

6.5.3 Performance and Growth Reports - Q2 2020-21

Responsible GM: Jenny Scicluna
Author: Jo Battin

Recommendation(s)

That Council note the report.

Attachments

1. Performance Report 2020-21 Q 2 [6.5.3.1 - 14 pages]
2. Council Plan Action - Progress Report - Q 2 2020-21 [6.5.3.2 - 38 pages]
3. Growth Report 2020-21 Q 2 [6.5.3.3 - 6 pages]

Executive Summary

Council has committed to undertake work on 131 Council Plan actions during the 2020-21 financial year. Nine actions have already been completed, and 115 actions are on-track to be completed by their due date. There are 16 actions that are currently off-track.

The organisation service request performance for the quarter is 81%, below our target of 90% of service requests completed within service standard. The Customer Support service level (percentage of calls answered within 90 seconds) is 40% for the quarter, below our target of 80%. This reduced performance level can be attributed to a much higher than expected number of calls into the contact centre this quarter as well as new staff training and staff leave. There are four Local Government Performance Reporting Framework (LGPRF) service measures, Councillor Meeting Attendance, Animals Reclaimed, Planning Application Decisions made within 60 Days and Waste Diverted from Landfill where we have observed some variation in results this quarter, while all other metric results remain relatively stable.

Population growth within the Shire has also declined. There are four households moving to the area per day, for the quarter. Subdivision land activity is also slowing, and the construction of sealed roads and footpaths has slowed low due to the reduction in completed estate development

Background

CEO Report

The second quarter of 2020–21 has been a busy and eventful time for Cardinia Shire Council. We welcomed our newly elected councillors for the 2020–24 term, we continued to respond to the challenges presented by the COVID-19 pandemic while supporting our community and delivering essential services, and we took important steps in the development of a new Community Vision, Council Plan, Financial Plan and Council Budget.

Welcome to our new Council

Following the election on 24 October, the shire has been divided into nine wards, each represented by one councillor. Congratulations to our returning councillors, welcome to our new councillors and thank you to our outgoing councillors for their valuable contribution to the shire. Beacon Hills Ward Councillor Brett Owen has been elected Mayor for 2020–21 and Ranges Ward Councillor Jeff Springfield elected Deputy Mayor.

Supporting our community during COVID-19

Providing practical and tangible support to our community and ensuring the ongoing delivery of essential services continues to be a priority for Council during the COVID-19 pandemic. With the easing of restrictions in the second quarter, we were pleased to welcome the reopening of many local businesses and we are working closely with local hospitality businesses to fast-track and support their applications to expand outdoor dining operations. We've also developed a COVID-19 Community Recovery Plan and Structure that includes eight committees and action teams to support initiatives, community organisations and the wider community.

Imagine Cardinia

The first stage of community engagement in the development of a new Community Vision, Council Plan, Financial Plan and Council Budget was undertaken in November and December 2020. Community members were invited to share their thoughts and ideas by completing a survey and attending information sessions. We look forward to involving community members in further opportunities for input and feedback as part of the development of these plans.

Advocating for our community

We're continuing to work with the Victorian Government in responding to the COVID-19 pandemic, and are following the advice and direction provided by health authorities. Our primary concern continues to be the health and wellbeing of our staff and community and the continuation of essential services.

We're working with all levels of government to advocate for action on important local issues and to influence government priorities for the benefit of the Cardinia Shire community. For this first half of this financial year, we have lodged 19 grant applications valued at \$6 million for a range of projects.

The staged implementation of the Local Government Act 2020 also continues; a compliance timetable has been prepared to ensure that all policies, plans and new initiatives will be implemented in line with this staged approach.

Infrastructure for our growing shire

Key infrastructure projects across the shire progressed well this quarter. Our Better Local Roads Program continued to gain momentum, Hills Hub at Emerald was officially opened and a new state-of-the-art youth centre is a step closer following Council's approval of the planning permit. Many other projects are also underway, further details for which can be found in this report.

Carol Jeffs

Chief Executive Officer
Cardinia Shire Council

Government Interaction**Government Advocacy**

Council continues to work collaboratively with the State Government in responding to the Coronavirus (COVID-19) pandemic and is closely following advice being received while the situation is rapidly evolving. Our primary concerns are to support the health and wellbeing of our staff and community, and the continuation of essential services.

Council works with all levels of Government to lobby for action on important local issues and works hard to influence government priorities that will benefit our local communities. Council also works with other groups of Councils, such as South East Melbourne and Interface Groups, to facilitate investment into the broader region. The South East Melbourne Group of Councils is in discussions with both the State and Federal Government in developing a ‘City Deal’ for the region.

Grant applications

Council continues to rely heavily on rate revenue to fund the provision of infrastructure and services. Due to the Victorian Government’s rate cap, Council is limited in the amount of revenue it is able to achieve through rates and is required to have a strong focus on seeking grants. For this first half of the financial year, Council has lodged 19 separate grant applications for a total of \$6M for a range of projects.

Legislative Program

The staged implementation of the Local Government Act 2020 continues. All matters required to be addressed by 1 September were completed. A compliance timetable has been prepared to ensure that all policies, plans and new initiatives required will be implemented in accordance with this staged approach. The Audit Committee is monitoring this timetable.

Performance Summary

Council Plan Performance

The Council Plan sets out a medium to long-term vision for how Council will respond to community needs and the opportunities and challenges facing Cardinia Shire. Council delivers the plan through a 4-year action plan which covers 5 Key Priority Areas (KPAs). The performance of the 5 KPAs and their Council Plan Actions is illustrated in Figure 1. For a more comprehensive account of the action progress, please refer to the Council Plan Action Progress Report attached.

There are 131 Council Plan actions due to be completed during the 2020-21 financial year, of which nine actions (7%) have already been completed. There are 16 actions (12%) that are currently not on track for delivery by their due dates. Please refer to Table 1 for further details.

Figure 3. Council Plan Action Performance

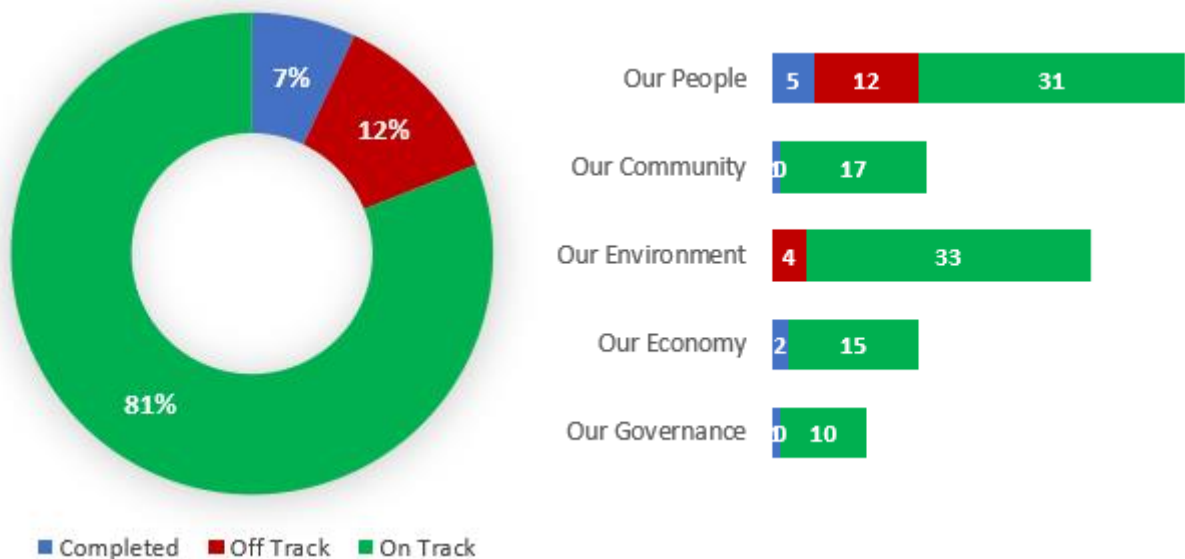


Table 1. Off-track Council Plan Actions

	Action	Business Unit	Executive Comment
3.	1.1.1.13 CP - Commence the construction of a Children's Centre in Timbertop.	Buildings and Facilities	. The Developer has not finalised the transfer of land to Council, which has impacted on the actual planned start date for this project. Tenders have now been received and construction start is expected to be late February / early March 2021, with scheduled completion date for opening of this facility by January 2023.
4.	1.5.1.1 CP - Prepare a master plan for Gin Gin Bin Reserve Officer	Active Communities	The project has been delayed, awaiting direction from the Victorian Department of Education and Training and Victorian School Building Authority. A consultant was appointed and a draft master plan has been prepared. Discussions have been proposed with the Victorian Department of Education and Training in relation to combined master planning for an education precinct and Gin Gin Bin Reserve.
5.	1.5.1.2 CP - Prepare a master plan for McMullen Recreation Reserve Officer	Active Communities	Project delayed due to budget re-prioritisation. Council secured the land for the site in May 2020. Preparation of the McMullen Recreation Reserve master plan is on hold pending settlement of the purchase of land required to create the new reserve. Settlement expected October 2021.
6.	1.5.1.3 CP - Complete civil works to enable access to Pepi's Land facilities in Emerald.	Infrastructure Services	Project delayed due to Council finalising designs of the external intersection works. Designs have been submitted to DOT and awaiting approvals to tender. Works associated with the internal car park and netball courts are complete. The pavilion construction is complete.
7.	1.5.1.5 CP - Present options to Council for the potential redevelopment and expansion of Cardinia Life. If approved, proceed with detailed design.	Active Communities	Feasibility study underway to be presented to Councillor briefing and Council report.
8.	1.5.1.6 CP - Complete design for Bunyip Indoor Stadium.	Active Communities	Project awaiting agreement with committee of management and user groups. Officers are working with the committee of management and to reach an outcome within the coming months (Dec/Jan).
9.	1.5.1.6 CP - Start the construction and fit-out for opening of the Cora Lynn Reserve Pavilion.	Buildings and Facilities	This action will remain off-track, as it does not reflect the current stage of this project. This project has had considerable delays, due to complexity of communications with the funding body, impact from COVID19 restrictions and ongoing evolving

