

4 ADOPTION OF COUNCIL PLAN AND COUNCIL PLAN ACTIONS

FILE REFERENCE INT1941410

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RECOMMENDATION

That Council

1. Adopts the attached Council Plan for the period 2019-2023 incorporating the updated Strategic Resource Plan (SRP), for the period 2019-2023.
2. Adopts the attached Council Plan Actions for the period 2019-2023

Attachments

- | | |
|--|----------|
| 1 Council Plan (Incorporating Updated SRP) | 26 Pages |
| 2 Council Plan Actions | 14 Pages |

EXECUTIVE SUMMARY

To consider adoption of the attached Council Plan and Council Plan Actions, including the updated Strategic Resource Plan following the public notification process undertaken in accordance with the relevant provisions of the Local Government Act 1989.

BACKGROUND

Council, at its Meeting held on Monday 15th April 2019 resolved to release the draft Council Plan 2019-2023, and the corresponding draft Council Plan Actions, for public comment.

Public comments, relevant to the draft budget that is developed alongside the Council Plan, have been considered by Council. Updates to the draft budget have resulted in changes to the Strategic Resource Plan, and the updated SRP is included in the Council Plan attached to this report.

POLICY IMPLICATIONS

The Council Plan plays a high-level role to guide the organisation. It is a key document in a suite of strategic documents, and articulates the implementation of strategy and policy that has been determined by Council

RELEVANCE TO COUNCIL PLAN

The adoption of the Council Plan provides guidance to the organisational direction for the forthcoming four financial years.

CONSULTATION/COMMUNICATION

The appropriate public notices have appeared in local newspapers advising that the draft Council Plan was available for inspection and the Plan and supporting information was placed on the Council's website.

Copies were also available for inspection at the Shire Office and at the Pakenham, Emerald and mobile libraries and on the Council's website.

FINANCIAL AND RESOURCE IMPLICATIONS

The priorities and actions identified in the Council Plan are funded through the Council Budget, as detailed in the Strategic Resource Plan.

CONCLUSION

Having complied with the Local Government Act provisions, Council is now in a position to adopt the attached Council Plan and Council Plan Actions, for the period 2019-2023.

Cardinia Shire Council

Creating the future

Council Plan 2019

June 2019

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Message from your Council

It is an honour and a privilege to be elected by the community to represent this great and diverse municipality. Our aim is to make Cardinia Shire the best possible place to live, work, raise a family and do business.

As we work with our community to build a sustainable Shire for present and future generations, Council understands the importance of managing its financial responsibilities while meeting our identified challenges. Balancing our growth and maintaining our diverse rural communities is a major focus.



Developing Cardinia Shire

We support programs and activities that promote, develop and improve the wellbeing of our growing communities.

Council continually advocates to Australian and Victorian governments and other agencies. In the life of this plan we will focus on securing funding and increasing access to improved services like roads, transport, technology and education. Efforts will also be made to expand community programs and events as well as sporting and artistic activities. This will help and inspire residents and people who have a connection with our Shire.

Working closely with Council's senior management team, all residents, businesses, community groups and other levels of government is important as we continue to plan, deliver and maintain the necessary infrastructure and transport connections in a sustainable way.

Protecting and enhancing our environment

Council will work closely with our community and stakeholders to carefully plan and manage our growth to ensure we cater for present and future generations of residents while also considering the natural and built environment.

Initiatives to reduce energy consumption, greenhouse gas emissions and waste, while improving sustainable water practices and enhancing local biodiversity are among the priorities of this plan.

Connecting our communities

Council will foster and encourage a sense of community and belonging across Cardinia Shire's 30 townships. There will be a focus on partnership building and linking people. This will be achieved through engagement and effective communication as well as advocacy and support for local services, transport, education and employment.

Securing our economy

Council will continue to create, support and advocate for economic development opportunities that will bring investment to Cardinia Shire.

We recognise that business growth and investment are vital to building sustainable communities and we will continue to support business and tourism to foster local employment.

Leading the way through our governance

Council will govern in a transparent and accountable way with a high value on community engagement that will ensure our residents help determine the direction of Council's activities. Being financially sustainable is a high priority for Council. This will influence how effectively we support our communities now and into the future.

Council values and recognises our role as leaders in the community. As your representatives, we will be strong advocates to Australian and Victorian governments and will continue to lobby for action on important local issues.

An exciting future

The future is more than growth, more than change; it is about creating a quality of life with great expectations of fulfilment and economic stability for our families and future generations. We will continue to work with – and for – the benefit of all our communities to ensure Cardinia Shire is healthy, safe and connected. We hope you will join us on this journey.

Our vision

Cardinia Shire will be developed in a planned manner to enable present and future generations to live healthy and productive lives and to enjoy the richness of the diverse and distinctive characteristics of the 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.

Key challenges

Council has identified the following major challenges for the coming years:

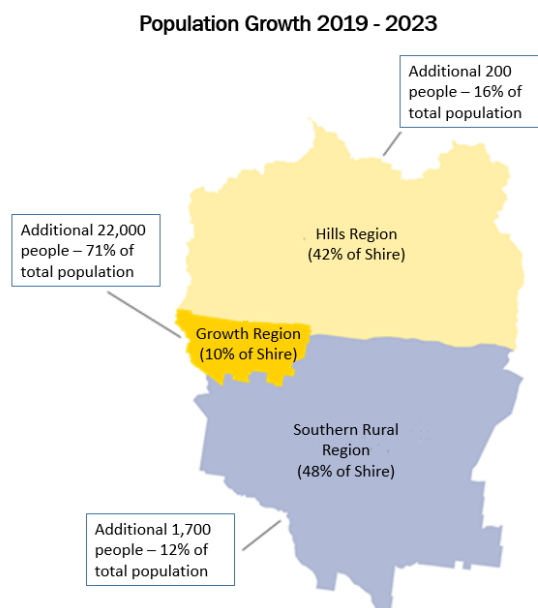
- managing population growth
- managing the natural and built environment, including climate change
- developing a prosperous local economy and creating employment
- reducing the impact of family violence on our community
- long-term financial sustainability
- supporting and increasing agricultural productivity
- timely delivery of infrastructure, transport options and services
- encouraging residents to improve their health and wellbeing
- encouraging community engagement in Council's decision making

Managing population growth

Cardinia Shire is experiencing significant population growth. Our population is predicted to increase by 21 per cent (23,914 people) to 139,315 people by 2023. Our population is located in three distinct areas: the hills, the growth area and southern rural sub-regions.

Over this time the population in our three sub-regions will change at differing rates.

Our growth area forms part of the Casey–Cardinia growth corridor which is one of five metropolitan growth areas. By 2023, Cardinia Shire's growth area specifically will increase by about 22,000 people (an increase of 28%) and represent 71 per cent of our population. In the same period, the hills region will increase by about 200 people (1%) and represent 16 per cent of our people. The southern rural region will increase by about 1,700 people (11%) to around 12 per cent of the total population. Council's major challenge is to balance the need for services, facilities and other infrastructure for the growth area with the needs of our existing rural communities.



Managing the natural and built environment, including climate change

The quality of our natural and built environments affects our communities. They must be developed and managed in a way that contributes to the health and safety of present and future generations.

Existing natural environmental values such as biodiversity and waterways need to be protected and improved.

Planning for built environments must achieve sustainable outcomes, particularly minimising the use of energy and water as well as enhancing the broader natural environment.

Understanding and adapting to climate change impacts are challenges both now and into the future. The Australian Government's Climate Commission 2013 report 'The angry summer' highlights the link between climate change and the impacts of extreme weather on people, property, communities and the environment. The report outlines the consequences of failing to address these changes. Cardinia Shire has experienced an increase in flood, storm, fire and heatwave incidents in recent years. Climate change is affecting our agricultural areas, community health, parks and recreational facilities.

We must work with our community and relevant agencies to prepare ourselves to respond against these threats and mitigate the climate change risks.

Developing a prosperous local economy and creating employment

A strong and diverse economy is important to ensuring financially stable, independent and proud communities. As our population continues to grow, demand for local employment also increases.

In 2012, approximately 70 per cent of our community travelled outside the Shire to work.

Council continues to lobby other levels of government and seek to attract a variety of services and industries. We want to ensure employment options for our people who want and need to work locally. The designated employment precinct between Officer and Pakenham is being planned and developed to provide jobs for up to 50,000 people.

Reducing the impact of family violence on our community

Our community experiences high rates of reported incidents of family violence¹. Family violence impacts all ages, cultures and income levels. It occurs on a continuum from psychological, economic and emotional abuse through to physical and sexual violence.

Addressing family violence requires a whole of community approach in prevention and supporting impacted residents. We are achieving this through partnering with community leaders, workplaces, and other organisations challenging current attitudes and behaviours towards condoning violence against women, men's control of decision making limiting women's independence, rigid gender roles and stereotyped ideas of masculinity and femininity and male peer relations that disrespect women². This is a collective impact approach and has been shown to reduce complex social problems such as family violence. The initiative is called 'Together We Can', and operates under a 'no logo – no ego' philosophy enabling every resident to play their part to 'stop, prevent and end family violence'.

Long-term financial sustainability

Council governs for both the present and future. Financial decisions today must consider the long-term sustainability of the Shire. All planning must balance the variety of growing and changing needs of our communities in a financially responsible way. These decisions must also achieve a fair balance of costs and benefits between present and future generations.

¹ Victorian Crime Statistics Agency <https://www.crimestatistics.vic.gov.au/family-violence-data-portal/download-data-tables>

² Victorian State Government Free From Violence Prevention Strategy.
https://w.www.vic.gov.au/system/user_files/Documents/fv/Free%20from%20violence%20-%20Victoria's%20prevention%20strategy.pdf

Supporting and increasing agricultural productivity

With the majority of Cardinia Shire's land being rural, the hills and southern rural regions are important to the economy at a local and national level.

Council needs to protect and strengthen these areas, and recognises that agriculture is facing pressure from the changing world economy, changing climate and other environmental conditions, as well as the demands of development and the ageing of our farming community.

Council will take up every opportunity to enhance agricultural production particularly in the southern rural region (Bunyip Food Belt) by using recycled water from the Eastern Treatment Plant at Carrum.

Timely delivery of infrastructure, transport options and services

As our population grows, Council is aware of the importance in providing necessary infrastructure, transport options and family services.

We recognise that transport mobility is socially, environmentally and economically important. With a growing population, accessing education, employment, recreation, business and community services and participating in social activities requires efficient, safe and connected transport options.

New infrastructure and services need to be funded and provided by Council and relevant agencies in a timely manner to support development. We are mindful that this needs to be balanced with the maintenance and renewal of existing infrastructure and facilities.

