children into kindergarten and ensure that council services respond to the learnings in order to strengthen the universal systems	Ensure that children and young people with additional needs are clearly represented within the local service planning and delivery in particular children and young people from CALD communities and those with a disability	Assess and report on the progress of the State Government Early Years 10 year Compact priorities for children and families	
	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Prepare a master plan for Gin Gin Bin Reserve Officer					
		Prepare a master plan for McMullen Recreation Reserve Officer					
		Pepi's Land (Emerald) Master Plan – Revegetation planting along watercourse	Pepi's Land (Emerald) Master Plan – construction of path to Hamilton and revegetation planting				
			Work with user groups to design and construct Gembrook Reserve Pavilion				
							Design extension to Bunyip Indoor Stadium
		Undertake car park sealing and construct skate park at Holm Park Reserve.					
		Work with user groups for the design and construct of the Officer Recreation Reserve Social Space					Undertake detailed design for the expansion of Cardinia Life
	Commence construction of netball courts, car parking and pavilion at Pepi's Land Emerald	Complete construction of netball courts, car parking and pavilion at Pepi's Land Emerald					

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1.5 Variety of recreation and leisure opportunities			Deep Creek Reserve (Pakenham) - Master Plan – undertake earth works, service installation and commence building construction	Deep Creek Reserve (Pakenham) - Complete Eco Centre/Golf Club House construction along with all abilities play space	Deep Creek Reserve (Pakenham) - Master Plan – Construct retarding basin, wetlands, pathways and landscaping	Deep Creek Reserve (Pakenham) - commence construction of Indigenous plant nursery
			Lang Lang Community and Recreation Precinct - continue Stage 1 civil works including the ovals, car parks and roads.	Lang Lang Community and Recreation Precinct - Finalise Stage 1 civil works including the ovals, car parks and roads.	Lang Lang Community and Recreation Precinct - Commence building	Lang Lang Community and Recreation Precinct - Build rail trail from Lang Lang town & Finalise building
			Resurface and upgrade current Recreation Sports Ovals - Worrell	Resurface and upgrade current Recreation Sports Ovals - Officer (ROC) Oval	Resurface and upgrade current Recreation Sports Ovals - Cora Lynn Oval	Resurface and upgrade current Recreation Sports Ovals - Bunyip Reserve Soccer Pitches
			James Bathe Recreation Reserve - Start civil works of Ovals and car parks	James Bathe Recreation Reserve - Finalise civil works of ovals and car parks	James Bathe Reserve (Pakenham) – commence construction of pavilion	James Bathe Reserve (Pakenham) – complete construction of pavilion
			PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park	PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park	PB Ronald Reserve (Pakenham) – Relocation of fire brigade running track	
			Design Bunyip Soccer Stadium	Construction Bunyip Soccer Stadium		
			Design redevelopment of Cora Lyn reserve Pavilion	Construct redevelopment of Coar Lyn Reserve Pavilion		
			Start the design stage of the Worrell Reserve Sports Pavilion.	Commence construction of the Worrell Reserve Sports Pavilion.	Complete the construction of the Worrell Reserve Sports Pavilion.	
			Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups
		1.5.2 Increase opportunities for our residents to participate in a range of sport, recreation and leisure activities	Comely Banks Reserve - undertake detailed civil design.	Advocate to State Government for funds for development of Comely Banks Reserve.	Comely Banks Reserve - commence construction of playing fields and associated works. Design pavilion.	Comely Banks Reserve - complete construction of playing fields and commence construction of pavilion.
			Commence appropriate planning scheme amendments to permit the permanent accommodation of the Pakenham Auto Club and the Koo Wee Rup Motorcycle Club			
		1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.	Support continued implementation of family violence projects in the shire at a local, regional and state level including the Challenge Family Violence project, Together We Can initiative and White Ribbon Accreditation	Support continued implementation of family violence projects in the shire at a local, regional and state level including , Together We Can initiative and White Ribbon Accreditation	Support continued implementation of family violence projects in the shire at a local, regional and state level including , Together We Can initiative and White Ribbon Accreditation	Support continued implementation of family violence projects in the shire at a local, regional and state level including , Together We Can initiative and White Ribbon Accreditation

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			Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans
	1.6 Increased awareness of safety		Lead the implementation of the Cardinia Safer Communities Framework. Work with Safer Communities Committee to develop key actions to address safety issues within the shire. Achieve designation as an International Safe Community through an accreditation process the International Certifying Centre.	To continue to work with the Cardinia Safer Communities Strategic Committee and action groups to address safety issues within the shire. Conduct real-time evaluation of implementation/effectiveness of key actions contained within Safer Communities Framework	To continue to work with the Cardinia Safer Communities Strategic Committee and action groups to implement key actions to address safety issues within the shire. Conduct real-time evaluation of implementation/effectiveness of key actions contained within Safer Communities Framework	To continue to work with the Cardinia Safer Communities Strategic Committee and action groups to implement key actions to address safety issues within the shire. Conduct real-time evaluation of implementation/effectiveness of key actions contained within Safer Communities Framework
	1.6.2 Improve awareness of township safety in local communities		Promote resilience building and community preparation for emergencies through Community engagement and education. Identify and train community leaders to support communities to plan for and recover from emergencies. Work with the vulnerable groups and associated support services within the shire on emergency management planning. Deliver a bi-annual community resilience forum or series of workshops. Promote emergency safety awareness, programs and messaging, incorporating the council developed emergency management videos.	Promote resilience building and community preparation for emergencies through community engagement and education. Work with vulnerable groups and associated services. Work with identified community leaders. Promote emergency safety awareness programs and messaging. Engage with communities to understand and share knowledge on known risks within the Shire.	Promote resilience building and community preparation for emergencies through community engagement and education. Work with vulnerable groups and associated services. Work with identified community leaders. Promote emergency safety awareness programs and messaging. Engage with communities to understand and share knowledge on known risks within the Shire. Deliver a bi-annual community resilience forum or series of workshops to promote emergency safety and awareness.	Community led programs/plans in the shire are supported by Council. Community are assisted by Council to review for effectiveness and currency. Community safety messaging is promoted by Council in conjunction with key stakeholders. Work with vulnerable groups and associated services to understand needs associated with emergency management planning.