	Action	Business Unit	Executive Comment
			requirements from club committee. The 20/21FY will now see the full and complete design documentation for this project, which is progressing well and is on-track to finish accordingly. The construction stage for this project will commence in the 21/22FY and is expected to be completed in the 12-month period.
10.	1.5.1.7 CP - Complete the construction and fit-out of the KWR Bowls Club. This project is dependent on external funding confirmation.	Active Communities	Growing Suburbs Fund grant application for this project was unsuccessful and alternative funding sources being sought.
11.	1.5.1.8 CP - 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.	Active Communities	Project delayed as agreement not yet reached with the committee of management and user groups. The committee of management has developed an alternative concept for the Bunyip Indoor Stadium. Officers are working with the committee of management and to reach an outcome within the coming months (Dec/Jan).
12.	1.5.1.11 CP - Continue to implement recommendations of the Recreation Reserves management and maintenance review.	Active Communities	Consultant engaged to complete the project earlier this year. All committees have been met with individually, risk data has been gathered and is being reviewed. Risk treatment plan completed October, committee training was to be delivered face to face, however the project was delayed as we developed a virtual training session to deliver to volunteers. The training session will be delivered in February 2021. Following training and the provision of templates for committees, committees will then be required to implement changes.
13.	1.5.1.14 CP - Develop a buildings masterplan and start construction of new change rooms at Upper Beaconsfield Recreation Reserve.	Buildings and Facilities	COVID19 restrictions and difficulty in getting various groups and Committee of Management (CoM) together, to review, discuss and agree on the scope of the project, has added significant delay. However, CoM and groups are meeting late January to re-commence discussions, with project likely to be back on track and finalise by expected deadline.
14.	1.5.2.3 CP - Comely Banks Reserve - commence the playing fields and associated works.	Active Communities	Construction on playing fields and civil works is set to commence in January 2021. Tenders have been assessed, with the contract awarded at the August Council meeting. The project was delayed with restrictions on site access through COVID.

	Action	Business Unit	Executive Comment
15.	3.1.4.1 CP - Review of Open Space Asset Management Plan	Infrastructure Services	Collating the relevant condition data to support the review of the plans has been delayed and further delayed during Covid, in turn delaying the completion of works. The plan is now being completed along with the review of the footpath and bridges asset management plans. Draft versions of these three plans are expected to be completed mid-2021.
16.	3.1.4.2 CP - Review of Road Asset Management Plan and Buildings Asset Management Plan.	Infrastructure Services	These plans have been delayed due to the collection of the relevant condition data which has been further delayed during COVID-19. Development of long-term modelling for building assets has commenced based on the 2019 condition assessments.
17.	3.1.4.3 CP - Review of Drainage Asset Management Plan.	Infrastructure Services	Drainage information is being validated and missing information is currently being collected.
18.	3.2.1.1 CP - Commence construction of the Lang Lang Bypass from Westernport Road to McDonalds Track, including Milner's Road.	Infrastructure Services	The project has been delayed due to ongoing negotiations with quarry operators. Construction will commence after funding is secured.











Service Request Performance

Service requests are recorded in Council's Customer Relationship Management System (CRMS) when a request for service is made to Council via an established channel, including telephone, Council's website, and web mail. Each request type is assigned a service standard, which is a target timeframe for completion. The term 'Service Level' refers to the percentage of requests completed within their target timeframe. Council's target Service Level is 90%.

Organisation Performance:

The overall Service Level for the organisation for the quarter was 81%, a 1% decrease from the previous quarter. Table 2 illustrates the top 5 service categories by volume and their service level, for the quarter. A focus on improving Service Levels across these service categories is expected to have a strong effect on the overall Service Level for the organisation.

Table 2. Top 5 Service Request Categories by Volume, and their Service Levels

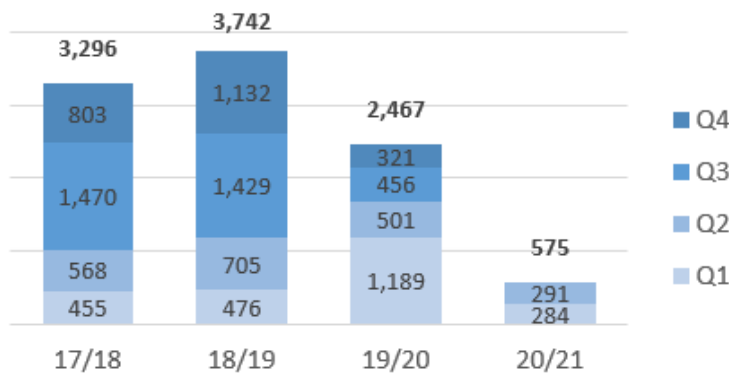
					90% target
1	Waste – Kerbside Bin	3,537	94%		
2	Waste – Kerbside Bin - Order/Cancel Service	1,641	90%		
3	Trees and vegetation on Public or Council land	897	44%		
4	Planning	788	91%		
5	Parks, Reserves, Streetscapes	655	57%		

Operations Performance:

Council maintains a large, unsealed road network. Maintenance works consist of both grading and resheeting done on a cyclic basis, along with response to defects caused by adverse weather conditions such as storms or long dry spells. All works are conducted in accordance with Council’s Road Management Plan, which ensures that the network is kept in a safe and trafficable condition. The number of hours grading roads has decreased by 19% compared to the same time last year. This outcome may be due to more favourable weather conditions this year, a noticeable reduction in traffic volumes due to COVID-19 travel restrictions and a reduction in customer requests for inspections under the Road Management Plan. These factors combined with the efficiency of Operation’s predictive maintenance program has likely led to this positive result.

The current service level for unsealed road related requests is 28%. This low service level has triggered a review of the unsealed road service area. It has been identified that there has been a concerted effort by management and staff to reduce the number of unsealed road complaints over the past year. This is illustrated in Figure 2 below, where there has been a 66% decrease in the number of unsealed road services requests compared to the same time last year. That is, 575 service requests compared to 1690 the year before! This significant decrease is due to changes in the unsealed road maintenance program enabling roads to be proactively graded before a complaint is lodged.

Figure 4. Unsealed road service requests due



Despite this positive result from the proactive maintenance program, only 28% of the 291 service requests that were lodged in quarter 2 were recorded as completed within the service standard in the CRMS. Unsealed road service requests are recorded initially through the CRMS, however, the work to resolve the service request is handled through the inspection and maintenance management system called Reflect. There is a lag in time between the resolution of the work in Reflect and the subsequent update in the CRMS, resulting in a discrepancy of the in-time completion rate between the 2 systems. Compounding this issue is the variation of the service standards applied by each system, and this affects the weight that we should put on the current service level being reported through the CRMS.

To improve the confidence in the service level being reported in this area, it will be important to integrate the CRMS and Reflect systems. Integrating the Reflect system with the CRMS should result in a seamless workflow process that delivers accurate reporting of service levels. This integrated solution is complex and will take time to implement, yet the long-term benefits of time and cost efficiencies across Council will ultimately provide a better customer service to our community. This integration project is currently underway, and an estimate project completion date will be provided when available.

Council also maintains over 3000 km of open surface drains. These drains are cleaned out using a maintenance system that is driven by proactive inspections and reactive works and

supplemented by responding to flooding issues following storms. Works are prioritised based on risk to property or person.

The number of linear metres of surface drains cleared is 304% higher than the same time last year. This significant increase is due to the availability of resources, a combination of both internal staff and contractors. The number of linear metres of underground drains cleared has decreased by 23% compared to the same time last year. The current service level for drainage related requests is 34%. As the drainage service requests are also managed through the Reflect system, it is expected that the integrated solution will also affect the service level results for this service area.

Waste Management Performance:

As the Shire's population continues to grow, the amount of waste generated is also growing. Cardinia Shire Council will continue to take advantage of recent advancements such as newer technologies and improved markets for products, resulting in improved financial outcomes for resource recovery. The impact of drought can also vary the tonnage of green waste recycling due to moisture content from wet or dry years.

The average volume of garbage to landfill per household is 539kg to date this financial year. This is a 6% drop from last year's annual average, a promising result. The amount of garbage waste to landfill is 8% lower than compared to the same time last year. The amount of recycled waste is 68% higher and the amount of green waste is 27% higher, both in comparison to the same time last year. The service level achieved for waste management requests this quarter was 92%, exceeding the organisation's 90% target.

Customer Support Call Performance

The organisation's call centre is run by the Customer Support team. As these calls are largely the first interaction our community has with our organisation, it is important that we deliver a positive customer service experience. Monitoring the service level of the call centre is only one of many ways to tap into our customers' experience with Council.

We currently report our Service Level as the percentage of calls that are answered in 90 seconds. At Cardinia, our current Service Level target is 80%. The Service Level for the quarter is 40%, well below the target. All performance metrics in the service area did not meet target this quarter. The average wait time for a customer in the call queue last quarter was 182 seconds, 92 seconds above target. After Call Work Time, the average time taken by Customer Support officers to finalise call details, was 147 seconds for the quarter. This is 42 seconds above the target of 105 seconds. As a result, the Abandoned Call rate is 9.13% this quarter, well above the 3% target.

The reduced performance level in the Customer Support Team is primarily due to a change to the Waste Management contract, which drove a much higher than expected number of calls into the contact centre, and issues surrounding the second rates instalment notice. Simultaneously, two new staff were being trained during the quarter, and staff were required to take leave to assist in reducing leave balances. The customer support team has begun a coaching program to review the time spent on calls, to reduce this where possible, while also increasing consistency in our responses to customers.