Supporting residents to improve their health and wellbeing

Locally and nationally, we are experiencing increasing negative trends in the overall health of the population. Reversing these trends will provide positive benefits for individuals and families.

As a society, we will also experience the financial benefits through increased productivity and reduced demand on health and associated services. Council plays an important role through partnerships with other levels of government and direct service providers in planning for liveable, healthy neighbourhoods, raising awareness, changing behaviours and providing a variety of recreational and healthy lifestyle opportunities for our residents.

Encouraging community engagement in Council's decision making

A key focus for Council is to reflect the views of its diverse communities in key decision making processes. Our community is changing both geographically and culturally. We are committed to strengthening our engagement with the community to provide valuable input that informs our decisions.

Delivering the plan

Council will deliver this plan through a four-year action plan which covers five key strategic objectives:

- Our people
- Our community
- Our environment
- Our economy
- Our governance

Council has prepared this plan based on resident and business involvement and current economic conditions. It will be our guiding document for the next four years and will be reviewed annually to ensure the changing economic circumstances and other factors affecting our communities are reflected.

Measuring our success

We will measure our progress in achieving our plan by:

- monitoring the financial performance of the organisation against the annual budget and longer term financial outlooks.
- reporting on progress toward achieving the outcomes contained in this plan.
- measuring how satisfied our community is with our performance.

Our annual and quarterly performance reports will inform the community of our progress. Where commitments are not achieved, we will provide the reasons why in clear and transparent reporting.

Key success indicators

By monitoring key indicators, we can gauge our performance in delivering outcomes in this plan. Our quarterly and annual reports will detail our performance on these indicators.

1 Our people

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

What we want to achieve and how we will achieve it:

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.
- 1.1.2 Routinely review overall community needs for services and either deliver or advocate for others to provide services to meet those needs.
- 1.1.3 Deliver Ageing Well initiatives that support older adults to live longer in their own homes and reduce social isolation.

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.
- 1.2.2 Advocate for an increase in locally based health and wellbeing services to support young people.
- 1.2.3 Investigate opportunities for allied services to be co-located with Council facilities.

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.
- 1.3.2 Advocate to Australian and Victorian governments for post-compulsory and vocational training that meets the needs of local employers and residents.
- 1.3.3 Support the provision of learning opportunities for all ages and abilities.

1.4 Improved health and wellbeing for all

- 1.4.1 Source funding and deliver a range of initiatives that promote health and wellbeing.
- 1.4.2 Develop the new Municipal Public Health and Wellbeing Plan and review annually.
- 1.4.3 Routinely investigate community health and wellbeing issues to inform Council's planning and activities.
- 1.4.4 Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities.

1.5 Variety of recreation and leisure opportunities

- 1.5.1 Provide active and passive recreation facilities to meet the needs of residents.
- 1.5.2 Increase opportunities for residents to participate in a range of sport, recreation and leisure activities.

1.6 Increased awareness of safety

- 1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.
- 1.6.2 Improve awareness of township safety in local communities.

1.7 Minimised impact of emergencies

- 1.7.1 Implement plans that support people in times of emergency.
- 1.7.2 Implement effective plans and procedures that minimise the impact of all emergencies in the Shire.
- 1.7.3 Protect against the impacts of emergencies through effective preparation and community planning and education.

The following strategies, policies and plans relate to this strategic objective:

- Access and Inclusion Policy and Action Plan
- Age Friendly Strategy
- Arts and Culture Policy
- Child, Youth and Family Plan
- Community Engagement Policy

- Cultural Diversity Policy and action plan
- Deep Creek Reserve Master Plan
- Domestic Animal Management Plan
- Emerald Lake Park Strategic Plan
- Equestrian Strategy
- Liveability Plan
- Municipal Dam Safety Emergency Plan
- Municipal Emergency Animal Management Plan
- Municipal Emergency Management Plan
- Municipal Fire Management Plan
- Municipal Flood and Storm Plan
- Municipal Heat Health Plan
- Municipal Relief and Recovery Plan
- Neighbourhood House Policy
- Neighbourhood Safer Places Plan
- Open Space Management Framework
- Pandemic Influenza Plan
- Play Space Strategy
- Public Art Policy
- Recreation Reserve Facility Standards Policy
- Recreation Reserve Management and Usage Policy
- Regional Soccer Strategy
- Skate and BMX Strategy

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Aquatic and recreation facilities
- Child & Family services
- Community recreation
- Compliance services
- Development services
- Domestic waste water
- Emerald Lake Park
- Emergency management
- Health
- Infectious diseases control
- Library
- Maternal and Child Health
- Recreation planning
- Youth services

2 Our community

We will foster a strong sense of connection between Cardinia Shire's diverse communities.
What we want to achieve and how we will achieve it:

2.1 Our diverse community requirements met

- 2.1.1 Monitor and research emerging community trends to help plan for the needs of residents.
- 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.
- 2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities.
- 2.1.4 Plan for the provision of facilities to service and support the changing community.
- 2.1.5 Work with local communities to review and implement township strategies that contribute to meeting the needs of those communities.

2.2 Engaged communities

- 2.2.1 Provide a range of opportunities that encourage community participation in Council policy and strategy development.
- 2.2.2 Communicate the activities and decisions of Council to the residents in a variety of ways.
- 2.2.3 Embrace and support community leadership.

2.3 Increased levels of community participation

- 2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.
- 2.3.2 Recognise, support and promote the value of volunteerism in our communities.
- 2.3.3 Strengthen Council's community engagement through the development, implementation and promotion of effective practices.

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.
- 2.4.2 Enhance food literacy and security within the community.
- 2.4.3 Help establish partnerships and social infrastructure opportunities that improve health and wellbeing outcomes for residents.
- 2.4.4 Support the provision of services by Council or others for people of all abilities.

The following strategies, policies and plans relate to this strategic objective:

- Access and Inclusion Action Plan
- Age Friendly Strategy
- Arts and Culture Policy and Action Plan
- Cardinia Shire Council Graffiti Policy and Action Plan
- Community Engagement Policy
- Cultural Diversity Policy and action plan
- Food Strategy
- Liveability Plan
- Municipal Emergency Management Plan
- Reconciliation Action Plan
- Safer Communities Strategy
- Social and Affordable Housing Strategy

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Arts and culture
- Community development
- Community resilience
- Community strengthening management

- Events
- Family and community services management
- Social and community planning

3 Our environment

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

What we want to achieve and how we will achieve it:

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 Road Management Act 2004.
- 3.1.2 Develop new and maintain existing parks, gardens and reserves in a sustainable way.
- 3.1.3 Provide accessible facilities to meet identified community needs.
- 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 Transport linkages connecting towns

- 3.2.1 Upgrade Council roads to improve safety while considering the traffic demand of the community.
- 3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.
- 3.2.3 Develop transport networks that incorporate effective public transport.
- 3.2.4 Prioritise multi-use pathways, where practicable, to create networks that connect destinations.
- 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.

3.3 Enhanced natural environment

- 3.3.1 Adapt to the impacts of climate change by working in partnership with the South East Councils Climate Change Alliance and both Australian and Victorian governments.
- 3.3.3 Reduce Council's energy consumption and help the community to do likewise.
- 3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.
- 3.3.5 Manage water in an integrated way, including the reduction of potable water consumption by Council and households.
- 3.3.6 Promote water catchment management practices that improve the quality of our waterways.
- 3.3.7 Protect and improve biodiversity by increasing the area of natural ecosystems across the Shire.
- 3.3.8 Preserve and improve our bushland and natural environment by implementing weed management programs and continuing work on high conservation bushland reserves and roadsides.
- 3.3.9 Manage agricultural land use by supporting farmers to utilise sustainable farming practises.

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.
- 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.
- 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).

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.

- 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.
- 3.5.3 Provide for the sustainable development of rural townships while taking into account their existing character and community needs.
- 3.5.4 Ensure the planning of rural (green wedge) areas protects and enhances important agricultural, environmental, natural resource, infrastructure and recreational values.

The following strategies, policies and plans relate to this strategic objective:

- Aspirational Energy Transition Plan
- Asset Management Policy
- Asset Management Strategy
- Beaconsfield Township Plan
- Bridge Asset Management Plan
- Building Asset Management Plan
- Buildings and Facilities Maintenance Policy
- Bunyip Township Strategy
- Cardinia Planning Scheme (including, Municipal Strategic Statement)
- Cardinia Road Employment Precinct Structure Plan and Development Contribution Plan
- Cardinia Road Precinct Structure Plan and Development Contribution Plan
- Cockatoo Township Strategy
- Community Engagement Policy
- Drainage Asset Management Plan
- Emerald District Strategy
- Environmentally Sustainable Design and Operation Policy
- Fishing Policy
- Garfield Township Strategy
- Gembrook Township Strategy
- Graffiti Policy
- Integrated Water Management Plan
- Koo Wee Rup Township Strategy
- Lang Lang Township Strategy
- Liveability Plan
- Naturestrip Policy
- Officer Precinct Structure Plan and Development Contribution Plan
- Open Air Burning Policy
- Open Space Asset Management Plan
- Pakenham Township Plan
- Pathway Asset Management Plan
- Pedestrian and Bicycle Strategy
- Pest Plant Management Strategy
- Public Toilets Strategy
- Road Management Plan
- Road Management Plan
- Road Safety Strategy
- Shade Policy
- Special Charge Scheme Policy
- Sustainable Environment Strategy
- Upper Beaconsfield Township Strategy
- Waste and Resource Recovery Strategy
- Waste Management Strategy
- Westernport Green Wedge Management Plan

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Asset management
- Bridges
- Building management
- Cleansing
- Development
- Development Contribution Plans
- Drainage maintenance
- Emerald Lake Park – Maintenance and operations
- Engineering services
- Environment maintenance and programs
- Environment management
- Footpaths and street furniture - operations
- General garbage charge
- Green waste
- Growth area planning
- Infrastructure services
- Operations management
- Parks and gardens operations
- Passive reserves
- Planning policy and projects
- Safe and inclusive communities
- Sealed roads and bridges
- Strategic planning
- Unsealed roads
- Waste management
- Weed management

4 Our economy

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

What we want to achieve and how we will achieve it:

4.1 Increased business diversity in Cardinia Shire

- 4.1.1 Plan for and support local employment opportunities.
- 4.1.2 Support the development of existing and new businesses within the Shire.
- 4.1.3 Plan for a staged development of the Officer–Pakenham employment precinct.
- 4.1.4 Plan the development of Officer and Pakenham town centres.
- 4.1.5 Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.
- 4.1.6 Encourage procurement of local products and services.