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1.7 Minimised impact of emergencies		1.7.1 Implement plans that support people in times of emergency	Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their relevance to its risk profile. Review and Develop Municipal Emergency Animal Management Plan Municipal Pandemic Plan	Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their relevance to its risk profile. Review – Municipal Relief and Recovery Plan and Municipal Heat Health Plan	Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their relevance to its risk profile. Review –Municipal Pandemic Plan Municipal Emergency Animal Welfare Plan	Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their relevance to its risk profile. Review the Municipal Relief and Recovery plan
		1.7.2 Implement effective plans and procedures that minimise the impact of all emergencies in the shire	Develop a long term plan for burning in Council reserves. Review -Annual CERA (Community Emergency Risk Assessment), Annual Victorian Fire Risk Register (VFRR) Risk assessment, Bushfire Risk Profile for Cardinia Shire	Implement the long term plan for burning in Council reserves. Review the Municipal Emergency Management Plan (including CERA -Community Emergency Risk Assessment), Annual review VFRR Undertake Municipal Emergency Management Plan audit.	Implement the long term plan for burning in Council reserves. Review the Municipal Flood and Storm Emergency Plan, Municipal Fire Management Plan (including VFRR - Victorian Fire Risk Register)	Implement the long term plan for burning in Council reserves. Review the VFRR, Bushfire Risk Profile Cardinia, Municipal Emergency Management Plan, Community Emergency Risk Assessment
		1.7.3 Protect against the impacts of emergencies through effective preparation and community planning and education.	Support community initiatives (i.e.. Ready to Go) and assist communities to develop community emergency management plans	Support community initiatives (i.e.. Ready to Go) and assist communities to develop community emergency management plans	Support community initiatives (i.e.. Ready to Go) and assist communities to develop community emergency management plans	Support community initiatives (i.e.. Ready to Go) and assist communities to develop community emergency management plans
		2.1.1 Monitor and research emerging community trends to help plan for the needs of residents.	Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database(i.e. Factsheets, Population projection updates and Social health Profile)	Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database(i.e. Factsheets, Population projection updates and Social health Profile)	Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database(i.e. Factsheets, Population projection updates and Social health Profile)	Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database(i.e. Factsheets, Population projection updates and Social health Profile)
		2.1.2 Promote access to and encourage, a mix of housing types to cater for the varying needs of people in the Cardinia community.	Undertake a demonstration social housing project in partnership with a housing association, local housing providers and social support services	Advocate and work with local housing provider to monitor the impact of social housing	Undertake a demonstration social housing project in partnership with a housing association, local housing providers and social support services	Advocate and work with local housing provider to monitor the impact of social housing

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2 Our Community	2.1 Our diverse community requirements met	2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities	In conjunction with the Public Art Coordination team, plan for public artworks to be delivered in Ranges Ward	In conjunction with the Public Art Coordination team, deliver public art works in Ranges Ward	In conjunction with the Public Art Coordination team, determine suitable locations and plan public art works at prominent sites across shire with a focus on Port Ward.	In conjunction with the Public Art Coordination team, deliver public art works in Port Ward
			Cardinia Arts Facility – Complete design and commence construction for Stage 1 redevelopment of the CCC.	Cardinia Arts Facility – Complete construction.		
		2.1.4 Plan for the provision of facilities to service and support the changing community.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.
		2.1.5 Work with local communities to review and implement township strategies that contribute to meeting the needs of those communities.	Delivery of the McBride Street (Cockatoo) laneway development -horticultural landscaping and toilet installation.			
			Commence an economic review of the townships to guide future planning. Support Nar Nar Goon progress association in developing their township strategy.	Complete economic review of townships and commence land use planning strategies for priority locations.		