LGPRF Performance

The Local Government Performance Reporting Framework (LGPRF) is a platform for key local government service and financial measures. The measures are reported annually in Council Annual Reports and published on the Know Your Council website. A selection of LGPRF service measures that can be reported on a quarterly basis are provided.

Council decisions closed to the public remains high this year at 4.3%. For the first 6 months of the year there have only been 4 matters considered at meetings closed to the public. Due to suspension of Council Meetings during the Election Period and new Council induction, the number of resolutions made at Council Meetings has fallen substantially, and this has adversely affected this statistic. Councillor attendance at meetings has reached 100%. Maternal and Child Health enrolments and the 4-week Key Ages and Stages (KAS) participation rates remain high. The time taken to action animal requests has increased slightly while the rate of animals reclaimed has dropped to 31%. The percentage of kerbside bins collection missed has increased slightly to 9.7%, while the percentage of waste diverted from landfill is 48.5%, a positive result. The percentage of planning applications decided in 60 days has dropped to 71%. 100% of planning decisions made by Council have been upheld at VCAT. All other metrics remain relatively stable.

Growth Summary

Residential development activity drives much of the growth in demand for Council's services and facilities. There are 4 main precincts across the Shire in which residential land is currently in development. On 21 January 2021 the structure plan for the Pakenham East Precinct was approved and the development for this new precinct will begin shortly. There are over 20,000 lots still to be developed across the shire, the majority of which being within the Officer and the Pakenham East precincts. Residential land development in the Shire had varied results this quarter. The number of residential subdivision lot applications lodged is 16% lower compared to the same time last year. The number of residential lots issued a statement of compliance is 21% higher compared to the same time last year. There are over 20,000 lots still to be developed across the shire, the majority of which being within the Officer and the Pakenham East precincts.

Activity within the property sector can help determine the growth rate within a municipality and therefore assist with future decision making. The number of building permits that were issued is 5% higher than the same time last year. Residential building completions continued to trend downwards, with 230 residential building completions processed this quarter. The number of residential building completions processed is 42% lower than the same time last year.

A new household garbage service is requested predominantly when a new home has been completed and is ready to be occupied. This indicator can therefore represent the growth of new households within the Shire. The number of new garbage bin requests received is 43% lower than the same time last year. The household growth rate in the Shire remains steady at four households per calendar day for the current financial year.

The Maternal and Child Health statistics are also a lead growth indicator. Birth notices are the number of notifications received from hospitals, for newborn babies in the municipality. There were 452 births in the shire this quarter. Birth notifications are 3% higher than the same time last year. Maternal and Child Health Enrolments include the number of babies and children, from birth to school age, that visit and enrol at an MCH centre, including children of families moving to Cardinia Shire. Enrolments are 4% lower than the same time last year.

The growth of the sealed road and footpath network provides insight into the progress of infrastructure activity within the Shire. Sealed road growth is due to a combination of subdivision development and Council's sealing of unsealed roads through special charge schemes or other external funding such as Roads to Recovery. There were 3.69 KMs of sealed roads constructed this quarter. Sealed road construction is 50% lower than the same time last year. Footpath growth is due to a combination of footpaths constructed from subdivision development and Council's capital works program. There were 5.23 KMs of footpaths constructed this quarter. Footpaths construction is 59% lower than the same time last year.

The construction of both sealed roads and footpaths has slowed due to the reduction in completed estate development.

Policy Implications

Nil

Relevance to Council Plan

5.2 Our Governance - Open governance

5.2.1 Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential.

Climate Emergency Consideration

Nil.

Consultation/Communication

Relevant managers and officers, from all divisions across the organisation, provide updates and comments that feed into the Performance and Growth reports.

Financial and Resource Implications

Nil.

Conclusion

Council has committed to undertake work on 131 Council Plan actions during the 2020-21 financial year, of which 7% have been completed during the quarter. The organisation service request Service Level was 81% and the Customer Support call Service Level was 40% for the quarter. The LGPRF service measures results remain relatively stable.



PERFORMANCE REPORT

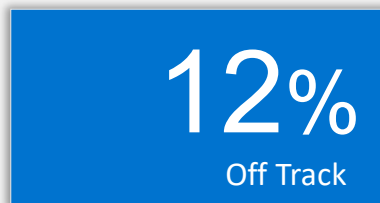
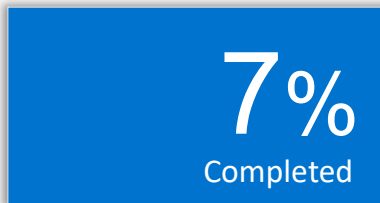
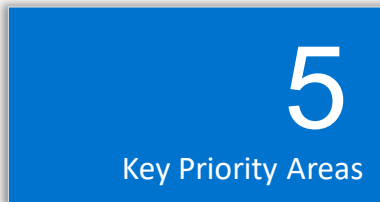
Q2 OCT – DEC 2020

Council Plan Performance



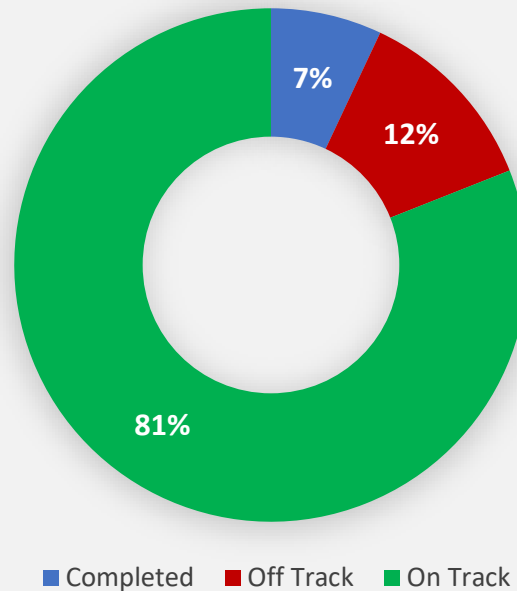
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COUNCIL PLAN



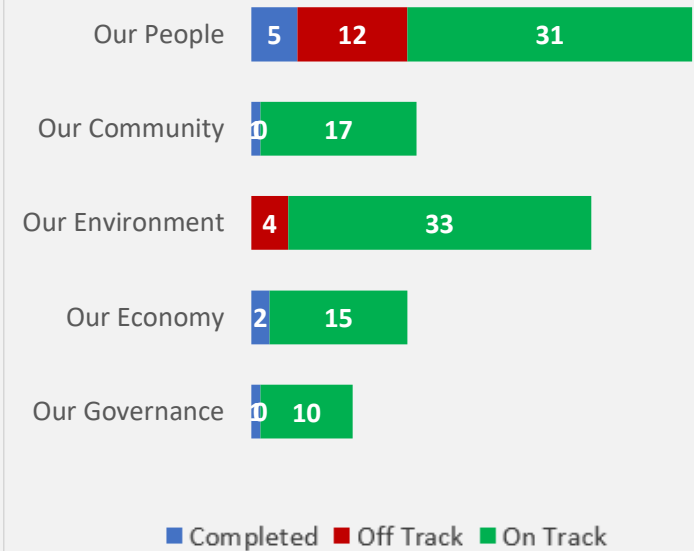
COUNCIL PLAN ACTION PERFORMANCE

The Council Plan sets out a medium to long-term vision for how Council respond to community needs and the opportunities and challenges facing Cardinia Shire. The performance of the Council Plan is illustrated below.



KPA PERFORMANCE

Council delivers the plan through a 4 year action plan which covers 5 Key Priority Areas (KPAs). The performance of the 5 KPAs and their Council Plan Actions is illustrated below.



Service Request Performance – Whole Organisation



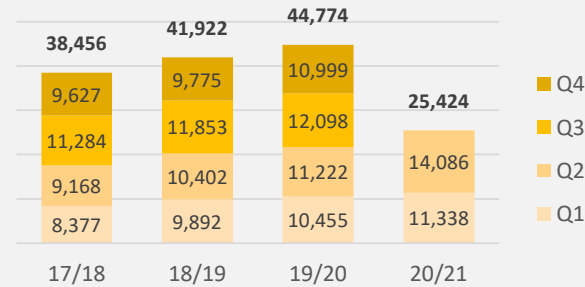
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PERFORMANCE METRICS



REQUEST STATISTICS

Request received volume



Service quality

[Customer Satisfaction metric]

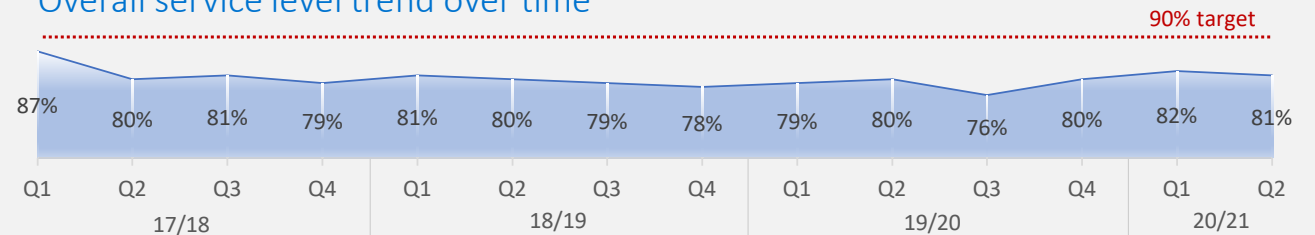


REQUEST PERFORMANCE

Top 5 service request categories by volume due and their service levels

Rank	Category	Volume	Service Level	90% target
1	Waste – Kerbside Bin	3,537	94%	90%
2	Waste – Kerbside Bin - Order/Cancel Service	1,641	90%	90%
3	Trees and vegetation on Public or Council land	897	44%	90%
4	Planning	788	91%	90%
5	Parks, Reserves, Streetscapes	655	57%	90%

Overall service level trend over time



WHAT DOES SERVICE LEVEL MEAN?