4.2 Maintained strong agricultural activities

- 4.2.1 Support our farmers and growing agricultural industry in adapting to the changing economy and climate.
- 4.2.2 Identify innovative ways to value-add to the region's primary production and transportation.
- 4.2.3 Advocate for the development of roads and infrastructure required for primary production.
- 4.2.4 Develop a local food brand for Cardinia Shire in partnership with the community.

4.3 Diverse and resilient business community

- 4.3.1 Support small businesses to remain viable in rural townships.
- 4.3.2 Encourage the establishment of tourism and hospitality in appropriate areas of the Shire.
- 4.3.3 Advocate for the delivery of small and large scale projects that enhance and drive economic activity.
- 4.3.4 Work with others to grow economic activity and attract new enterprises.
- 4.3.5 Support businesses and organisations to enhance their skills.

4.4 A local economy supporting the improved health and wellbeing of our communities

- 4.4.1 Lead by example as a health promoting workplace.
- 4.4.3 Support tourism and local businesses that deliver health and wellbeing initiatives.
- 4.4.4 Encourage the procurement and consumption of local food.

The following strategies, policies and plans relate to this strategic objective:

- Beaconsfield Township Plan
- Cardinia Road Employment Precinct Structure Plan and Development Contribution Plan
- Cardinia Road Precinct Structure Plan and Development Contribution Plan
- Casey Cardinia Economic Development Strategy
- Casey Cardinia Investment Attraction Framework
- Cockatoo Township Strategy
- Community Engagement Policy
- Emerald District Strategy
- Garfield Township Strategy
- Koo Wee Rup Township Strategy
- Lang Lang Township Strategy
- Municipal Public Health and Wellbeing Plan
- Officer Precinct Structure Plan and Development Contribution Plan
- Pakenham Township Plan
- Tourism Strategy
- Upper Beaconsfield Township Strategy
- Westernport Green Wedge Management Plan

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Active communities management
- Economic development

5 Our governance

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

What we want to achieve and how we will achieve it:

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.
- 5.1.2 Enhance the community's confidence in Council's community engagement.

5.2 Open governance

- 5.2.1 Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential.
- 5.2.2 Govern and make decisions in the best interests of the Cardinia Shire community.

5.3 Long-term financial sustainability

- 5.3.1 Make financial decisions that achieve the objectives of Council and long-term financial sustainability.
- 5.3.2 Make financial decisions that are fair and ethical and balance costs and benefits between present and future generations.
- 5.3.3 Manage the municipality's finances and assets in a responsible way.
- 5.3.4 Identify and implement programs to achieve Council's debt reduction policy.
- 5.3.5 Identify ways to contain Council's cost base by a focus on innovation and efficiency.

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.
- 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.

The following strategies, policies and plans relate to this strategic objective:

- Budget and Strategic Resource Plan
- Community Engagement Policy
- Council Plan

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Communications
- Corporate financials
- Corporate management
- Customer communications
- Customer service
- Egap
- Finance management
- Fleet and workshop
- Governance and property
- HR and learning and organisation development
- Information services
- Mayor and Councillors
- Property and valuation
- Purchasing
- Rates and revenue services

- Rental properties
- Risk, health and safety
- Service planning and improvement

Strategic Resource Plan

Comprehensive Income Statement

For the four years ending 30 June 2023

	Forecast	Budget	Strategic Resource Plan Projections		
	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Income					
Rates and charges	90,381	97,299	102,350	107,123	112,079
Statutory fees and fines	4,914	5,022	5,133	5,247	5,369
User fees	2,880	3,625	3,698	3,773	3,857
Grants - Operating	13,616	14,338	13,873	14,164	14,462
Grants - Capital	10,042	19,562	21,511	21,478	17,194
Contributions - monetary	222	350	350	350	350
Capital contributions - monetary	192	625	0	0	0
Development levies - monetary	12,400	17,265	18,686	21,398	25,614
Contributions - non-monetary	52,962	45,000	45,000	45,000	45,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,014)	987	0	0	0
Other income	4,080	3,527	3,624	3,724	3,831
Total Income	190,674	207,599	214,226	222,257	227,757
Expenses					
Employee costs	37,272	39,523	40,969	42,316	43,828
Materials and services	47,960	50,444	51,669	52,523	54,240
Bad & doubtful debts	201	176	176	176	176
Depreciation and amortisation	22,617	25,054	27,138	28,823	30,013
Borrowing costs	2,626	2,420	2,414	2,125	1,908
Other expenses	2,369	2,399	2,853	2,506	2,566
Total Expenses	113,045	120,016	125,219	128,469	132,730
Surplus/(deficit) for the year	77,630	87,583	89,008	93,788	95,026
less Capital income & other abnormals	(74,582)	(83,439)	(85,197)	(87,876)	(87,808)
Adjusted underlying result	3,047	4,144	3,810	5,913	7,218

Balance Sheet

For the four years ending 30 June 2023

	Forecast	Budget	Strategic Resource Plan		
	2018-19	2019-20	Projections		
	\$'000	\$'000	2020-21	2021-22	2022-23
			\$'000	\$'000	\$'000
Current assets					
Cash and cash equivalents	43,714	34,004	22,279	25,217	43,406
Trade and other receivables	18,330	19,264	19,988	20,687	21,426
Other financial assets	51,500	51,500	51,500	51,500	51,500
Inventories	26	26	26	26	26
Other assets	1,773	1,773	1,773	1,773	1,773
Total current assets	115,343	106,567	95,566	99,203	118,130
Non-current assets					
Trade and other receivables	11,483	11,483	11,483	11,483	11,483
Investments in associates and joint ventures	1,493	1,493	1,493	1,493	1,493
Property, infrastructure, plant and equipment	1,570,682	1,668,628	1,772,995	1,856,078	1,927,407
Intangible assets	587	587	587	587	587
Total non-current assets	1,584,245	1,682,191	1,786,558	1,869,641	1,940,970
Total assets	1,699,588	1,788,758	1,882,124	1,968,844	2,059,100
Current liabilities					
Trade and other payables	20,540	23,711	24,755	21,419	19,851
Trust funds and deposits	12,422	12,422	12,422	12,422	12,422
Provisions	3,990	4,090	4,192	4,297	4,405
Interest bearing liabilities	4,786	4,911	3,963	3,441	3,041
Total current liabilities	41,737	45,134	45,333	41,579	39,719
Non-current liabilities					
Trade and other payables	10,261	10,261	10,261	10,261	10,261
Provisions	4,012	4,112	4,236	4,363	4,493
Interest bearing liabilities	32,378	30,467	34,504	31,063	28,022
Total non-current liabilities	46,651	44,841	49,001	45,686	42,776
Total liabilities	88,389	89,975	94,333	87,265	82,495
Net assets	1,611,200	1,698,783	1,787,791	1,881,579	1,976,605
Equity					
Accumulated Surplus	1,002,075	1,088,929	1,181,760	1,264,537	1,356,446
Reserves	609,125	609,854	606,030	617,042	620,159
Total equity	1,611,200	1,698,783	1,787,791	1,881,579	1,976,605

Statement of Changes in Equity

For the four years ending 30 June 2023

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018-19				
Balance at beginning of the financial year	1,533,570	921,926	552,374	59,270
Surplus/(deficit) for the year	77,630	77,630	0	0
Transfer from reserves	0	14,919	0	(14,919)
Transfer to reserves	0	(12,400)	0	12,400
Balance at end of the financial year	1,611,200	1,002,075	552,374	56,751
2019-20				
Balance at beginning of the financial year	1,611,200	1,002,075	552,374	56,751
Surplus/(deficit) for the year	87,583	87,583	0	0
Transfer from reserves	0	16,536	0	(16,536)
Transfer to reserves	0	(17,265)	0	17,265
Balance at end of the financial year	1,698,783	1,088,929	552,374	57,480
2020-21				
Balance at beginning of the financial year	1,698,783	1,088,929	552,374	57,480
Surplus/(deficit) for the year	89,008	89,008	0	0
Transfer from reserves	0	22,510	0	(22,510)
Transfer to reserves	0	(18,686)	0	18,686
Balance at end of the financial year	1,787,791	1,181,760	552,374	53,656
2021-22				
Balance at beginning of the financial year	1,787,791	1,181,760	552,374	53,656
Surplus/(deficit) for the year	93,788	93,788	0	0
Transfer from reserves	0	10,386	0	(10,386)
Transfer to reserves	0	(21,398)	0	21,398
Balance at end of the financial year	1,881,579	1,264,537	552,374	64,668
2022-23				
Balance at beginning of the financial year	1,881,579	1,264,537	552,374	64,668
Surplus/(deficit) for the year	95,026	95,026	0	0
Transfer from reserves	0	22,497	0	(22,497)
Transfer to reserves	0	(25,614)	0	25,614
Balance at end of the financial year	1,976,605	1,356,446	552,374	67,785

Statement of Cash Flows

For the four years ending 30 June 2023

	Strategic Resource Plan				
	Forecast	Budget	Projections		
	2018-19	2019-20	2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	89,742	96,585	101,830	106,631	111,568
Statutory Fees and fines	4,914	5,022	5,133	5,247	5,369
User Fees	6,236	3,404	3,495	3,566	3,629
Grants - operating	13,616	14,338	13,873	14,164	14,462
Grants - capital	10,042	19,562	21,511	21,478	17,194
Contributions - monetary	222	350	350	350	350
Capital Contributions (Cash)	192	625	0	0	0
Development Levies (Cash)	12,400	17,265	18,686	21,398	25,614
Interest received	1,770	1,823	1,878	1,934	1,992
Trust funds and deposits taken/repaid	1,362	0	0	0	0
Other receipts	2,310	1,704	1,746	1,790	1,839
Employee costs	(37,077)	(39,323)	(40,743)	(42,084)	(43,590)
Materials and services	(45,255)	(49,847)	(53,653)	(58,542)	(58,549)
Net cash provided by operating activities	60,473	71,508	74,106	75,932	79,879
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(67,431)	(82,765)	(87,405)	(67,806)	(57,285)
Proceeds from sale of property, infrastructure, plant and equipment	0	5,753	900	900	944
Net cash used in investing activities	(67,431)	(77,012)	(86,505)	(66,906)	(56,341)
Cash flows from financing activities					
Finance costs	(2,626)	(2,420)	(2,414)	(2,125)	(1,908)
Proceeds from borrowings	0	3,000	8,000	0	0
Repayment of borrowings	(4,514)	(4,786)	(4,911)	(3,963)	(3,441)
Net cash provided by (used in) financing activities	(7,140)	(4,205)	675	(6,088)	(5,349)
Net change in cash & cash equivalents	(14,097)	(9,710)	(11,724)	2,938	18,188
Cash & cash equivalents at start of year	57,811	43,714	34,004	22,279	25,217
Cash & cash equivalents at end of year	43,714	34,004	22,279	25,217	43,406