	2.2 Engaged communities	2.2.1 Provide a range of opportunities that encourage community participation in Council policy and strategy development.	Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies. Provide opportunities for community input into Council's Liveability Health Plan.	Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies	Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies	Develop the first Community Plan for Cardinia in accordance with Local Government Act.
		2.2.2 Communicate the activities and decisions of Council to the residents in a variety of ways.	Undertake a review of Connect magazine and consider the introduction of ward or township-based newsletters. Continue to utilise website and social media channels.	Appoint new provider for Connect magazine. Identify opportunities to expand online and social media transactions.	Identify opportunities to expand online and social media transactions.	Identify opportunities to expand online and social media transactions.
		2.2.3 Embrace and support community leadership	Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders. Partnering with Leadership Victoria to deliver a Community Leadership program in 2017.	Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders. Evaluate and assess the current Community Leadership Program.	Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders	Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders
		2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities	Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy	Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy	Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy	Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy

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	2.3 Increased levels of community participation		Implement the Diversity Action Plan including Coordination of Harmony Day event and work in partnership with community service organisations to deliver an annual Refugee Week event . Explore the initiation of a CALD Advisory Group.	Implement the Diversity Action Plan including Coordination of Harmony Day event and work in partnership with community service organisations to deliver an annual Refugee Week event	Implement the Diversity Action Plan including Coordination of Harmony Day event and work in partnership with community service organisations to deliver an annual Refugee Week event	Develop a new Cultural Diversity Plan.
			Review existing Access and Inclusion Policy and action plan. Develop new 2017–21 Access and Inclusion Policy and action plan in accordance with current legislation	Once adopted by council, begin implementation of the short term priorities of the Access and Inclusion action plan	Begin implementation of the medium term priorities of the Access and Inclusion action plan	Begin implementation of the medium term priorities of the Access and Inclusion action plan
			Implement the Reconciliation Action Plan 2015–19 through the focus areas of relationships, respect and opportunities by increasing knowledge of Aboriginal culture across the organisation and community. Actions include to partner with local organisations to acknowledge and/or celebrate days and events of Aboriginal cultural significance	Implement the Reconciliation Action Plan 2015–19 through the focus areas of relationships, respect and opportunities by increasing knowledge of Aboriginal culture across the organisation and community.. Actions include to liaise with local schools, agencies, community and Koori Engagement Support Officer in order to increase promotion to and engagement with aboriginal families and young people	Continue to implement the Reconciliation Action Plan 2015–19 through building relationships with the local Aboriginal community and develop a new plan for 2020–24. Actions include to increase inclusivity of Aboriginal people, families and groups in local initiatives and activities and to share knowledge across organisations to enhance outcomes for local Aboriginal residents and families	Implement the RAP 2020-24 with a focus on short term actions.
			Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	Participate in programs linked to the Resilient Melbourne Initiative where appropriate.
		2.3.2 Recognise, support and promote the value of volunteerism in our communities.	Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire	Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire	Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire	Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire
		2.3.3 Strengthen Council's community engagement through the development, implementation and promotion of effective practices.	Provide training and support to staff across the organisation regarding the Community Engagement Framework and toolkit to enhance the community's participation	Provide training and support to staff across the organisation regarding the Community Engagement Framework and toolkit to enhance the community's participation	Review and update Community Engagement Framework and toolkit	Provide training and support to staff across the organisation regarding the Community Engagement Framework and toolkit to enhance the community's participation
	2.4 Improved health and wellbeing of our residents	2.4.1 Increase the communities understanding of health issues and options to help them make appropriate decisions.	Share health and social priorities with the community and support the development of local projects that align to the Liveability Health plan. Action: Plan and deliver a Community Summit	Plan and deliver a Community Summit in line with the Community Wellbeing Grants	Plan and deliver a Community Summit in line with the Community Wellbeing Grants	Plan and deliver a Community Summit in line with the Community Wellbeing Grants
		2.4.2 Enhance food literacy and security within the community Support the provision of services by Council or others for people of all abilities.	Coordinate and implement the Food Circles Collective Impact project(e.g., Establish a local food network)	Coordinate and implement the Food Circles Collective Impact project(e.g., Develop a Local Food Strategy)	Support the local food network to implement the Local Food Strategy.	Support the local food network to implement the Local Food Strategy.