A service request is recorded in Council's Customer Relationship Management System (CRMS) when a call is taken through the call centre or sent via web mail.

Service Level is the in-time completion rate for requests. Each request is assigned a **service standard** which is a target for completion within a certain timeframe. Council's target to finalise service requests on time is 90%.

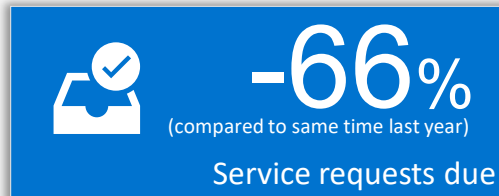
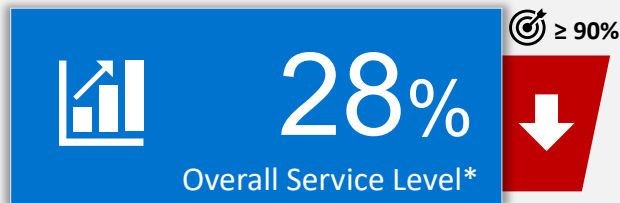
ORDINARY COUNCIL MEETING 15 FEBRUARY 2021

Unsealed Roads Performance



Q2 OCT – DEC 2020

PERFORMANCE METRICS

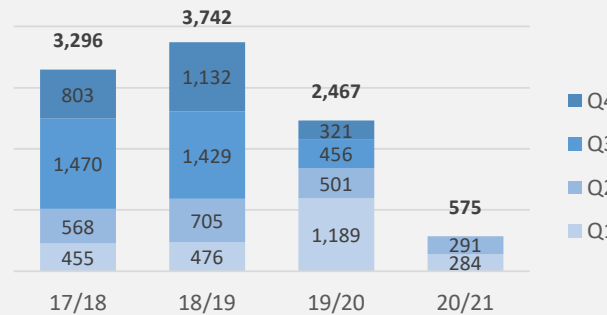


WHAT IS ROAD GRADING EFFORT?

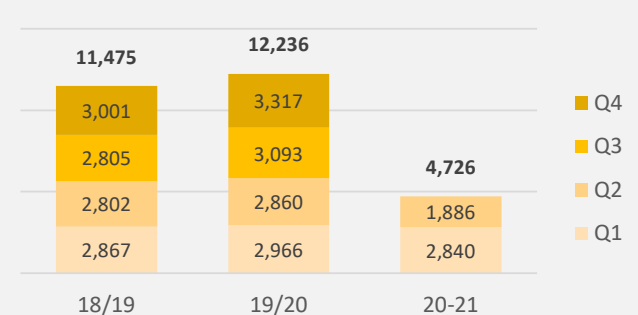
Road grading effort is the total hours spent on the roads doing maintenance work with our graders and heavy rollers. This includes both in house resources and additional resources from our contract partners.

UNSEALED ROAD STATISTICS

Service requests due



Road Grading effort (hours)

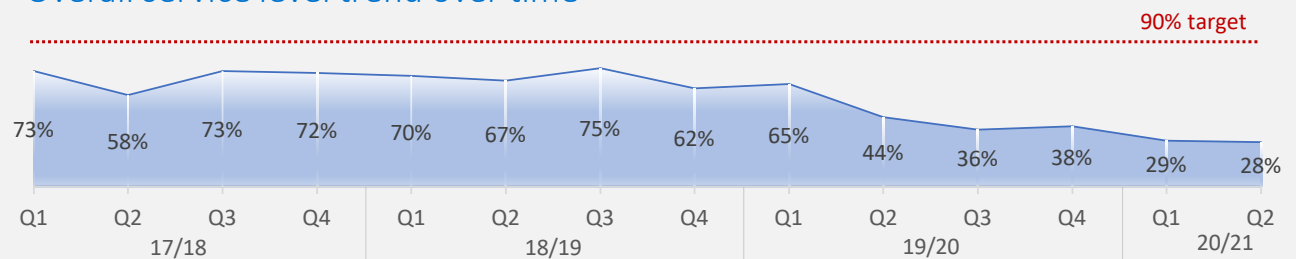


UNSEALED ROAD PERFORMANCE

Service request types by volume, standard and service level

Rank	Complaint Type	Volume	Standard	Service Level	Percentage
1	Corrugation or pothole complaint	165	3 days	27%	27%
2	Other complaint (request to grade)	118	3 days	30%	30%
3	Slippery surface complaint	8	3 days	25%	25%

Overall service level trend over time

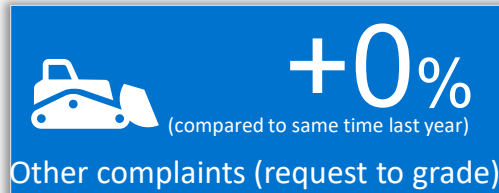
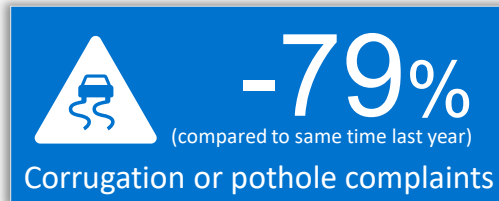


Unsealed Roads Performance



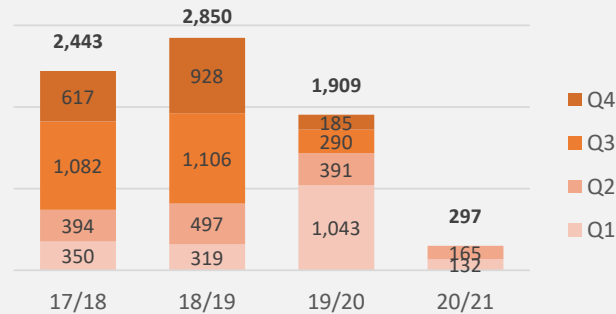
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PERFORMANCE METRICS



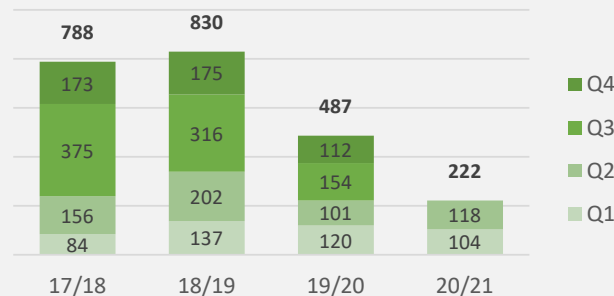
UNSEALED ROAD SERVICE REQUEST STATISTICS

Corrugation or pothole complaints

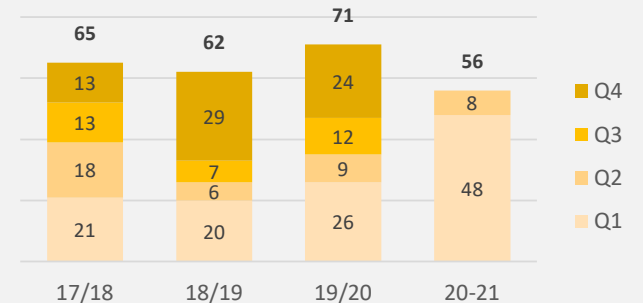


The reduction in corrugation or pothole complaints reflects a significant improvement in the service performance of our unsealed roads. Council have changed a number of work practices including introducing road refurbishments, better management of road profile and materials, increased heavy compaction and increased overall maintenance effort. The lower traffic volumes and weather patterns have also been helpful to reduce the number of service requests for unsealed roads.

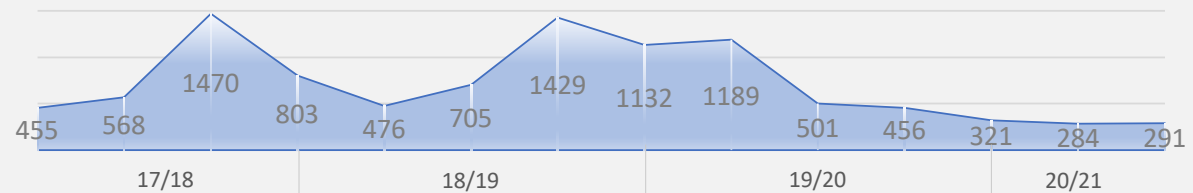
Other complaints (request to grade)



Slippery surface complaints

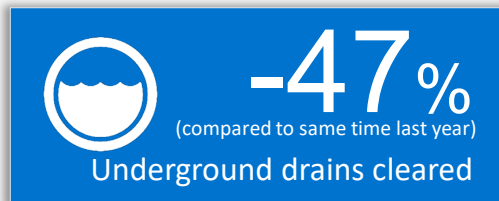
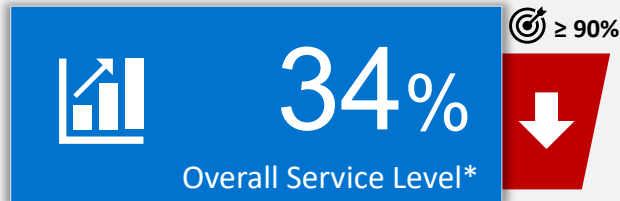


Service request trend over time



Q2 OCT – DEC 2020

PERFORMANCE METRICS

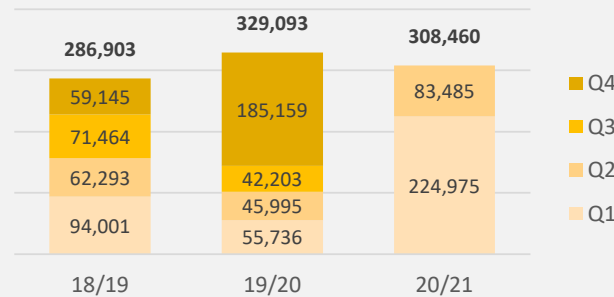


HOW ARE OUR DRAINS MAINTAINED?