Statement of Capital Works

For the four years ending 30 June 2023

	Forecast	Budget	Strategic Resource Plan Projections		
	2018-19	2019-20	2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000	\$'000
New works					
Property					
Land	8,241	6,236	16,858	1,733	2,724
Buildings	15,518	21,015	17,192	7,906	4,677
Total Property	23,759	27,251	34,050	9,639	7,401
Plant and equipment					
Plant, machinery and equipment	3,515	2,115	1,853	2,308	2,191
Fixtures, fittings and furniture	160	210	220	221	232
Computers and telecommunications	410	560	581	582	584
Total Plant and equipment	4,085	2,885	2,654	3,110	3,007
Infrastructure					
Roads	15,608	14,095	22,752	34,326	37,351
Bridges	1,314	452	480	461	451
Footpaths and cycleways	2,166	1,369	1,550	1,455	1,559
Drainage	421	450	466	485	516
Recreation, leisure and community facilities	11,592	8,191	11,239	7,342	4,296
Parks, open space and streetscapes	7,037	3,138	1,089	1,818	2,010
Off street car parks	881	546	1,066	131	141
Other infrastructure	566	2,624	526	456	554
Total Infrastructure	39,587	30,865	39,167	46,474	46,877
Total capital works expenditure	67,431	61,002	75,871	59,223	57,285
Represented by:					
New asset expenditure	28,674	28,728	42,889	19,844	12,744
Asset renewal expenditure	15,365	15,777	12,832	12,438	14,362
Asset upgrade expenditure	5,750	12,415	18,146	26,011	29,884
Asset expansion expenditure	17,643	4,082	2,005	930	295
Total capital works expenditure	67,431	61,002	75,871	59,223	57,285
Funding sources represented by:					
Grants	10,042	19,562	21,511	21,478	17,194
Contributions	21,600	10,935	19,811	3,400	13,193
Council cash	35,789	27,505	26,549	34,345	26,898
Borrowings	0	3,000	8,000	0	0
Total capital works expenditure	67,431	61,002	75,871	59,223	57,285

Statement of Human Resources

For the four years ending 30 June 2023

	Strategic Resource Plan				
	Forecast	Budget	Projections		
	2018-19	2019-20	2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Salaries and Oncosts	36,384	39,108	40,539	41,870	43,369
Total staff expenditure	36,384	39,108	40,539	41,870	43,369
Staff numbers	EFT	EFT	EFT	EFT	EFT
Employees	356.1	375.5	374.4	373.8	373.8
Total staff numbers	356.1	375.5	374.4	373.8	373.8

Summaries of human resources expenditure and Equivalent Full Time (EFT) counts, categorised according to the organisational structure of Council, are included below.

Division	Budget 2019-20 \$'000	Comprises			
		Permanent		Casual	Temporary
		Full Time \$'000	Part Time \$'000	\$'000	\$'000
Chief Executive Officer	2,058	1,897	162	-	-
Customer, People and Performance	5,203	4,277	926	-	-
Infrastructure and Environment	16,157	14,370	1,660	128	-
Liveable Communities	10,830	7,584	3,105	123	17
Office of the CEO	3,263	3,010	254	-	-
Total permanent, casual and temporary staff	37,511	31,137	6,106	251	17
Other staff	1,597				
Total expenditure	39,108				

The dollar amounts in the tables above include salaries and oncosts only. The Employee benefits figure in the Comprehensive Income Statement also includes additional items of expenditure, including fringe benefits tax, overtime, trainees and uniform.

Division	Budget 2019-20 EFT	Comprises			
		Permanent		Casual	Temporary
		Full Time EFT	Part Time EFT	EFT	EFT
Chief Executive Officer	11.1	10.5	0.6	-	-
Customer, People and Performance	49.6	38.0	11.6	-	-
Infrastructure and Environment	171.6	151.0	20.0	0.6	-
Liveable Communities	95.3	66.0	28.1	0.9	0.2
Office of the CEO	30.0	27.5	2.5	-	-
Total permanent, casual and temporary staff	357.6	293.0	62.9	1.5	0.2
Other staff	17.8				
Total EFT	375.5				

Key priority Area	Outcome	Activity	Proposed Actions 2019-20	Proposed Actions 2020-21	Proposed Actions 2021-22	Proposed Actions 2022-23
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	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.	Evaluate and report on the utilisation of facilities (includes My Place and MCH service delivery in the centres)	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.	Implement workforce development opportunities for universal services in meeting the needs of refugee/asylum seeker/CALD communities.
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building. The Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.	Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building. The Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.	Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building. The Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.	Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building. The Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	Start the design stage of the Integrated Children's' Centre at Brunt Road.	Commence the construction of the Integrated Children's' Centre at Brunt Road.	Complete the construction of the integrated Children's Centre at Brunt Road.	
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	Progress the construction and fit-out of the Integrated Children's Centre at Timbertop.	Complete the construction, fit-out and opening of the Integrated Children's Centre at Timbertop.		
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.			Begin the design of the Thewlis Road Integrated Children's Centre.	Commence the construction of the Thewlis Road Integrated Children's Centre.
1 Our People	1.1 Access to a variety of services for all	1.1.2 Routinely review overall community needs for services and either deliver or advocate for others to provide services to meet those needs.	Report on the outcomes being achieved through the joint learning and service support model 'Our Place' for Bridgewood and identify where the learning can be applied to the development of the next Integrated Child and Family Centre.			
1 Our People	1.1 Access to a variety of services for all	1.1.2 Routinely review overall community needs for services and either deliver or advocate for others to provide services to meet those needs.	Implement year two of the Child, Youth and Family strategy taking the learning from year one to inform future development and to set key priorities.	Implement year three of the Child, Youth and Family strategy taking the learning from years one and two to inform future development and to set key priorities.	Implement year one of the Child, Youth and Family Strategy.	Review year one and implement year two of the Child, Youth and Family Strategy.
1 Our People	1.1 Access to a variety of services for all	1.1.3 Deliver Ageing Well initiatives that support older adults to live longer in their own homes and reduce social isolation.	Develop, adopt and launch the Ageing Well Strategy 2019–24 by working with older adults to establish priorities in line with World Health Organisation guidelines in working towards an Age Friendly Community.	In line with WHO guidelines, work in partnership with older people to develop and deliver the first year of action of the Ageing Well Strategy 2019-2024.	In line with WHO guidelines, work in partnership with older people to develop and deliver the second year of action in the Ageing Well Strategy 2019-2024.	In line with WHO guidelines, work in partnership with older people to develop and deliver the third year of action in the Ageing Well Strategy 2019-2024.

Key priority Area	Outcome	Activity	Proposed Actions 2019-20	Proposed Actions 2020-21	Proposed Actions 2021-22	Proposed Actions 2022-23
1 Our People	1.2 Access to support services and programs for young people	1.2.1 Ensure Council either provides or advocates for others to provide employment, recreation and leisure opportunities for young people.	Review the advocacy efforts for a range of education, training and development opportunities and report on gaps.	Assess local data and evidence with the Youth Strategic Reference Group to assess the needs of young people in securing employment in the Shire and identify gaps and opportunities for advocacy.	Implement advocacy around identified gaps to secure employment for young people.	Provide young people with the opportunity to access low cost locally based recreation and leisure opportunities.
1 Our People	1.2 Access to support services and programs for young people	1.2.2 Advocate for an increase in locally based health and wellbeing services to support young people.	Implement priorities within the Playground renewal program. Projects nominated include: Nar Nar Goon Recreation Reserve, Nar Nar Goon, James St, Lang Lang, Dick Jones Reserve, Lang Lang and Tantallon Bvd Detention Basin, Beaconsfield.	Implement priorities within the Playground Strategy and playground renewal program. Projects nominated include: Keith Ewenson Park, Upper Beaconsfield, Kath Roberts Reserve, Beaconsfield, Redwood Rd Reserve, Gembrook and Jim Parks Reserve, Beaconsfield.	Implement priorities within the Playground Strategy and playground renewal program. Projects nominated include: PB Ronald Reserve, Pakenham, Greenland Ct, Garfield, Mountain Road Recreation Reserve, Cockatoo and Ebony Drive Reserve, Pakenham.	Implement priorities within the Playground Strategy and playground renewal program. Projects nominated include: Dutton Place, Heritage Springs, Village Green, Beaconsfield, Bayles Fauna Park, Bayles and Barker Rd, Garfield.
1 Our People	1.2 Access to support services and programs for young people	1.2.2 Advocate for an increase in locally based health and wellbeing services to support young people.	Measure and report on effectiveness of current integrated service provision for young people in the Shire.	Undertake a local review of youth needs through the Youth Forum Survey in partnership with local steering committees and networks.	Share findings of Youth Forum Survey and develop action plan in partnership with key stakeholders.	Implement Youth Forum action plan in partnership with key stakeholders.
1 Our People	1.2 Access to support services and programs for young people	1.2.3 Investigate opportunities for allied services to be co-located with Council facilities	Continue to support agencies from across the region to locate in Cardinia with consideration to My Place capacity.	Continue to support agencies from across the region to locate in Cardinia with consideration to My Place capacity.	Continue to support agencies from across the region to locate in Cardinia with consideration to My Place capacity.	Continue to support agencies from across the region to locate in Cardinia with consideration to My Place capacity.
1 Our People	1.3 Learning opportunities for all ages and abilities	1.3.1 Advocate to the Victorian Government to partner with Council during the development of new primary and secondary schools.	Identify the need for new schools annually and advocate to the Victorian Government and local MPs for the allocation of funding in the state budget.	Identify the need for new schools annually and advocate to the Victorian Government and local MPs for the allocation of funding in the state budget.	Identify the need for new schools annually and advocate to the Victorian Government and local MPs for the allocation of funding in the state budget.	Identify the need for new schools annually and advocate to the Victorian Government and local MPs for the allocation of funding in the state budget.
1 Our People	1.3 Learning opportunities for all ages and abilities	1.3.2 Advocate to Australian and Victorian governments for post-compulsory and vocational training that meets the needs of local employers and residents	Work with education providers to enhance opportunities for further education for residents of all ages.	Advocate where possible regarding the challenges of access to higher education in the interface regions.	Advocate where possible regarding the challenges of access to higher education in the interface regions.	Advocate where possible regarding the challenges of access to higher education in the interface regions.
1 Our People	1.3 Learning opportunities for all ages and abilities	1.3.3 Support the provision of learning opportunities for all ages and abilities.	Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses and senior citizen centres.	Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses and senior citizen centres.	Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses and senior citizen centres.	Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses and senior citizen centres.
1 Our People	1.4 Improved health and wellbeing for all	1.4.1 Source funding and deliver a range of initiatives that promote health and wellbeing.	Coordinate health and wellbeing initiatives across the Shire in line with the priorities set in Cardinia Shire's Liveability Plan 2017-29.	Coordinate health and wellbeing initiatives across the Shire in line with the priorities set in Cardinia Shire's Liveability Plan 2017-29.	Coordinate health and wellbeing initiatives across the Shire in line with the priorities set in Cardinia Shire's Liveability Plan 2017-29.	Coordinate health and wellbeing initiatives across the Shire in line with the priorities set in Cardinia Shire's Liveability Plan 2017-29.
1 Our People	1.4 Improved health and wellbeing for all	1.4.1 Source funding and deliver a range of initiatives that promote health and wellbeing.	Facilitate the delivery of an annual action plan to support inclusion for the LGBTIQ+ community in Cardinia Shire.	Facilitate the delivery of an annual action plan to support inclusion for the LGBTIQ+ community in Cardinia Shire.	Facilitate the delivery of an annual action plan to support inclusion for the LGBTIQ+ community in Cardinia Shire.	Facilitate the delivery of an annual action plan to support inclusion for the LGBTIQ+ community in Cardinia Shire.
1 Our People	1.4 Improved health and wellbeing for all	1.4.2 Develop the new Municipal Public Health and Wellbeing Plan and review annually.	Implement the Liveability Plan 'Action Agenda' by November 2019 and complete an annual progress report.	Implement the Liveability Plan 'Action Agenda' by November 2020, undertake a 4-year evaluation and update the Liveability Plan according to the Public Health and Wellbeing Act 2008.	Implement the Liveability Plan 'Action Agenda' by November 2021 and adopt the reviewed Liveability Plan.	Implement the Liveability Plan 'Action Agenda' by November 2022 and complete an annual progress report.