		2.4.3 Help establish partnerships and social infrastructure opportunities that improve health and wellbeing outcomes for residents.	Evaluate and support the delivery of services through the Pakenham Health Centre	Work with partners to ensure local health and wellbeing priorities are delivered through the Pakenham Health Centre	Work with partners to ensure local health and wellbeing priorities are delivered through the Pakenham Health Centre	Work with partners to ensure local health and wellbeing priorities are delivered through the Pakenham Health Centre

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3.1 Provision and maintenance of assets on a life-cycle basis		3.1.1 Maintain all Council roads and supporting infrastructure in accordance with the Roads Management Act 2004	Inspections and maintenance of the road network in accordance with the Road Management Plan	Inspections and maintenance of the road network in accordance with the Road Management Plan	Inspections and maintenance of the road network in accordance with the Road Management Plan		
			Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans	
		3.1.2 Develop new and maintain existing parks, gardens and reserves in a sustainable way	Finalise the evaluation of open space areas to determine appropriate service standards across the shire's suite of reserves in preparation for tendering the new open space contract in 18/19.	Finalise the upgrading program at Emerald Lake Park Arboretum - Complete path and road renewal works within Emerald Lake Park including desilting of lake.	Commence the new Parks and Gardens Maintenance Contract on the 1st of November 2019.		
			3.1.3 Provide accessible facilities to meet identified community needs	Hills Hub (Emerald) Redevelopment – finalise design for the Hub. Develop tender for release late 2017 with a view to commence construction early 2018. Coordinate with current stakeholders alternative venues to continue their operations. Work with DEWLP to clarify new management structure for the Hills Hub.	Continue construction of Hills Hub with a view to completing at end of 2018. Provide regular communication updates to the community, SLT and Council.	Formally open the Hills Hub and commence operations with stakeholders. Implement new management and governance structure for the facility after negotiations with DEWLP.	Continue operations and development of programs to be delivered. Review and evaluate operating model and governance and management structures.
				New fit-out to the ground level of the Officer municipal offices.			
		Install pre-fabricated public toilets at Emerald Lake Park.	Upgrade of the Gembrook Reserve Sports Pavilion.				

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			Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse Community. Our works will meet enhanced and over and above Disability Discrimination Act requirements. Typically each year anywhere between 4 to 6 or so buildings and associated grounds are prioritised for such improvements, which include ramps to entry areas of buildings, car parking for the disable, hand railing, tactile markers, toilet for the disable, etc.	Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse Community. Our works will meet enhanced and over and above Disability Discrimination Act requirements. Typically each year anywhere between 4 to 6 or so buildings and associated grounds are prioritised for such improvements, which include ramps to entry areas of buildings, car parking for the disable, hand railing, tactile markers, toilet for the disable, etc.	Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse Community. Our works will meet enhanced and over and above Disability Discrimination Act requirements. Typically each year anywhere between 4 to 6 or so buildings and associated grounds are prioritised for such improvements, which include ramps to entry areas of buildings, car parking for the disable, hand railing, tactile markers, toilet for the disable, etc.	Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse Community. Our works will meet enhanced and over and above Disability Discrimination Act requirements. Typically each year anywhere between 4 to 6 or so buildings and associated grounds are prioritised for such improvements, which include ramps to entry areas of buildings, car parking for the disable, hand railing, tactile markers, toilet for the disable, etc.
			Depot Master Plan (Pakenham) – complete Stage 3 – further establishment of ground floor and construction of second floor mezzanine in former laundry building to cater for operational staff and construction of under-cover canopy between existing amenities block and new administration centre (note: this stage will be completed over 2016–17 and 2017–18).	Depot Master Plan (Pakenham) – Stage 4 – development of amenities, lunchroom and training/toolbox facilities in former laundry facility.	Depot Master Plan (Pakenham) – stages 5 and 6 – construction of plant and light fleet sheds, consolidation of handyman crew, sign crew, workshop functions and compliance issues.	
			Conduct a program of resurfacing of playing surfaces at recreation reserves – Worrell Reserve (Emerald) – reshaping drainage and irrigation	Conduct a program of resurfacing of playing surfaces at recreation reserves – Officer Reserve oval 2 (complete redevelopment)	Conduct a program of resurfacing of playing surfaces at recreation reserves – Cora Lynn Reserve oval irrigation and shaping & Pakenham Upper - Installation of sub-surface irrigation and bore.	Conduct a program of resurfacing of playing surfaces at recreation reserves – Bunyip Soccer Pitches - Installation of sub-surface drainage and irrigation.