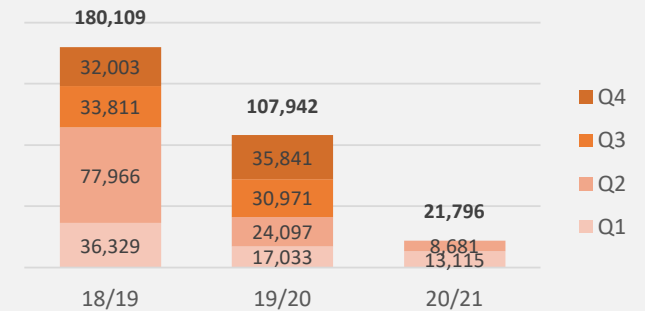
Surface drains are cleaned out using a maintenance system that is driven by proactive inspections and reactive works, and supplemented by responding to flooding issues following storms. Works are prioritised based on risk to property or person.

DRAINAGE STATISTICS

Surface drains cleared (linear metres)



Underground drains cleared (linear metres)

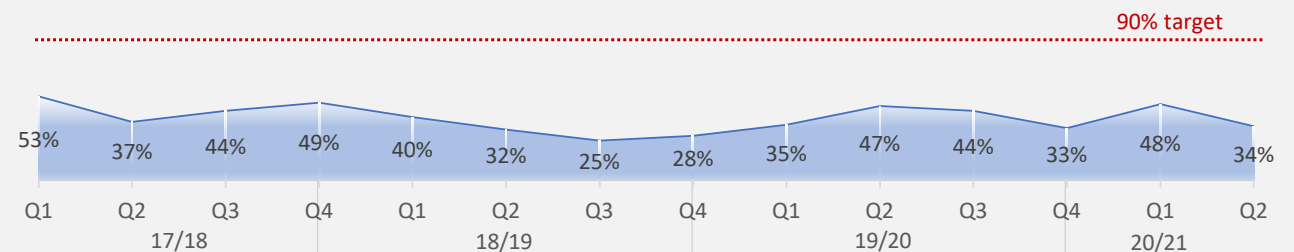


DRAINAGE PERFORMANCE

Service request types by volume, standard and service level

Request Type	Volume	Standard	Percentage	Performance
1 Surface drain (drainage)	188	3 days	27%	Below 90% target
2 Underground drain (drainage)	123	3 days	37%	Below 90% target
3 Pits (drainage)	49	5 days	53%	Below 90% target

Service level trend over time



Waste Disposal and Recovery Performance



Q2 OCT – DEC 2020

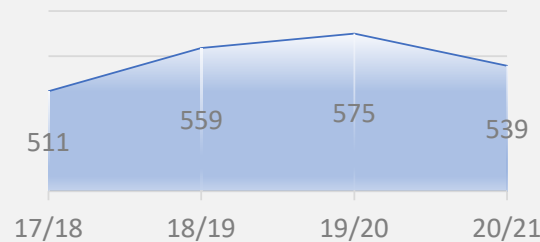
PERFORMANCE METRICS



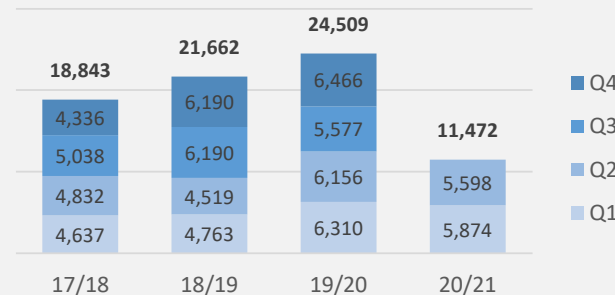
DISPOSAL STATISTICS

The volume of garbage to landfill during the 2019-20 year has been directly affected by the inability of one of Victoria's largest recycling processors (the processor contracted to Council) to process recyclable material from Cardinia Shire. From early 2020, Council have been processing and recovering 100% of our kerbside recycling.

Avg household garbage waste (kgs)

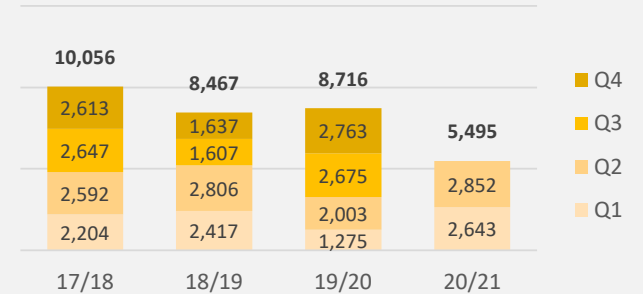


Garbage waste to landfill (tonnes)



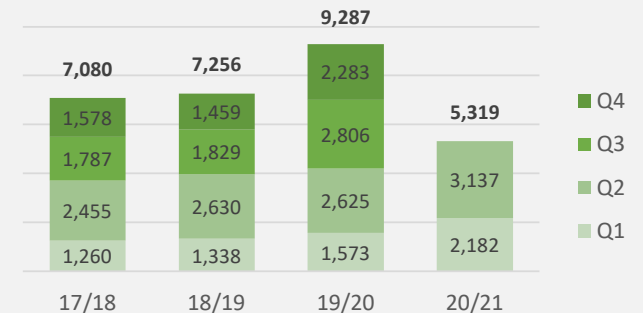
RECOVERY STATISTICS

Recycle waste to recovery (tonnes)



As the Shire's population continues to grow, the amount of waste generated is also growing. Cardinia Shire Council will continue to take advantage of recent advancements such as newer technologies and improved markets for products, resulting in improved financial outcomes for resource recovery. The impact of drought can also vary the tonnage of green waste recycling due to moisture content from wet or dry years.

Green waste to mulching (tonnes)

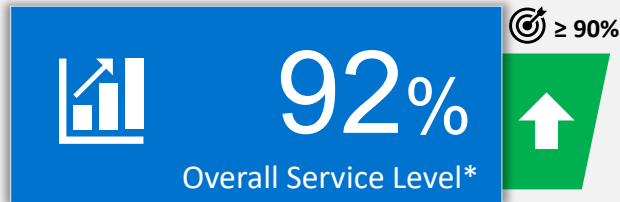


Waste Management Performance



Q2 OCT – DEC 2020

PERFORMANCE METRICS



WASTE MANAGEMENT PERFORMANCE

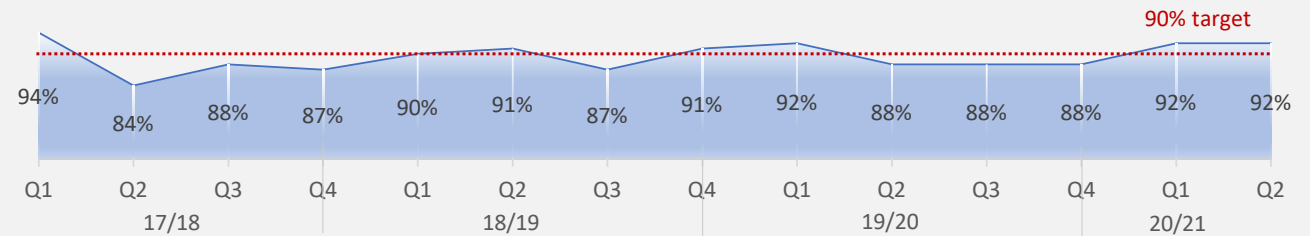
Service request categories by volume and their service levels

Rank	Category	Volume	Service Level	Target
1	Waste - Kerbside bins	3,537	94%	90% target
2	Waste - Kerbside bins – order or cancel	1,641	90%	90% target
3	Waste - Hard Waste Service	185	84%	90% target
4	Waste - Public bin in parks or shopping strip	32	59%	90% target
5	Waste - New additional or cancelled Service	1	100%	90% target

Service request types by volume, standard and service level

Rank	Type	Volume	Standard	Service Level	Target
1.1	Bin damaged	1,325	15 days	100%	90% target
1.2	Bin not emptied	1,301	3 days	86%	90% target
1.3	Service information	465	15 days	96%	90% target
1.4	Bin missing	352	15 days	100%	90% target
1.5	Service issue – Waste or Recycling	68	3 days	66%	90% target
1.6	Service issue – Green	3	15 days	100%	90% target
1.7	Request for Free Service	1	No Std	100%	90% target

Service level trend over time

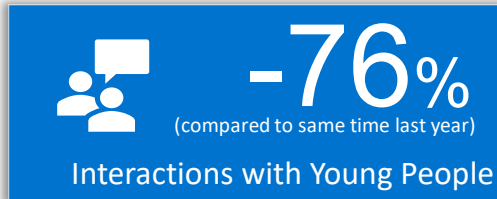


ORDINARY COUNCIL MEETING 15 FEBRUARY 2021

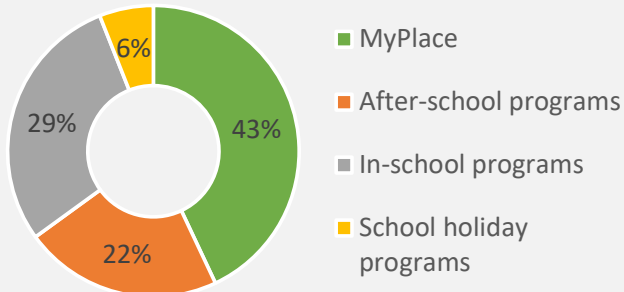
Youth Engagement Performance

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PERFORMANCE METRICS



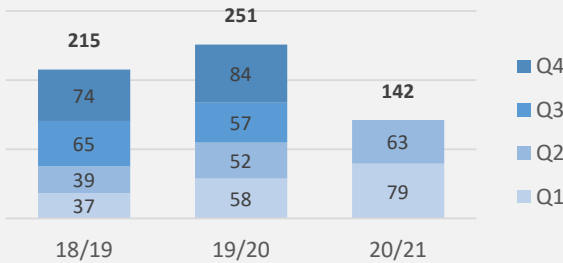
HOW DO OUR YOUTH INTERACT WITH US?