Key priority Area	Outcome	Activity	Proposed Actions 2019-20	Proposed Actions 2020-21	Proposed Actions 2021-22	Proposed Actions 2022-23
1 Our People	1.4 Improved health and wellbeing for all	1.4.3 Routinely investigate community health and wellbeing issues to inform Council's planning and activities.	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning.	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning.	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning.	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning.
1 Our People	1.4 Improved health and wellbeing for all	1.4.4 Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities.	Ensure that the needs of children and young people with additional needs are clearly represented within the review of the Child, Youth and Family Strategy and work in partnership with others to ensure that local service delivery is inclusive of their needs - in particular children and young people from CALD communities and those with a disability.	Completion and activation of the Pakenham Hills Parentzone Hub and the provision of parenting advice, education and support.	Continue to implement strategies as informed by the State Government Early Years 10-year Compact Priorities for children and families.	Continue to implement strategies as informed by the State Government Early Years 10-year Compact Priorities for children and families.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Complete design for Bunyip Indoor Stadium.			
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Deep Creek Reserve (Pakenham) - commence construction of indigenous plant nursery.	Deep Creek Reserve (Pakenham) - Master Plan – Commence construction of retarding basin, wetlands, pathways and landscaping.		
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Lang Lang Community and Recreation Precinct - Commence building the pavilion.	Lang Lang Community and Recreation Precinct - Finalise the pavilion construction.		
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	James Bathe Reserve (Pakenham) – commence construction of the pavilion.	James Bathe Reserve (Pakenham) – complete construction of the pavilion.	James Bathe Reserve (Pakenham) - complete outstanding items identified in the masterplan.	
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Commence the construction of the Worrell Reserve Sports Pavilion.	Complete the construction of the Worrell Reserve Sports Pavilion.		
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups.	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups.	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups.	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups.
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Complete the construction and fit-out of the Emerald Netball Pavilion.			
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Complete the construction and fit-out of the KWR Bowls Club. This project is dependent on external funding confirmation.			

Key priority Area	Outcome	Activity	Proposed Actions 2019-20	Proposed Actions 2020-21	Proposed Actions 2021-22	Proposed Actions 2022-23
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Progress the construction and fit-out of the KWR Football/Cricket Pavilion.	Finalise the construction and fit-out for opening of the KWR Football/Cricket Pavilion.		
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Progress the construction of the Cora Lynn Reserve Pavilion.	Finalise the construction and fit-out for opening of the Cora Lynn Reserve Pavilion.		
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Commence the construction and fit-out of the extension of the Bunyip Basketball Stadium. The timing of this project is subject to external funding confirmation.			
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Implement recommendations of Recreation Reserves management and maintenance review.	Implement recommendations of Recreation Reserves management and maintenance review.		
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of residents.	Commence preparation of Open Space Strategy.			
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.2 Increase opportunities for residents to participate in a range of sport, recreation and leisure activities.	Comely Banks Reserve - commence construction of playing fields and associated works.	Comely Banks Reserve - complete construction of playing fields and associated works.		
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.2 Increase opportunities for residents to participate in a range of sport, recreation and leisure activities.	Commence Construction of Comely Banks Reserve Pavilion.	Comely Banks Reserve - complete construction of Pavilion.		
1 Our People	1.6 Increased awareness of safety	1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.	Support the implementation of family violence projects in the Shire at a local, regional and state level including the Together We Can initiative.	Support the implementation of family violence projects in the Shire at a local, regional and state level including the Together We Can initiative.	Support the implementation of family violence projects in the Shire at a local, regional and state level including the Together We Can initiative.	Support the implementation of family violence projects in the Shire at a local, regional and state level including the Together We Can initiative.
1 Our People	1.6 Increased awareness of safety	1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.
1 Our People	1.6 Increased awareness of safety	1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.	Continue to work with key agencies and partners to maintain our designation as an International Safe Community and address safety issues within Cardinia Shire.	Continue to work with key agencies and partners to maintain our designation as an International Safe Community and address safety issues within Cardinia Shire.	Continue to work with key agencies and partners to maintain our designation as an International Safe Community and address safety issues within Cardinia Shire.	Continue to work with key agencies and partners to maintain our designation as an International Safe Community and address safety issues within Cardinia Shire.
1 Our People	1.6 Increased awareness of safety	1.6.2 Improve awareness of township safety in local communities.	Engage with communities to help them better understand their known risks through the delivery of the annual Community Emergency Resilience Forum and through alignment with Resilient Melbourne.	Engage with communities to help them better understand their known risks through the delivery of the annual Community Emergency Resilience Forum and through alignment with Resilient Melbourne.	Engage with communities to help them better understand their known risks through the delivery of the annual Community Emergency Resilience Forum and through alignment with Resilient Melbourne.	Engage with communities to help them better understand their known risks through the delivery of the annual Community Emergency Resilience Forum and through alignment with Resilient Melbourne.

Key priority Area	Outcome	Activity	Proposed Actions 2019-20	Proposed Actions 2020-21	Proposed Actions 2021-22	Proposed Actions 2022-23
1 Our People	1.7 Minimised impact of emergencies	1.7.1 Implement plans that support people in times of emergency.	Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their effectiveness in relation to the Shire's risk profile. Review the Municipal Emergency Management Plan and sub plans in line with their review cycle.	Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their effectiveness in relation to the Shire's risk profile. Review the Municipal Emergency Management Plan and sub plans in line with their review cycle.	Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their effectiveness in relation to the Shire's risk profile. Review the Municipal Emergency Management Plan and sub plans in line with their review cycle.	Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their effectiveness in relation to the Shire's risk profile. Review the Municipal Emergency Management Plan and sub plans in line with their review cycle.
1 Our People	1.7 Minimised impact of emergencies	1.7.2 Implement effective plans and procedures that minimise the impact of all emergencies in the Shire.	Continue to implement the long term plan for burning on Council land. Conduct annual fire inspection program.	Continue to implement the long term plan for burning on Council land. Conduct annual fire inspection program.	Continue to implement the long term plan for burning on Council land. Conduct annual fire inspection program.	Continue to implement the long term plan for burning on Council land. Conduct annual fire inspection program.
1 Our People	1.7 Minimised impact of emergencies	1.7.3 Protect against the impacts of emergencies through effective preparation and community planning and education.	Support community preparedness initiatives and assist communities to develop community emergency management plans with a particular focus on high risk communities. Utilise social media and publications to promote awareness of safety measures to support residents in the areas of heat health, thunderstorm asthma, fire preparation activities etc.	Support community preparedness initiatives and assist communities to develop community emergency management plans with a particular focus on high risk communities. Utilise social media and publications to promote awareness of safety measures to support residents in the areas of heat health, thunderstorm asthma, fire preparation activities etc.	Support community preparedness initiatives and assist communities to develop community emergency management plans with a particular focus on high risk communities. Utilise social media and publications to promote awareness of safety measures to support residents in the areas of heat health, thunderstorm asthma, fire preparation activities etc.	Support community preparedness initiatives and assist communities to develop community emergency management plans with a particular focus on high risk communities. Utilise social media and publications to promote awareness of safety measures to support residents in the areas of heat health, thunderstorm asthma, fire preparation activities etc.
2 Our Community	2.1 Our diverse community requirements met	2.1.1 Monitor and research emerging community trends to help plan for the needs of residents.	Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database (i.e. factsheets, population projection updates and social health profile).	Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database (i.e. factsheets, population projection updates and social health profile).	Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database (i.e. factsheets, population projection updates and social health profile).	Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database (i.e. factsheets, population projection updates and social health profile).
2 Our Community	2.1 Our diverse community requirements met	2.1.2 Promote access to and encourage, a mix of housing types to cater for the varying needs of people in the Cardinia community.	Deliver the actions in the Social and Affordable Housing Strategy.	Deliver the actions in the Social and Affordable Housing Strategy.	Deliver the actions in the Social and Affordable Housing Strategy.	Deliver the actions in the Social and Affordable Housing Strategy.
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.	Plan and implement a Shire-wide Public Art Program which includes both permanent and ephemeral public art outcomes, including the planning for a new public art commission for Port Ward.	Continue to develop and implement a Shire-wide Public Art Program which includes both permanent and ephemeral public art outcomes, including the implementation of a new public art commission for Port Ward.	Continue to develop and implement a Shire-wide Public Art Program which includes both permanent and ephemeral public art outcomes, including the planning for a new public art commission for Central Ward.	Continue to develop and implement a Shire-wide Public Art Program which includes both permanent and ephemeral public art outcomes, including the implementation of a new public art commission for Central Ward.
2 Our Community	2.1 Our diverse community requirements met	2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities.	Curate and activate the Shire's new arts facilities including Hills Hub Artspace, CCC Artspace, CCC Dance/Rehearsal studios, and Officer Community Hub; as well as beginning to activate outdoor sites with arts initiatives such as Emerald Lake Park, Lakeside Pakenham and other suitable sites.	Activate the Cardinia Art Space in conjunction with a range of hub and spoke activities to bring art to the community.	Activate the Cardinia Art Space in conjunction with a range of hub and spoke activities to bring art to the community.	Activate the Cardinia Art Space in conjunction with a range of hub and spoke activities to bring art to the community.
2 Our Community	2.1 Our diverse community requirements met	2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities.	Create and implement an overarching Arts Grants Program including support for professional arts residencies (working with the community); community artists, organisations and festivals; and new creative industry initiatives.	Implement an overarching Arts Grants Program including support for professional arts residencies (working with the community); community artists, organisations and festivals; and new creative industry initiatives.	Implement an overarching Arts Grants Program including support for professional arts residencies (working with the community); community artists, organisations and festivals; and new creative industry initiatives.	Implement an overarching Arts Grants Program including support for professional arts residencies (working with the community); community artists, organisations and festivals; and new creative industry initiatives.