		3.1.4 Manage Council's assets like roads, drainage, footpaths and buildings, etc. in a way that ensures they are adequately maintained over their life				
		3.2.1 Upgrade Council roads to improve safety while considering the traffic demand of the community	Upgrade Jolly Road bridge	Implement recommendations from revised Road Safety Strategy, including cyclist awareness program	Implement recommendations from revised Road Safety Strategy, including cyclist awareness program	Implement recommendations from revised Road Safety Strategy, including cyclist awareness program
		3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs		Boronia Cr, Caroline Ave, Rouen Rd, and Bell St (Cockatoo) – Road and Drainage Scheme planning phase and preliminary design	Boronia Cr, Caroline Ave, Rouen Rd, and Bell St (Cockatoo) – Road and Drainage Scheme construction	
			Finalise statutory process for the construction of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham) and commence construction	Complete construction of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham) and finalise statutory process		

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Key priority Area	Outcome	Activity	Actions 2017–18	Actions 2018–19	Actions 2019–20	Actions 2020–21
3 Our Environment			Wheeler Road (Maryknoll) - Construction and finalisation of scheme costs and statutory process			
						Joffre Pde, Kitchener Pde (Cockatoo) - Road and Drainage Scheme planning phase and preliminary design
		3.2.4 Prioritise multi-use pathways, where practicable, to create networks that connect destinations	Implementation of the footpaths identified in the Pedestrian Bicycle Strategy	Implementation of the footpaths identified in the Pedestrian Bicycle Strategy	Implementation of the footpaths identified in the Pedestrian Bicycle Strategy	Implementation of the footpaths identified in the Pedestrian Bicycle Strategy
			Cockatoo–Gembrook Trail – commence construction	Cockatoo–Gembrook Trail – complete construction		
		3.2.5 Advocate for and facilitate improved public transport options and major arterial roads to help link employment, educational, recreational and retail activities between the shire’s rural and growth areas	Provide information when required to the Interface Councils' Group and South Eastern Metro Integrated Transport Group as part of aim to enhance the frequency and coverage of public transport within Cardinia Shire and the south-east region	Provide information when required to the Interface Councils' Group and South Eastern Metro Integrated Transport Group as part of aim to enhance the frequency and coverage of public transport within Cardinia Shire and the south-east region	Provide information when required to the Interface Councils' Group and South Eastern Metro Integrated Transport Group as part of aim to enhance the frequency and coverage of public transport within Cardinia Shire and the south-east region	Provide information when required to the Interface Councils' Group and South Eastern Metro Integrated Transport Group as part of aim to enhance the frequency and coverage of public transport within Cardinia Shire and the south-east region
		3.3.1 Adapt to the impacts of climate change by working in partnership with the South East Councils Climate Change Alliance and both Australian and Victorian governments	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g.. Home Energy Advisory Service)	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce community energy use)	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce Council energy use)	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce Council energy use)
			Development and adoption of new Sustainable Environment Strategy			
		3.3.3 Reduce Council’s energy consumption and help the community to do likewise	(1) Continue to implement the Sustainable Design improvements in new and existing Council buildings and review this tool in context of the future direction with Sustainable Design in the Buildings & Facilities Department. (2) Prepare the Environmentally Sustainable Development (ESD) strategy (including policy) for all Council buildings, which will help to improve amenity and use of buildings, reduce energy use and associated costs, reduce waste to landfill, and work towards a carbon neutral Shire.	(1) Commence implementation of the ESD strategy across all new and existing buildings. (2) Work in conjunction with the Planning & Development Division to incorporate Sustainable Design Assessment in the Planning Process (SDAPP), to assist them to review planning applications against required sustainability standards to be achieved, including reductions of carbon emissions.	(1) Commence implementation of the ESD strategy across all new and existing buildings. (2) Work in conjunction with the Planning & Development Division to formalise Sustainable Design Assessment in the Planning Process (SDAPP) via a local planning policy amendment.	Continue to implement the ESD strategy across all new and existing buildings.
			Implement the Aspirational Energy Transition plan including projects such as environmental upgrades at Koo Wee Rup Pool and Pakenham Library, Hall and U3A	Implement the Aspirational Energy Transition plan including phase two of the decorative street lighting retrofit with energy efficient lighting	Implement the Aspirational Energy Transition plan including energy saving retrofits for smaller Council facilities such as Hollins Children's Services Centre and Emerald Library	Implement the Aspirational Energy Transition plan including energy audits of council facilities, energy saving retrofits and renewable energy
			Liaise with and support schools in the areas of waste minimisation, litter and recycling	Liaise with and support schools in the areas of waste minimisation, litter and recycling	Liaise with and support schools in the areas of waste minimisation, litter and recycling	Liaise with and support schools in the areas of waste minimisation, litter and recycling

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Key priority Area	Outcome	Activity	Actions 2017–18	Actions 2018–19	Actions 2019–20	Actions 2020–21
3.3 Enhanced natural environment		3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	Review effectiveness of kerbside flexible plastics recycling initiative and further promote to the community.	Begin review and development of system for diverting food waste from landfill. To include <ul style="list-style-type: none"> • review best practice of food waste collection system at the kerbside and learn from other examples • identify collection service change requirements and review service specifications • develop behaviour change program and identify support required • identify resources required for 2 year implementation. 	Undertaken tender process for kerbside garbage/recycling/organics waste collection services and recycling processing, considering outcomes of food diversion review. Prepare for communication program delivery for behaviour change.	Implement new waste services and behaviour change program that reduce food waste to landfill.