Ordinary Council Meeting 15 February 2021

YOUTH SUPPORT PROGRAM STATISTICS

Number of young people offered support

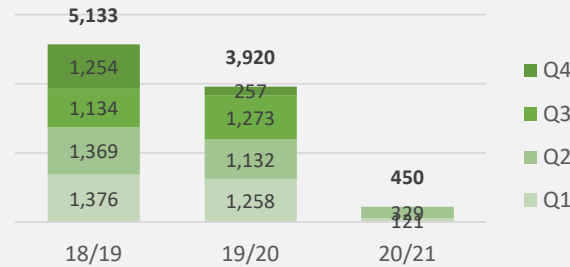


The Youth Support Program is a free and confidential service which offers young people with information, advice and practical support (short and medium-term). The program is flexible, accessible to all young people and is respectful of race, gender, sexuality or religion.

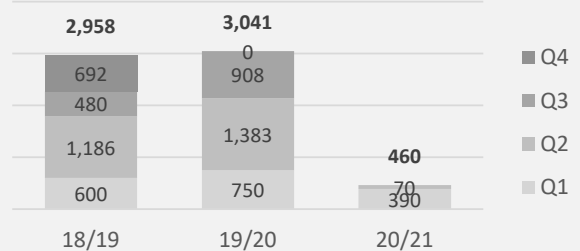
The graph illustrates the number of young people provided with more than one episode of support from a dedicated Youth Support Officer.

INTERACTION STATISTICS

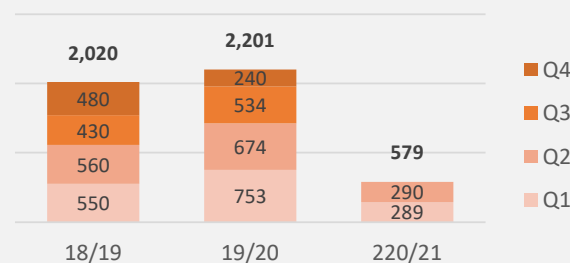
MyPlace volumes



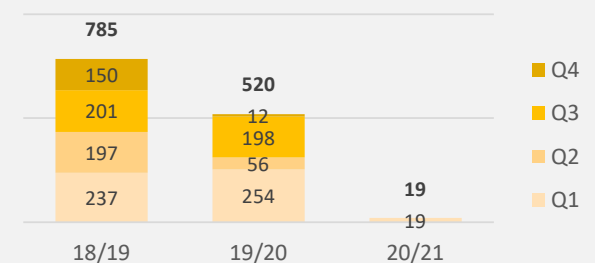
In-school programs/workshop volumes



After school program volumes



School holiday programs/Portsea Camp

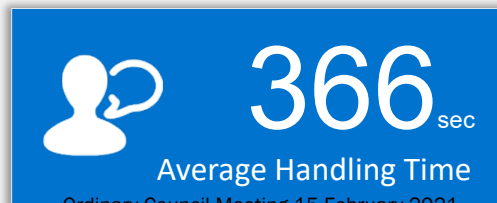
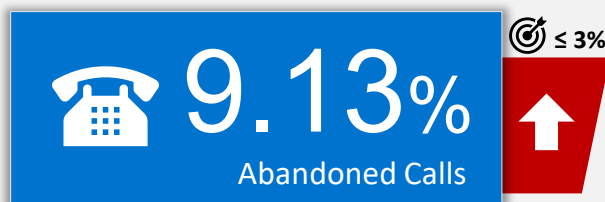
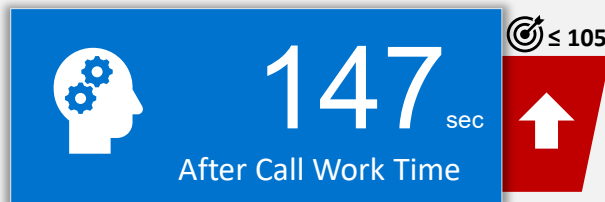
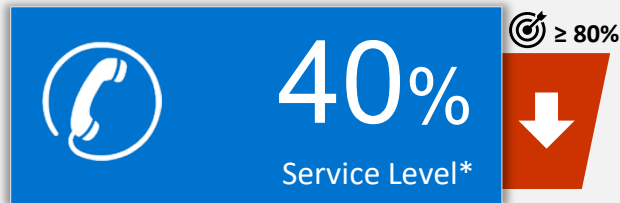


Customer Support Call Performance



Q2 OCT – DEC 2020

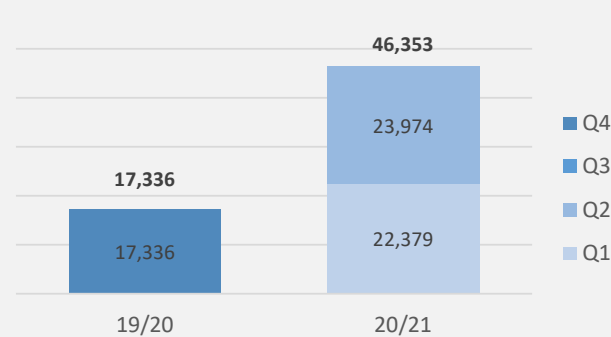
PERFORMANCE METRICS



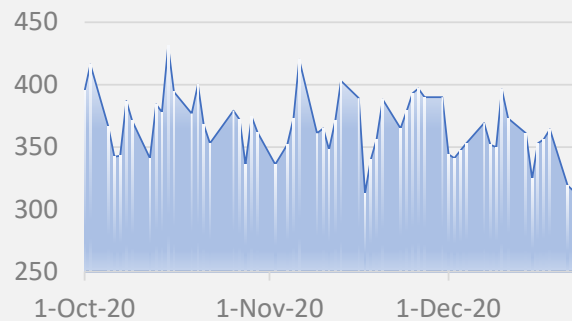
Ordinary Council Meeting 15 February 2021

CALL STATISTICS

Call volumes

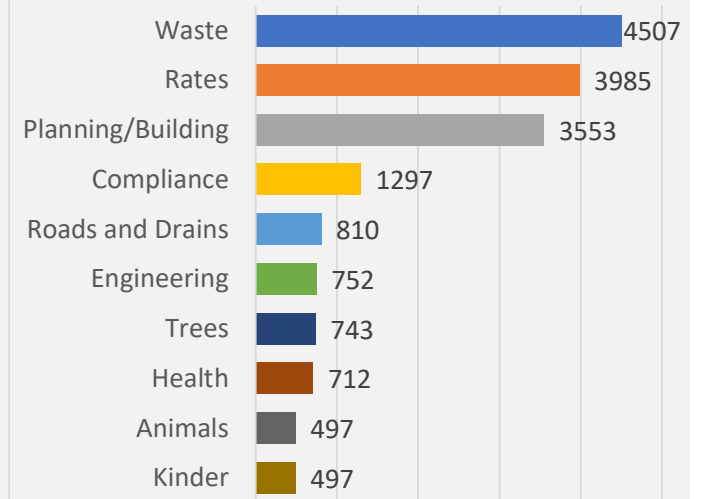


Average Handling Time (Seconds)