Key priority Area	Outcome	Activity	Proposed Actions 2019-20	Proposed Actions 2020-21	Proposed Actions 2021-22	Proposed Actions 2022-23
2 Our Community	2.1 Our diverse community requirements met	2.1.4 Plan for the provision of facilities to service and support the changing community.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.
2 Our Community	2.1 Our diverse community requirements met	2.1.5 Work with local communities to review and implement township strategies that contribute to meeting the needs of those communities.	Incorporate planning strategies and controls into the planning scheme from studies.	Incorporate planning strategies and controls into the planning scheme from studies.	Incorporate planning strategies and controls into the planning scheme from studies.	Incorporate planning strategies and controls into the planning scheme from studies.
2 Our Community	2.2 Engaged communities	2.2.1 Provide a range of opportunities that encourage community participation in Council policy and strategy development.	Commence development of the first Community Vision for Cardinia Shire in accordance with Local Government Act.	Develop and promote the first Community Vision for Cardinia Shire in accordance with Local Government Act.	Report to Council on the community engagement and participation activities throughout the year.	Report to Council on the community engagement and participation activities throughout the year.
2 Our Community	2.2 Engaged communities	2.2.2 Communicate the activities and decisions of Council to the residents in a variety of ways.	Identify opportunities to expand online and social media interactions with the community.	Identify opportunities to expand online and social media interactions with the community.	Continue to take advantage of new social media and online platforms to communicate and engage with our community.	Continue to take advantage of new social media and online platforms to communicate and engage with our community.
2 Our Community	2.2 Engaged communities	2.2.2 Communicate the activities and decisions of Council to the residents in a variety of ways.	Increase Council's ability to engage through online channels by implementing a centralised online community engagement platform.	Implement and promote the online community engagement platform for Council activities to engage with the community.	Implement and promote the online community engagement platform for Council activities to engage with the community.	Review and update the online community engagement platform for Council activities to engage with the community.
2 Our Community	2.2 Engaged communities	2.2.3 Embrace and support community leadership.	Deliver the community leadership program in the Shire by providing targeted training for community groups/leaders with the focus of strengthening governance in Section 86 Committees.	Deliver the community leadership program in the shire by providing targeted training for community groups/leaders.	Deliver the community leadership program in the shire by providing targeted training for community groups/leaders.	Deliver the community leadership program in the shire by providing targeted training for community groups/leaders.
2 Our Community	2.3 Increased levels of community participation	2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.	Finalise and implement the Cultural Diversity Action Plan.	Implement the Cultural Diversity Action Plan.	Implement the Cultural Diversity Action Plan.	In consultation with key stakeholders, develop the 2024 - 2028 Cultural Diversity Action Plan. Evaluate the 2019 - 2023 Cultural Diversity Action Plan.
2 Our Community	2.3 Increased levels of community participation	2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.	Finalise consultation with key stakeholders for the development of the 2019 - 2023 Reconciliation Action Plan.	Implement the Reconciliation Action Plan.	Implement the Reconciliation Action Plan.	In consultation with key stakeholders, develop the 2024 - 2028 Reconciliation Action Plan. Evaluate the 2019 - 2023 Reconciliation Action Plan.
2 Our Community	2.3 Increased levels of community participation	2.3.2 Recognise, support and promote the value of volunteerism in our communities.	Host annual Mayoral Volunteer Reception to recognise and value the contribution of volunteers in our Shire.	Host annual Mayoral Volunteer Reception to recognise and value the contribution of volunteers in our Shire.	Host annual Mayoral Volunteer Reception to recognise and value the contribution of volunteers in our Shire.	Host annual Mayoral Volunteer Reception to recognise and value the contribution of volunteers in our Shire.
2 Our Community	2.3 Increased levels of community participation	2.3.3 Strengthen Council's community engagement through the development, implementation and promotion of effective practices.	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 community participation.	Provide training and support to staff across the organisation regarding the Community Engagement Framework and Toolkit to enhance community participation.	Provide training and support to staff across the organisation regarding the Community Engagement Framework and Toolkit to enhance community participation.
2 Our Community	2.4 Improved health and wellbeing of our residents	2.4.1 Increase the communities understanding of health issues and options to help them make appropriate decisions.		Plan and deliver a Community Summit in line with the Liveability Plan priorities.		Plan and deliver a Community Summit in line with the Liveability Plan priorities.

Key priority Area	Outcome	Activity	Proposed Actions 2019-20	Proposed Actions 2020-21	Proposed Actions 2021-22	Proposed Actions 2022-23
2 Our Community	2.4 Improved health and wellbeing of our residents	2.4.2 Enhance food literacy and security within the community	Implement the Cardinia Community Food Strategy.	Implement the Cardinia Community Food Strategy.	Implement the Cardinia Community Food Strategy.	Implement the Cardinia Community Food Strategy.
2 Our Community	2.4 Improved health and wellbeing of our residents	2.4.3 Help establish partnerships and social infrastructure opportunities that improve health and wellbeing outcomes for residents.	Work with partners to ensure local health and wellbeing priorities are being addressed.	Work with partners to ensure local health and wellbeing priorities are being addressed.	Work with partners to ensure local health and wellbeing priorities are being addressed.	Work with partners to ensure local health and wellbeing priorities are being addressed.
2 Our Community	2.4 Improved health and wellbeing of our residents	2.4.4 Support the provision of services by Council or others for people of all abilities.	Implement the Disability, Access and Inclusion Action Plan.	Implement the Disability, Access and Inclusion Action Plan.	Implement the Disability, Access and Inclusion Action Plan.	Implement the Disability, Access and Inclusion Action Plan.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.1 Maintain all Council roads and supporting infrastructure in accordance with the Roads Management Act 2004.	Inspections and maintenance of the road network in accordance with the Road Management Plan.	Inspections and maintenance of the road network in accordance with the Road Management Plan.	Inspections and maintenance of the road network in accordance with the Road Management Plan.	Inspections and maintenance of the road network in accordance with the Road Management Plan.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.1 Maintain all Council roads and supporting infrastructure in accordance with the Roads Management Act 2004.	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans.	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans.	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans.	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.2 Develop new and maintain existing parks, gardens and reserves in a sustainable way.	Commence the new Parks and Gardens Maintenance Contract.			
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.2 Develop new and maintain existing parks, gardens and reserves in a sustainable way.	Progressively implement the recommended actions from the adopted Shade Structures strategy.	Progressively implement the recommended actions from the adopted Shade Structures strategy.	Progressively implement the recommended actions from the adopted Shade Structures strategy.	Progressively implement the recommended actions from the adopted Shade Structures strategy.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	Formally open the new Hills Hub and commence operations with stakeholders.	Continue operations and engagement with community stakeholders to activate the Hills Hub.		
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse community. Works will meet enhanced and over and above Disability Discrimination Act requirements where feasible.	Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse community. Works will meet enhanced and over and above Disability Discrimination Act requirements where feasible.	Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse community. Works will meet enhanced and over and above Disability Discrimination Act requirements where feasible.	Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse community. Works will meet enhanced and over and above Disability Discrimination Act requirements where feasible.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.		Depot Master Plan (Pakenham) - stage 5 and 6 - construction of plant and light fleet sheds, consolidation of handyman crew, sign crew, workshop functions and compliance issues.		

Key priority Area	Outcome	Activity	Proposed Actions 2019-20	Proposed Actions 2020-21	Proposed Actions 2021-22	Proposed Actions 2022-23
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	Conduct a program of resurfacing of playing surfaces at recreation reserves in accordance with program.	Conduct a program of resurfacing of playing surfaces at recreation reserves in accordance with program.	Conduct a program of resurfacing of playing surfaces at recreation reserves in accordance with program.	Conduct a program of resurfacing of playing surfaces at recreation reserves in accordance with program.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.4 Manage Council's assets like roads, drainage, footpaths and buildings, etc. in a way that ensures they are adequately maintained over their life.	Review of Road Asset Management Plan and Buildings Asset Management Plan.	Review of Drainage Asset Management Plan.	Review of Bridges Asset Management Plan and Open Space Asset Management Plan.	Review of Roads Asset Management Plan and Pathways Asset Management Plan.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.4 Manage Council's assets like roads, drainage, footpaths and buildings, etc. in a way that ensures they are adequately maintained over their life.	Continue to support the conservation of sites of heritage significance throughout the Shire.	Continue to support the conservation of sites of heritage significance throughout the Shire.	Continue to support the conservation of sites of heritage significance throughout the Shire.	Continue to support the conservation of sites of heritage significance throughout the Shire.
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.1 Upgrade Council roads to improve safety while considering the traffic demand of the community.	Implement recommendations from revised Road Safety Strategy, including cyclist awareness program.	Implement recommendations from revised Road Safety Strategy, including cyclist awareness program.	Implement recommendations from revised Road Safety Strategy, including cyclist awareness program.	Implement recommendations from revised road safety strategy, including cyclist awareness program.
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.1 Upgrade Council roads to improve safety while considering the traffic demand of the community.	Lang Lang Bypass - Finalise contractual funding arrangements with sand extraction operators ready to commence operations.	Implementation of the Lang Lang Bypass from Westernport Road to McDonalds Track pending funding from sand extraction operators.		
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.	Commence a Road and Drainage Scheme in Cockatoo pending adequate land owner support.	Implement a Road and Drainage Scheme in Cockatoo pending adequate land owner support.	Implement a Road and Drainage Scheme in Cockatoo pending adequate land owner support.	
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.	Begin construction of O'Sullivan's Road, Hill Street and Peet Street (Pakenham) including associated works.	Complete construction of O'Sullivan Road, Hill Street and Peet Street (Pakenham) and finalise scheme.		
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.3 Develop transport networks that incorporate effective public transport.	Implementation of Road Development Program to seal rural collector roads.	Implementation of Road Development Program to seal rural collector roads.		
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.4 Prioritise multi-use pathways, where practicable, to create networks that connect destinations.	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.
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.5 Advocate for and facilitate improved public transport options and major arterial roads to help link employment, educational, recreational and retail activities between the shire's rural and growth areas.	Provide information when required to the linterface Councils' Group and South Eastern Metro Integrated Transport Group to support advocacy campaigns regarding the frequency and coverage of public transport within Cardinia Shire and the South East region.	Provide information when required to the linterface Councils' Group and South Eastern Metro Integrated Transport Group to support advocacy campaigns regarding the frequency and coverage of public transport within Cardinia Shire and the South East region.	Provide information when required to the linterface Councils' Group and South Eastern Metro Integrated Transport Group to support advocacy campaigns regarding the frequency and coverage of public transport within Cardinia Shire and the South East region.	Provide information when required to the linterface Councils' Group and South Eastern Metro Integrated Transport Group to support advocacy campaigns regarding the frequency and coverage of public transport within Cardinia Shire and the South East region.
3 Our Environment	3.3 Enhanced natural environment	3.3.1 Adapt to the impacts of climate change by working in partnership with the South East Councils Climate Change Alliance and both Australian and Victorian governments.	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce council and community energy use).	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce council and community energy use).	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce council and community energy use).	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce council and community energy use).