			Build on success of new resource recovery facilities by advocating for improved resource recovery and reuse options (such as e-waste/detox your home/SV programs/new streams/reuse opportunities/education)	Build on success of new resource recovery facilities by advocating for improved resource recovery and reuse options (such as e-waste/detox your home/SV programs/new streams/reuse opportunities/education)	Build on success of new resource recovery facilities by advocating for improved resource recovery and reuse options (such as e-waste/detox your home/SV programs/new streams/reuse opportunities/education)	Build on success of new resource recovery facilities by advocating for improved resource recovery and reuse options (such as e-waste/detox your home/SV programs/new streams/reuse opportunities/education)
			Commence regional project with south east councils and MWRRG to procure landfill and alternative to landfill services, including pre sort options for commencement post 2021.	Collaborate on regional project with south east councils and MWRRG to procure landfill and alternative to landfill services, including pre sort options for commencement post 2021.	Collaborate on regional project with south east councils and MWRRG to procure landfill and alternative to landfill services, including pre sort options for commencement post 2021.	Collaborate on regional project with south east councils and MWRRG to procure landfill and alternative to landfill services, including pre sort options for commencement post 2021. Prepare to deliver and take-up new service.
		3.3.5 Manage water in an integrated way, including the reduction of potable water consumption by Council and households	Implement the Integrated Water Management Plan including implementing water-efficiency measures recommended in the water audits at Cardinia Life and Holm Park Reserve	Implement the Integrated Water Management Plan including the continued implementation of water-efficiency measures recommended in the water audits at Cardinia Life and Holm Park Reserve	Implement the Integrated Water Management Plan including completing further water efficiency audits and installing sediment pits near key waterways	Implement the Integrated Water Management Plan including implementation of water efficiency measures recommended in previous water audits
		3.3.6 Promote water catchment management practices that improve the quality of our waterways	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program. and mandate property connection in 2017–18	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program and mandate property connection in 2018–19	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program and mandate property connection in 2019–20	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program and mandate property connection in 2020–21
		3.3.7 Protect and improve biodiversity by increasing the area of natural ecosystems across the Shire.	Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives	Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives	Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives	Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives
		3.3.8 Preserve and improve our bushland and natural environment by implementing weed management strategies and programs and continuing activities on high conservation bushland reserves and roadsides	Preserve and improve natural environment by undertaking weed management and indigenous plantings	Preserve and improve natural environment by undertaking weed management and indigenous plantings	Preserve and improve natural environment by undertaking weed management and indigenous plantings	Preserve and improve natural environment by undertaking weed management and indigenous plantings

Key priority Area	Outcome	Activity	Actions 2017–18	Actions 2018–19	Actions 2019–20	Actions 2020–21
		3.3.9 Manage agricultural land use by supporting farmers to utilise sustainable farming practises	Implement the Westernport Green wedge Management Plan into the planning scheme. Participate in DELWP advisory committee to enable contemporary agricultural activities. Advocate for Bunyip food belt project.			
	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.1 Plan and develop built environments that support improved health and wellbeing of our communities through implementation of the Healthy by Design guidelines.	Advocate to implement sustainable design assessment in the planning process.	Promote the development and implementation of water sensitive urban design elements into infrastructure works	Implementation of environmental sustainable design elements into infrastructure works and new buildings	
3.4.2 Raise awareness of our environment's impact on people's health and wellbeing by integrating the concept of liveability across all Council business units and including liveability indicators within the municipal public health and wellbeing plan		Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives
3.4.3 Advocate for changes in the state planning scheme which support development of local policies which reduce health-detracting environments (gaming, liquor, fast food)		Commence review of Councils Municipal Strategic Statement.	Complete review of Councils Municipal Strategic Statement into the Planning scheme.			
3.5 Balanced needs of development, the community and the environment	3.5.1 Review the Municipal Strategic Statement and the Cardinia Planning Scheme regularly to ensure it continues to meet Council objectives .	Undertake a review of the Municipal Strategic Statement	Undertake an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme	Undertake an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme	Undertake an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme	Undertake an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme
	3.5.2 Plan for the development of the urban growth area with a mix of residential, commercial, employment, recreational and community activities to meet the needs of our growing community in a sustainable way.	Ongoing review of PSP's and DCP's	Ongoing review of PSP's and DCP's	Ongoing review of PSP's and DCP's	Ongoing review of PSP's and DCP's	Ongoing review of PSP's and DCP's
		Implement approved structure plans for the growth area.	Implement approved structure plans for the growth area.	Implement approved structure plans for the growth area.	Implement approved structure plans for the growth area.	Implement approved structure plans for the growth area.
	3.5.3 Provide for the sustainable development of rural townships while taking into account their existing character and community needs	Review of township strategies in line with the adopted program	Review of township strategies in line with the adopted program	Review of township strategies in line with the adopted program	Review of township strategies in line with the adopted program	Review of township strategies in line with the adopted program
		Implementation plan for the Westernport Green Wedge Management Plan and continue advocacy for Green Wedge Management Plan for the northern part of the Cardinia Shire	Continue advocacy for Green Wedge Management Plan for Cardinia Shire	Continue advocacy for Green Wedge Management Plan for Cardinia Shire	Continue advocacy for Green Wedge Management Plan for Cardinia Shire	Continue advocacy for Green Wedge Management Plan for Cardinia Shire
3.5.4 Ensure the planning of rural (green wedge) areas protects and enhances important agricultural, environmental, natural resource, infrastructure and recreational values.	Seek authorisation to exhibit planning controls to further enhance protecting habitat and corridors for bandicoots.	Implement ESO to protect and enhance habitat corridors for bandicoots.				