ENQUIRY TYPE

Enquiry type volumes



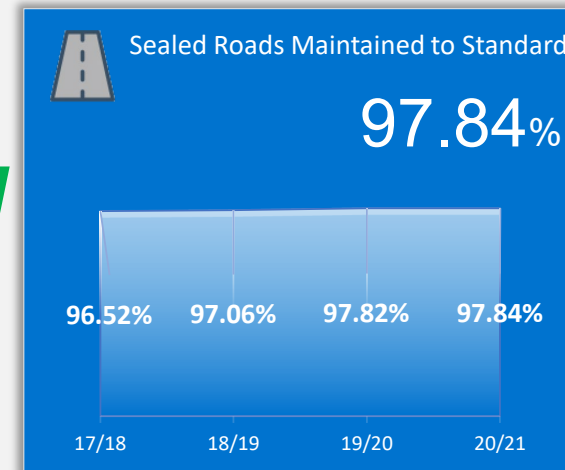
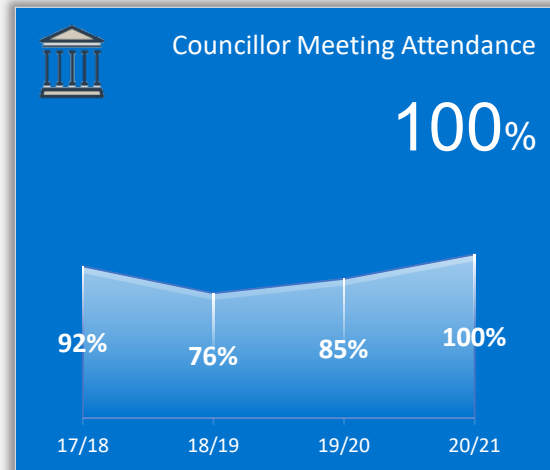
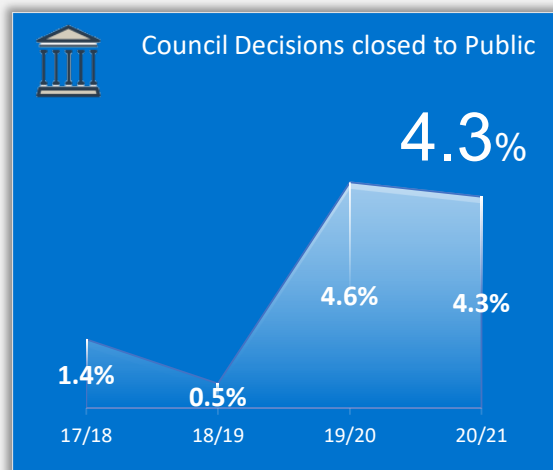
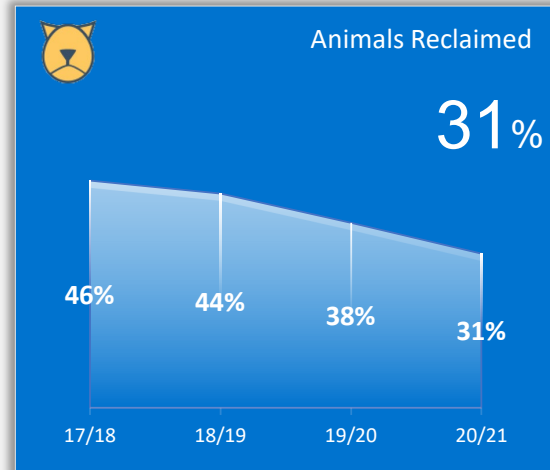
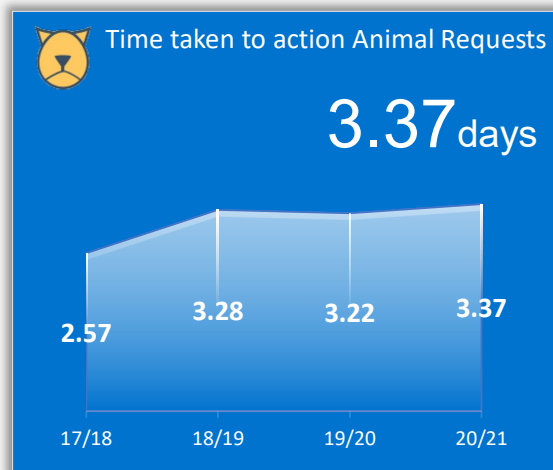
WHAT DOES SERVICE LEVEL MEAN?

Service Level, or Grade of Service (GOS), is a measure which displays the percentage of calls which answered within a designated time period.

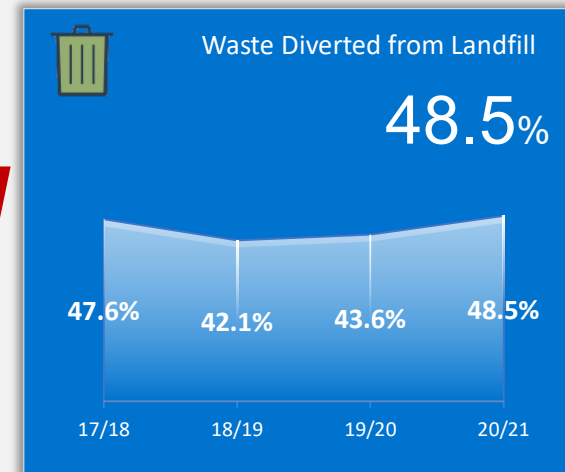
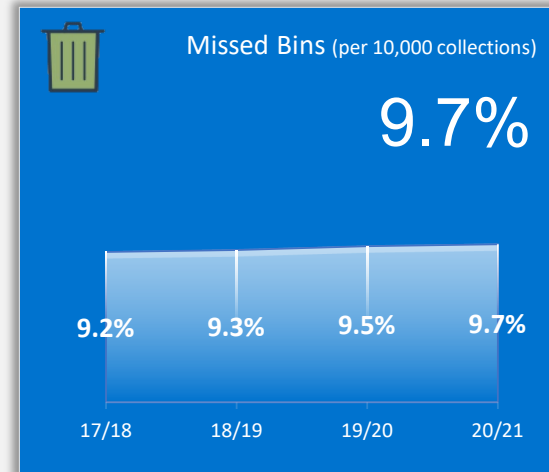
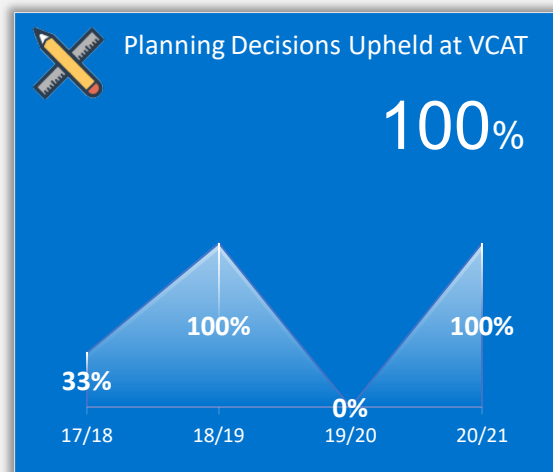
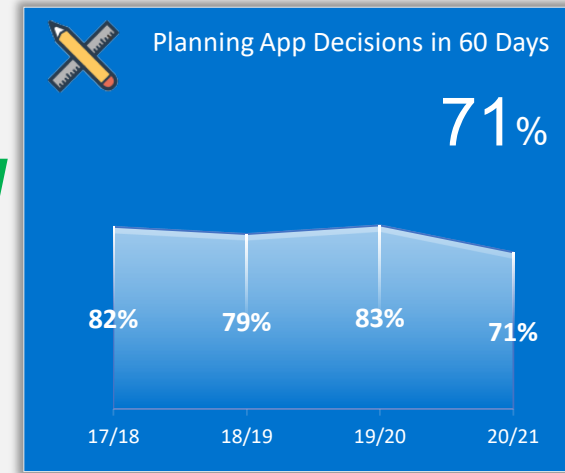
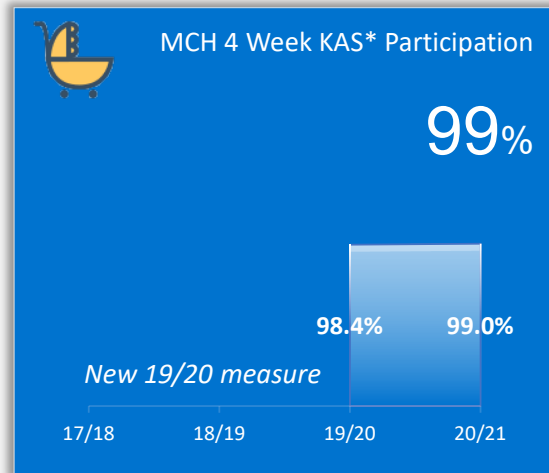
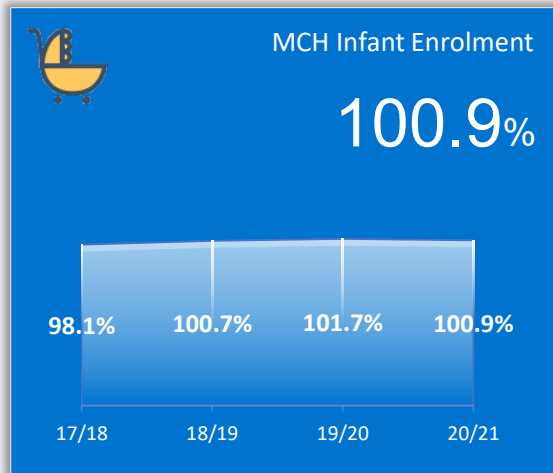
The Service Level displayed on this report is measuring the percentage of calls that were answered within 90 seconds.

* Percentage of calls answered within 90 seconds

The Local Government Performance Reporting Framework (LGPRF) is a platform for key local government service and financial measures. The measures are reported annually in Council Annual Reports and published on the *Know Your Council* website. Below is a selection of LGPRF service measures that are able to be reported on a quarterly basis.



The Local Government Performance Reporting Framework (LGPRF) is a platform for key local government service and financial measures. The measures are reported annually in Council Annual Reports and published on the *Know Your Council* website. Below is a selection of LGPRF service measures that are able to be reported on a quarterly basis.



19/20 - VCAT was not required to make any decisions during this year.
 Ordinary Council Meeting 15 February 2021

* Key Ages and Stages (KAS)

A service request is recorded in Council's Customer Relationship Management System (CRMS) when a call is taken through the call centre or sent via web mail. Each request is assigned a **service standard** which is a target for completion within a certain timeframe. The Service Level is the in-time completion rate for requests based on it's service standard.