Key priority Area	Outcome	Activity	Proposed Actions 2019-20	Proposed Actions 2020-21	Proposed Actions 2021-22	Proposed Actions 2022-23
3 Our Environment	3.3 Enhanced natural environment	3.3.3 Reduce Council's energy consumption and help the community to do likewise.	1) Continue to implement ESD strategy for all new and existing Council buildings 2) Continue to work in conjunction with Planning & Development Division and Environment unit to develop a local policy to formalise Sustainable Design Assessment in the Planning Process (SDAPP) through the undertaking of a planning scheme amendment.	Continue to work in conjunction with Planning & Development Division and Environment Unit to meet any requirements to have a local policy gazetted to formalise Sustainable Design Assessment in the Planning Process (SDAPP) through the undertaking of a planning scheme amendment.	Arrange for the local planning policy to be gazetted to amend the planning scheme in order to formalise Sustainable Design Assessment in the planning process (SDAPP) in Cardinia.	
3 Our Environment	3.3 Enhanced natural environment	3.3.3 Reduce Council's energy consumption and help the community to do likewise.	Implement the Aspirational Energy Transition Plan including, energy saving retrofits and solar power for council buildings.	Implement the Aspirational Energy Transition Plan including, energy saving retrofits and solar power for council buildings.	Implement the Aspirational Energy Transition Plan including, solar power for council buildings.	Implement the Aspirational Energy Transition Plan including, solar power for council buildings.
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	Provide waste and resource recovery education, material, and support to schools and early learning centres to improve engagement, knowledge and resource recovery capacity.	Provide waste and resource recovery education, material, and support to schools and early learning centres to improve engagement, knowledge and resource recovery capacity.	Provide waste and resource recovery education, material, and support to schools and early learning centres to improve engagement, knowledge and resource recovery capacity.	Provide waste and resource recovery education, material, and support to schools and early learning centres to improve engagement, knowledge and resource recovery capacity.
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	Undertake tender process for kerbside garbage/recycling/organics waste collection services and recycling processing, considering outcomes of food diversion review. Design and commence delivery of behaviour change program.	Implement new services and roll out behaviour change program that reduce food organic waste to landfill.	Review effectiveness of food organic waste diversion system and behaviour change program, and identify future needs.	Implement program to address needs identified in review of organic waste diversion system and program, deliver ongoing education and promotion to the community.
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	Ensure ongoing benefit of 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).	Ensure ongoing benefit of 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).	Ensure ongoing benefit of 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).	Ensure ongoing benefit of 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).
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	Collaborate on regional project with South East councils and MWRRG to procure landfill and alternative to landfill services, focusing on maximum resource recovery for commencement post 2021.	Collaborate on regional project with South East councils and MWRRG to procure landfill and alternative to landfill services, focusing on maximum resource recovery for commencement post 2021.	Evaluate diversion from landfill achieved through new waste processing contracts and initiatives and develop Waste and Resource Recovery Strategy Action Plan 2022-2026.	Implement new Waste and Resource Recovery Strategy 2022-2026 actions related to resource recovery and landfill diversion.
3 Our Environment	3.3 Enhanced natural environment	3.3.5 Manage water in an integrated way, including the reduction of potable water consumption by Council and households.	Implement the Integrated Water Management Plan including the installation of information boards at chosen WSUD sites and water efficiency upgrades to council facilities.	Implement the Integrated Water Management Plan including implementation of water efficiency measures recommended in previous water audits.	Implement the Integrated Water Management Plan including implementation of water efficiency measures recommended in previous water audits.	Implement the Integrated Water Management Plan including completing water efficiency audits of selected council facilities.
3 Our Environment	3.3 Enhanced natural environment	3.3.6 Promote water catchment management practices that improve the quality of our waterways.	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program. Advocate to South East Water for the timely delivery of the Officer Township backlog program.	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program. Advocate to Yarra Valley Water for the timely delivery of Emerald South and Clematis backlog program.	Reduce off-site discharges by advocating to water authorities to complete the backlog sewer program.	Reduce off-site discharges by advocating to water authorities to complete the backlog sewer program.

Key priority Area	Outcome	Activity	Proposed Actions 2019-20	Proposed Actions 2020-21	Proposed Actions 2021-22	Proposed Actions 2022-23
3 Our Environment	3.3 Enhanced natural environment	3.3.7 Protect and improve biodiversity by increasing the area of natural ecosystems across the Shire.	Enhance biodiversity across the Shire via long term strategic planning and offering community participation opportunities and incentives.	Enhance biodiversity across the Shire via long term strategic planning and offering community participation opportunities and incentives.	Enhance biodiversity across the Shire via long term strategic planning and offering community participation opportunities and incentives.	Implement the Biodiversity Conservation Strategy and Pest Plant Management Plan.
3 Our Environment	3.3 Enhanced natural environment	3.3.8 Preserve and improve our bushland and natural environment by implementing weed management strategies and programs and continuing activities on high conservation bushland reserves and roadsides.	Preserve and improve natural environment by undertaking weed management and indigenous plantings.	Preserve and improve natural environment by undertaking weed management and indigenous plantings.	Preserve and improve natural environment by undertaking weed management and indigenous plantings.	Preserve and improve natural environment by undertaking weed management and indigenous plantings.
3 Our Environment	3.3 Enhanced natural environment	3.3.9 Manage agricultural land use by supporting farmers to utilise sustainable farming practises.	Facilitate investment in farm practises and work with State Government to review regulatory system whilst implementing the Green Wedge Management Plan.	Facilitate investment in farm practises and work with State Government to review the regulatory system.	Facilitate investment in farm practises and work with State Government to review the regulatory system.	Facilitate investment in farm practises and work with State Government to review the regulatory system.
3 Our Environment	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.1 Plan and develop built environments that support improved health and wellbeing of our communities through implementation of the Healthy by Design guidelines.	Implementation of environmental sustainable design elements into infrastructure works and new buildings.			
3 Our Environment	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.2 Raise awareness of our environment's impact on people's health and wellbeing by integrating the concept of liveability across all Council business units and including liveability indicators within the municipal public health and wellbeing plan.	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental initiatives.	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental initiatives.	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental initiatives.	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental initiatives.
3 Our Environment	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.3 Advocate for changes in the state planning scheme which support development of local policies which reduce health-detracting environments (gaming, liquor, fast food).	Commence developing planning policies coming out of the Municipal Strategic Statement review.	Continue to review the planning scheme and undertake amendments as required.	Continue to review the planning scheme and undertake amendments as required.	
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.1 Review the Municipal Strategic Statement and the Cardinia Planning Scheme regularly to ensure it continues to meet Council objectives.	Complete review of Councils Municipal Strategic Statement into the Planning scheme.	Undertake an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme.	Undertake an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme.	Finalise planning scheme amendment to implement Municipal Strategic Statement review into the Planning Scheme.
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.2 Plan for the development of the urban growth area with a mix of residential, commercial, employment, recreational and community activities to meet the needs of our growing community in a sustainable way.	Ongoing review of Precinct Structure Plans and Development Contribution Plans in conjunction with the Victorian Planning Authority.	Ongoing review of Precinct Structure Plans and Development Contribution Plans in conjunction with the Victorian Planning Authority.	Ongoing review of Precinct Structure Plans and Development Contribution Plans in conjunction with the Victorian Planning Authority.	Ongoing review of Precinct Structure Plans and Development Contribution Plans in conjunction with the Victorian Planning Authority.