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Key priority Area	Outcome	Activity	Actions 2017–18	Actions 2018–19	Actions 2019–20	Actions 2020–21	
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.1 Plan for and support local employment opportunities.	Continue to advocate to protect land for employment purposes. Implement planning scheme amendments for specific employment opportunities. Complete review of Officer Town centre review with the VPA. Commence review of Cardinia Road Employment Precinct to simplify planning controls.	Complete review of Cardinia Road Employment precinct to encourage investment & employment opportunities.			
		4.1.2 Support the development of existing and new businesses within the shire	Facilitate business networking opportunities through Casey Cardinia and individuals	Facilitate business networking opportunities through Casey Cardinia and individuals	Facilitate business networking opportunities through Casey Cardinia and individuals	Facilitate business networking opportunities through Casey Cardinia and individuals	
		4.1.3 Plan for a staged development of the Officer–Pakenham employment precinct	Commence preparation of Officer South Developer Contribution Plan	Finalise Officer South Developer Contribution Plan			
			Work with the VPA in the preparation of Officer South Precinct Structure Plan and Development Contribution Plan	Work with the VPA in the preparation of Officer South Precinct Structure Plan and Development Contribution Plan	Work with the VPA in the preparation of Officer South Precinct Structure Plan and Development Contribution Plan	Work with the VPA in the preparation of Officer South Precinct Structure Plan and Development Contribution Plan	
			Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Development Contribution Plan	Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Development Contribution Plan	Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Development Contribution Plan	Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Development Contribution Plan	
		4.1.4 Plan the development of Officer and Pakenham town centres.	Facilitate development of key sites in the core commercial area in Siding Avenue (Officer)	Facilitate development of key sites in the core commercial area in Siding Avenue (Officer)	Facilitate development of key sites in the core commercial area in Siding Avenue (Officer)	Facilitate development of key sites in the core commercial area in Siding Avenue (Officer)	Facilitate development of key sites in the core commercial area in Siding Avenue (Officer)
			Work with the VPA in the preparation of Pakenham East Precinct Structure Plan and Development Contribution Plan	Work with the VPA in the preparation of Pakenham East Precinct Structure Plan and Development Contribution Plan	Work with the VPA in the preparation of Pakenham East Precinct Structure Plan and Development Contribution Plan	Work with the VPA in the preparation of Pakenham East Precinct Structure Plan and Development Contribution Plan	
			Work with VPA in the review of Officer Town Centre	Work with VPA in the review of Officer Town Centre			
		4.1.5 Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy	
		4.1.6 Encourage procurement of local products and services.	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services	
		4.2.1 Support our farmers and growing agricultural industry in adapting to the changing economy and climate	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy and the Green Wedge Management Plan	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy and the Green Wedge Management Plan	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy and the Green Wedge Management Plan	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy and the Green Wedge Management Plan	

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Key priority Area	Outcome	Activity	Actions 2017–18	Actions 2018–19	Actions 2019–20	Actions 2020–21	
	4.2 Maintained strong agricultural activities	4.2.2 Identify innovative ways to value–add to the region’s primary production and transportation	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension and Food Markets for Primary Producers	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension	
		4.2.3 Advocate for the development of roads and infrastructure required for primary production.	Identify a hierarchy of roads directly related to primary production that require advocacy	Advocate to the relevant authority for the development of the priority roads identified to support primary production	Advocate to the relevant authority for the development of the priority roads identified to support primary production	Advocate to the relevant authority for the development of the priority roads identified to support primary production	
		4.2.4. Develop a local food brand for Cardinia Shire in partnership with the community					
	4.3 Develop a local food brand for Cardinia Shire in partnership with the community Diverse and resilient business community	4.3.1 Support small businesses to remain viable in rural townships.	Continue to work with individual property / business owners to support their growth and the vibrancy of towns.				