Key priority Area	Outcome	Activity	Proposed Actions 2019-20	Proposed Actions 2020-21	Proposed Actions 2021-22	Proposed Actions 2022-23
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.2 Plan for the development of the urban growth area with a mix of residential, commercial, employment, recreational and community activities to meet the needs of our growing community in a sustainable way.	Implement approved structure plans for the growth area including implementation of developer contributions in an orderly manner.	Implement approved structure plans for the growth area including implementation of developer contributions in an orderly manner.	Implement approved structure plans for the growth area including implementation of developer contributions in an orderly manner.	Implement approved structure plans for the growth area including implementation of developer contributions in an orderly manner.
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.3 Provide for the sustainable development of rural townships while taking into account their existing character and community needs	Review of township strategies in line with the adopted program.	Review of township strategies in line with the adopted program.	Review of township strategies in line with the adopted program.	Review of planning strategies in line with adopted program.
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.4 Ensure the planning of rural (green wedge) areas protects and enhances important agricultural, environmental, natural resource, infrastructure and recreational values.	Implement the Westernport Green Wedge Management Plan and continue to advocate for a Green Wedge Management Plan for the remainder of Cardinia Shire.	Implement the Westernport Green Wedge Management Plan and continue to advocate for a Green Wedge Management Plan for the remainder of Cardinia Shire.	Review the existing Green Wedge Management Plan.	
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.1 Plan for and support local employment opportunities.	Commence the review of Cardinia Road Employment precinct to encourage investment and employment opportunities.	Continue the review of Cardinia Road Employment precinct to encourage investment and employment opportunities.	Complete the review of Cardinia Road Employment precinct to encourage investment and employment opportunities.	
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.2 Support the development of existing and new businesses within the shire.	Facilitate business networking opportunities through the Casey Cardinia Business Network and relevant stakeholders and individuals.	Facilitate business networking opportunities through the Casey Cardinia Business Network and relevant stakeholders and individuals.	Facilitate business networking opportunities through the Casey Cardinia Business Network and relevant stakeholders and individuals.	Facilitate business networking opportunities through the Casey Cardinia Business Network and relevant stakeholders and individuals.
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.3 Plan for a staged development of the Officer-Pakenham employment precinct.	In partnership with the Victorian Planning Authority, commence development of the Officer South Precinct Structure Plan.	In partnership with the Victorian Planning Authority continue development of the Officer South Precinct Structure Plan.		
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.3 Plan for a staged development of the Officer-Pakenham employment precinct.	Work with the Victorian Planning Authority to complete the Pakenham South Employment Precinct Structure Plan and Infrastructure Contribution Plan.			
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.4 Plan the development of Officer and Pakenham town centres.	Facilitate development of key sites in the core commercial areas in Officer and Pakenham.	Facilitate development of key sites in the core commercial areas in Officer and Pakenham.	Facilitate development of key sites in the commercial areas of existing Precinct Structure Plans.	Facilitate the development of key sites in the commercial areas of existing Precinct Structure Plans.
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.4 Plan the development of Officer and Pakenham town centres.	Work with the Victorian Planning Authority to complete the Pakenham East Precinct Structure Plan			
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.4 Plan the development of Officer and Pakenham town centres.	Complete the review of the Pakenham South Structure Plan and Infrastructure Contribution Plan			
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.5 Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy, whilst working with the South Eastern Metropolitan Partnership to attract jobs and investment to the region.	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy, whilst working with the South Eastern Metropolitan Partnership to attract jobs and investment to the region.	Review the actions of the Casey Cardinia Attracting Employment and Investment Strategy.	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy, whilst working with the South Eastern Metropolitan Partnership to attract jobs and investment to the region.
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.5 Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.	Advocate to State Government regarding the development of a suitable site within Cardinia Shire for an airport.	Advocate to State Government regarding the development of a suitable site within Cardinia Shire for an airport.	Advocate to State Government regarding the development of a suitable site within Cardinia Shire for an airport.	Advocate to State Government regarding the development of a suitable site within Cardinia Shire for an airport.

Key priority Area	Outcome	Activity	Proposed Actions 2019-20	Proposed Actions 2020-21	Proposed Actions 2021-22	Proposed Actions 2022-23
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.6 Encourage procurement of local products and services.	Ensure that tender documentation and consideration includes weighting for local products and services.	Ensure that tender documentation and consideration includes weighting for local products and services.	Ensure that tender documentation and consideration includes weighting for local products and services.	Ensure that tender documentation and consideration includes weighting for local products and services.
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.1 Support our farmers and growing agricultural industry in adapting to the changing economy and climate.	Implement the actions of the Green Wedge Management Plan.	Implement the actions of the Green Wedge Management Plan.	Implement the actions of the Green Wedge Management Plan.	Implement the actions of the Green Wedge Management Plan.
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.2 Identify innovative ways to value-add to the region's primary production and transportation.	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension.	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension.	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension.	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension.
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.3 Advocate for the development of roads and infrastructure required for primary production.	Advocate to the relevant authority for the development of the priority roads identified to support primary production.	Advocate to the relevant authority for the development of the priority roads identified to support primary production.		
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.4. Develop a local food brand for Cardinia Shire in partnership with the community.				
4 Our Economy	4.3 Diverse and resilient business community	4.3.1 Support small businesses to remain viable in rural townships.	Continue to work with local businesses within the shire to improve viability.	Continue to work with local businesses within the shire to improve viability.	Continue to work with local businesses within the shire to improve viability.	Continue to work with local businesses within the shire to improve viability.
4 Our Economy	4.3 Diverse and resilient business community	4.3.2 Encourage the establishment of tourism and hospitality in appropriate areas of the Shire.				
4 Our Economy	4.3 Diverse and resilient business community	4.3.3 Advocate for the delivery of small and large scale projects that enhance and drive economic activity.	Assist businesses to develop in the Casey-Cardinia region.	Assist businesses to develop in the Casey-Cardinia region.	Assist businesses to develop in the Casey-Cardinia region.	Assist businesses to develop in the Casey-Cardinia region.
4 Our Economy	4.3 Diverse and resilient business community	4.3.4 Work with others to grow economic activity and attract new enterprises.	Work with the Casey Cardinia Business Group and the Department of Economic Development, Jobs, Transport and Resources to attract new enterprises and enhance the economic activity in the region.	Work with the Casey Cardinia Business Group and the Department of Economic Development, Jobs, Transport and Resources to attract new enterprises and enhance the economic activity in the region.	Work with the Casey Cardinia Business Group and the Department of Economic Development, Jobs, Transport and Resources to attract new enterprises and enhance the economic activity in the region.	Work with the Casey Cardinia Business Group and the Department of Economic Development, Jobs, Transport and Resources to attract new enterprises and enhance the economic activity in the region.
4 Our Economy	4.3 Diverse and resilient business community	4.3.5 Support business and organisations to enhance their skills.	Council will help facilitate training opportunities for local businesses.	Council will help facilitate training opportunities for local businesses.	Council will help facilitate training opportunities for local businesses.	Council will help facilitate training opportunities for local businesses.
4 Our Economy	4.4 A local economy supporting the improved health and wellbeing of our communities	4.4.1 Lead by example as a health promoting workplace.	Deliver a range of health and wellbeing initiatives across the organisation.	Deliver a range of health and wellbeing initiatives across the organisation.	Deliver a range of health and wellbeing initiatives across the organisation.	Deliver a range of health and wellbeing initiatives across the organisation.

Key priority Area	Outcome	Activity	Proposed Actions 2019-20	Proposed Actions 2020-21	Proposed Actions 2021-22	Proposed Actions 2022-23
4 Our Economy	4.4 A local economy supporting the improved health and wellbeing of our communities	4.4.3 Support tourism and local businesses that deliver health and wellbeing initiatives.	Implement the Casey Cardinia Tourism Strategy and support a tourism board to guide future development of the sector.	Implement the Casey Cardinia Tourism Strategy and support a tourism board to guide future development of the sector.		
4 Our Economy	4.4 A local economy supporting the improved health and wellbeing of our communities	4.4.4 Encourage the procurement and consumption of local food.	Tender documentation and consideration includes weighting for local products and services.	Tender documentation and consideration includes weighting for local products and services.	Tender documentation and consideration includes weighting for local products and services.	Tender documentation and consideration includes weighting for local products and services.
5 Our Governance	5.1 An engaged community	5.1.1 Develop a policy which details how Council will inform and engage consistently with the community on important matters.	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.	Review and update the Communications Strategy, including a review of our Social Media and Online Communications strategies.
5 Our Governance	5.1 An engaged community	5.1.2 Enhance the community's confidence in Council's community engagement.	Council will continue to increase its use of online platforms to educate, inform and engage the community. This includes the use of the Shire's website and social media channels to promote community engagement activities, initiatives and outcomes.	Council will continue to increase its use of online platforms to educate, inform and engage the community. This includes the use of the Shire's website and social media channels to promote community engagement activities, initiatives and outcomes.	Council will continue to increase its use of online platforms to educate, inform and engage the community. This includes the use of the Shire's website and social media channels to promote community engagement activities, initiatives and outcomes.	Council will continue to increase its use of online platforms to educate, inform and engage the community. This includes the use of the Shire's website and social media channels to promote community engagement activities, initiatives and outcomes.
5 Our Governance	5.2 Open governance	5.2.1 Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential.	Monitor compliance with statutory reporting requirements.	Monitor compliance with statutory reporting requirements.	Monitor compliance with statutory reporting requirements.	Monitor compliance with statutory reporting requirements.
5 Our Governance	5.2 Open governance	5.2.1 Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential.	Maintain and update the register of information to be available to the public.	Maintain and update the register of information to be available to the public.	Ensure public registers are updated as required.	Ensure public registers are updated as required.
5 Our Governance	5.2 Open governance	5.2.2 Govern and make decisions in the best interests of the Cardinia Shire community.	Monitor adherence to commitments contained in Councillor Code of Conduct.	Develop code of conduct with new Council within statutory time period.	Monitor adherence to commitments contained in Councillor Code of Conduct.	Monitor adherence to commitments contained in Councillor Code of Conduct.
5 Our Governance	5.3 Long-term financial sustainability	5.3.1 Make financial decisions that achieve the objectives of Council and long-term financial sustainability.	Develop Annual Budget and Five-year Financial Plan which will deliver on the actions presented in the Council Plan and maintain long-term financial goals.	Develop Annual Budget and Five-year Financial Plan which will deliver on the actions presented in the Council Plan and maintain long-term financial goals.	Develop Annual Budget and Five-year Financial Plan which will deliver on the actions presented in the Council Plan and maintain long-term financial goals.	Develop Annual Budget and Five-year Financial Plan which will deliver on the actions presented in the Council Plan and maintain long-term financial goals.

Key priority Area	Outcome	Activity	Proposed Actions 2019-20	Proposed Actions 2020-21	Proposed Actions 2021-22	Proposed Actions 2022-23
5 Our Governance	5.3 Long-term financial sustainability	5.3.2 Make financial decisions that are fair and ethical and balance costs and benefits between present and future generations.	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor.	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor.	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor.	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor.
5 Our Governance	5.3 Long-term financial sustainability	5.3.3 Manage the municipality's finances and assets in a responsible way.	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council.	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council.	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council.	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council.
5 Our Governance	5.3 Long-term financial sustainability	5.3.4 Identify and implement programs to achieve Council's debt reduction policy.	Adopt Debt Management Policy.	Adopt Debt Management Policy.	Adopt Debt Management Policy.	Adopt Debt Management Policy.
5 Our Governance	5.3 Long-term financial sustainability	5.3.5 Identify ways to contain Council's cost base by a focus on innovation and efficiency.	Develop and maintain 'internal consulting' ability, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions.	Develop and maintain 'internal consulting' ability, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions.	Develop and maintain 'internal consulting' ability, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions.	Develop and maintain 'internal consulting' ability, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions.
5 Our Governance	5.4 Appropriate funding and support from all levels of government	5.4.1 Advocate on behalf of the community to ensure it receives a fair share of funding and support from the Australian and Victorian governments for infrastructure, facilities and services.	Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets, lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community.	Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets, lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community.	Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets, lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community.	Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets, lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community.
5 Our Governance	5.4 Appropriate funding and support from all levels of government	5.4.2 Work with both interface and regional Councils to strengthen advocacy campaigns to Australian and Victorian governments aimed at increasing awareness and support for joint issues.	Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.	Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.	Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.	Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.