		4.3.2 Encourage the establishment of tourism and hospitality in appropriate areas of the shire	Adopt and implement the Casey Cardinia Tourism Strategy	Implement the Casey Cardinia Tourism Strategy	Implement the Casey Cardinia Tourism Strategy	Implement the Casey Cardinia Tourism Strategy	
		4.3.3 Advocate for the delivery of small and large scale projects that enhance and drive economic activity	Assist businesses to develop in the Casey–Cardinia region	Assist businesses to develop in the Casey–Cardinia region	Assist businesses to develop in the Casey–Cardinia region	Assist businesses to develop in the Casey–Cardinia region	
		4.3.4 Work with others to grow economic activity and attract new enterprises.	Work with the Casey Cardinia Business Group and the Department of Economic Development, Jobs, Transport and Resources to attract new enterprises and enhance the economic activity in the region	Work with the Casey Cardinia Business Group and the Department of Economic Development, Jobs, Transport and Resources to attract new enterprises and enhance the economic activity in the region	Work with the Casey Cardinia Business Group and the Department of Economic Development, Jobs, Transport and Resources to attract new enterprises and enhance the economic activity in the region	Work with the Casey Cardinia Business Group and the Department of Economic Development, Jobs, Transport and Resources to attract new enterprises and enhance the economic activity in the region	
		4.3.5 Support business and organisations to enhance their skills	Council will help facilitate training opportunities for local businesses	Council will help facilitate training opportunities for local businesses	Council will help facilitate training opportunities for local businesses	Council will help facilitate training opportunities for local businesses	
	4.4 A local economy supporting the improved health and wellbeing of our communities	4.4.4 Encourage the procurement and consumption of local food	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services	
	5.1 An engaged community	5.1.1 Develop a policy which details how Council will inform and engage consistently with the community on important matters.	Commence a review of the Communications Strategy and work with Community Strengthening to develop an Engagement Policy	Implement key outcomes and actions of the Communications Strategy	Implement key outcomes and actions of the Communications Strategy	Implement key outcomes and actions of the Communications Strategy	
5.1.2 Enhance the community’s confidence in Council’s community engagement.		Refer to 2.3.3	Refer to 2.3.3	Refer to 2.3.3	Refer to 2.3.3		
5.2 Open governance		5.2.1 Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential	Monitor compliance with statutory reporting requirements	Monitor compliance with statutory reporting requirements	Monitor compliance with statutory reporting requirements	Monitor compliance with statutory reporting requirements	
	Maintain and update the register of information to be available to the public		Maintain and update the register of information to be available to the public	Maintain and update the register of information to be available to the public	Maintain and update the register of information to be available to the public		

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Key priority Area	Outcome	Activity	Actions 2017-18	Actions 2018-19	Actions 2019-20	Actions 2020-21
5 Our Governance		5.2.2 Govern and make decisions in the best interests of the Cardinia Shire community	Following adoption of the Councillor Code of Conduct and Protocols monitor adherence to commitments and take appropriate action if required	Following adoption of the Councillor Code of Conduct and Protocols, monitor adherence to commitments and take appropriate action if required	Following adoption of the Councillor Code of Conduct and Protocols, monitor adherence to commitments and take appropriate action if required	Following adoption of the Councillor Code of Conduct and Protocols, monitor adherence to commitments and take appropriate action if required
	5.3 Long-term financial sustainability	5.3.1 Make financial decisions that achieve the objectives of Council and long-term financial sustainability.	Develop annual budget and Five-year Financial Plan which will deliver on the actions presented in the Council plan and maintain long-term financial goals	Develop annual budget and Five-year Financial Plan which will deliver on the actions presented in the Council plan and maintain long-term financial goals	Develop annual budget and Five-year Financial Plan which will deliver on the actions presented in the Council plan and maintain long-term financial goals	Develop annual budget and Five-year Financial Plan which will deliver on the actions presented in the Council plan and maintain long-term financial goals
		5.3.2 Make financial decisions that are fair and ethical and balance costs and benefits between present and future generations	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor
		5.3.3 Manage the municipality's finances and assets in a responsible way	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council
		5.3.4 Identify and implement programs to achieve Council's debt reduction policy.	Debt Management Policy	Debt Management Policy	Debt Management Policy	Debt Management Policy
		5.3.5 Identify ways to contain Council's cost base by a focus on innovation and efficiency.	Develop and maintain 'internal consulting' ability within Service Planning and Improvement Team, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions	Develop and maintain 'internal consulting' ability within Service Planning and Improvement Team, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions	Develop and maintain 'internal consulting' ability within Service Planning and Improvement Team, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions	Develop and maintain 'internal consulting' ability within Service Planning and Improvement Team, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions
	5.4 Appropriate funding and support from all levels of government	5.4.1 Advocate on behalf of the community to ensure it receives a fair share of funding and support from the Australian and Victorian governments for infrastructure, facilities and services	Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community	Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community	Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community	Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community
		5.4.2 Work with both interface and regional Councils to strengthen advocacy campaigns to Australian and Victorian governments aimed at increasing awareness and support for joint issues.	Participate in the advocacy campaigns determined by the Interface Councils CEOs' Group and the Human Services Directors' Group and supported through SOCOM. The focus for 17/18 will be flexibility and growth in service funding arrangements.	Participate in the advocacy campaigns determined by the Interface Councils CEOs' group and the Human Services Directors' Group and supported through SOCOM.	Participate in the advocacy campaigns determined by the Interface Councils CEOs' group and the Human Services Directors' Group and supported through SOCOM.	Participate in the advocacy campaigns determined by the Interface Councils CEOs' Group and supported through SOCOM.