The table below lists the service standards for the service areas detailed in this report. A full list of request types and their service standards can be found on the Performance Report dashboard on Council's website. (cardinia.vic.gov.au/dashboard)

Request Category	Request Type	Details	Service Standard (days)
Waste - Kerbside Bins	Bin Damaged	Request for the replacement or repair of any size waste, recycling or green bin that has been damaged.	15
Waste - Kerbside Bins	Bin Missing	Request for the replacement of any size waste, recycling or green bin that has gone missing.	15
Waste - Kerbside Bins	Bin Not Emptied	Request for contractor to return to empty any size waste, recycling or green bin that was not emptied on the scheduled bin collection day by fault of contractor.	3
Waste - Kerbside Bins	Service Information	Request for general bin information from the Waste Collection team.	15
Waste - Kerbside Bins	Service Issue - Waste or Recycling	Service performance issues related to the waste and recycling contractor, including driver issues and damage to property.	3
Waste - Kerbside Bins	Service Issue - Green	Service performance issues related to the green waste contractor, including driver issues and damage to property.	15
Waste - Kerbside Bins	Request for Free Service	Based on medical grounds, free bins can be provided to residents who require extra bin capacity.	No Standard
Roads - UNSEALED	Corrugation or Pothole Complaint	Request to repair an unsealed due to corrugation or pothole(s).	3
Roads - UNSEALED	Other Complaint	Request to grade an unsealed road.	3
Roads - UNSEALED	Slippery Surface Complaint	Request to safeguard and repair unsealed road.	3
Drains	Pits	Request to investigate and rectify drainage pit issue.	5
Drains	Surface Drain	Request to investigate and rectify drainage pit issue.	3
Drains	Underground Drain	Request to investigate and rectify drainage pit issue.	3





Cardinia Action Performance Report

Cardinia Shire Council

Q2 Oct - Dec 2020

camms**strategy**

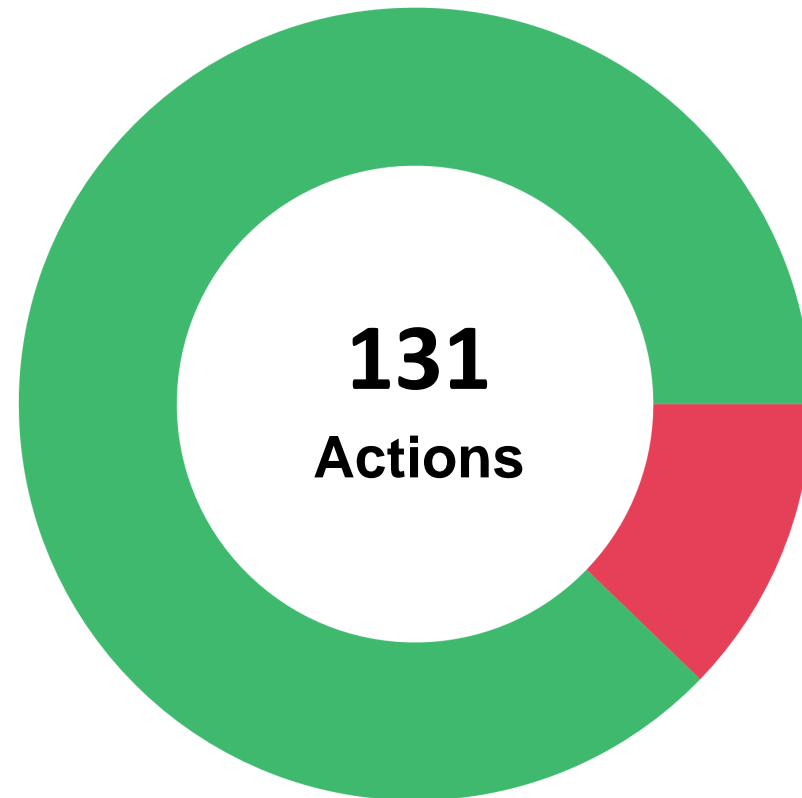
ACTION SUMMARY

BY PERFORMANCE

16 OFF TRACK

115 ON TRACK






0 NO TARGET SET




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.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>1.1.1.2 CP - Complete the design of the Integrated Children's Centre at Timbertop.</p> <p>Progress Comments: The design of the Timbertop Children's Centre is now complete.</p>	Buildings and Facilities	01-07-2018	30-06-2021	Completed	100	 GREEN
<p>1.1.1.3 CP - Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.</p> <p>Progress Comments: Continuing to develop the Implementation Plan for the Services for Success attraction model. Facilitating an internal working group to develop incentives for service attraction; map procedures that are undertaken to attract and 'close the loop' on service attraction; develop a suite of tools to support service attraction; identify gaps in the model and explore solutions with the working group. E.g. set targets. and develop role clarity for Service Attraction across business units, including accountable reporting outcomes. Working with internal and external stakeholders to develop the Pakenham Community Hospital and Irabina Autism Centre of Excellence.</p>	Community Strengthening	01-07-2020	30-06-2021	In Progress	50	 GREEN
<p>1.1.1.3 CP - Document outcomes and learnings for integrated service models such as My Place and Child and Family Centres to inform future developments.</p> <p>Progress Comments: Councils Child and Family Services and Youth Services teams continue to work closely to ensure leanings and outcomes are consistently met. With regular communication occurring with external and internal stakeholders, this data informs the future needs and developments. This data, knowledge and learning are constantly occurring within the teams.</p>	Community and Family Services	01-07-2020	30-06-2021	In Progress	40	 GREEN
<p>1.1.1.4 CP - Evaluate and report on the utilisation of all community places and facilities; participation rates for three and four year kindergarten; and universal and enhanced maternal and child health.</p> <p>Progress Comments: Jointly, between Community Places, Child & Family Services and MCH, reporting is undertaken regularly to ensure Council Facilities are utilized at a high capacity. Recent reports have shown that occupancy rates have been lower, due to the pandemic, however advocacy has continued through this time, showing success in securing service providers to utilize Council facilities.</p>	Community and Family Services	01-07-2020	30-06-2021	In Progress	40	 GREEN
<p>1.1.1.13 CP - Commence the construction of a Children's Centre in Timbertop.</p> <p>Progress Comments: The Developer has been with-holding the transfer of land to Council, which has impacted on the actual planned start date for this project. Tenders have now been received and construction start is expected to be late February / early March 2021, with scheduled completion date for opening of this facility by January 2023.</p>	Buildings and Facilities	01-07-2019	30-06-2021	Not Started	0	 RED

1.1.1 Continually review services to ensure those provided by Council meet community needs.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.1.1.14 CP - Design and cost the extension of the Koo Wee Rup Community Centre by at least another bay to accommodate larger gatherings including an inbuilt stage with change rooms, curtains, lighting and improved sound.	Buildings and Facilities	01-07-2020	30-06-2021	In Progress	10	 GREEN
Progress Comments: The design stage of this project has commenced and consultation with relevant committee members has occurred.						
1.1.1.15 CP - Design and cost the reconfiguration of some internal rooms/walls of the Koo Wee Rup Community Centre to facilitate a broader range of activities.	Buildings and Facilities	01-07-2020	30-06-2021	In Progress	10	 GREEN
Progress Comments: The design stage of this project has commenced and consultation with relevant committee members has occurred.						


1.1.2 Routinely review overall community needs for services and either deliver or advocate for others to provide services to meet those needs.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.1.2.4 CP - Implement final year of the Child, Youth and Family Strategy (2017 -2021), utilising learnings from previous years to inform future development and set key priorities.	Community and Family Services	01-07-2020	30-06-2021	In Progress	30	 GREEN
Progress Comments: The Community and Family Service team continue to align work plans to the Child, Youth and Family Strategy ensuring key priorities are met. A review with internal stakeholders of the current Strategy is currently underway with external stakeholder and community consultation to occur early2021. The collection of data will form the development of the next 5 year Child, Youth and Family Strategy in June2021.						



1.1.3 Deliver Ageing Well initiatives that support older adults to live longer in their own homes and reduce social isolation.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.1.3.4 CP - 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.	Community Strengthening	01-07-2020	30-06-2021	In Progress	50	 GREEN
Progress Comments: The Ageing Well strategy & action plan was adopted by council in July 2020 since that time the implementation of the 20/21 action plan has commenced. Many current activities have been modified where possible and necessary to ensure continued work to support older adults in our community is undertaken. An increased focus on reducing social isolation in older adults will be key to COVID-19 recovery. This work will be implemented in partnership with both internal & external groups with key actions to be achieved well into 2021.						

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.**

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>1.2.1.3 CP - Evaluate local data and evidence in consultation with key stakeholders, including the Youth Strategic Reference Group, to assess current and emerging needs of young people to secure employment in the Shire, including the identification of gaps and opportunities for joint funding and advocacy.</p> <p>Progress Comments: Councils Youth team are working along side the Youth Strategic Reference Group, which includes internal and external stakeholders. Services gaps are recognized through this process, with the Youth team advocating for systems/funding to ensure any gaps are met, such as currently, VicHealth.</p>	Community and Family Services	01-07-2020	30-06-2021	In Progress	40	 GREEN

1.2.2 Advocate for an increase in locally based health and wellbeing services to support young people.



Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>1.2.2.3 CP - Implement priorities within the Playground Strategy and playground renewal program. Projects nominated include: Keith Ewenson Park, Upper Beaconsfield, Kath Roberts Reserve, Beaconsfield and Redwood Rd Reserve, Gembrook.</p> <p>Progress Comments: Site investigation work is currently under way at each of the 3 proposed playgrounds as well as project scoping.</p>	Infrastructure Services	01-07-2020	30-06-2021	In Progress	25	 GREEN
<p>1.2.2.3 CP - Undertake a local review of youth needs through the Youth Forum Survey in partnership with local steering committees and networks.</p> <p>Progress Comments: With the completion of the 2020, this data will assist in the development of the 2021 Youth Forum Survey, which will be distributed early 2021 to young people and provide an evidence based approach of our Youths needs in Cardinia.</p>	Community and Family Services	01-07-2020	30-06-2021	In Progress	40	 GREEN

1.2.3 Investigate opportunities for allied services to be co-located with Council facilities

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>1.2.3.3 CP - Continue to support relevant agencies and service providers from across the region to co-locate at My Place, with consideration being given to facility capacity and availability.</p> <p>Progress Comments: Council Youth Services have participated in the re launch of agencies and services recommencing operation at My Place Youth Facility and The Point through the pandemic. With the plan build of the New Youth Facility, consultation and input from key stakeholders within the sector continues to ensure that the facility will meet the needs of young people and organisations when delivered 2022</p>	Community and Family Services	01-07-2020	30-06-2021	In Progress	50	 GREEN

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



Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.3.2.3 CP - Advocate where possible regarding the challenges of access to higher education in the interface regions. Progress Comments: Advocated the challenges of access to higher education through the Interface Councils Group.	Office of the General Manager - Liveable Communities	01-07-2020	30-06-2021	In Progress	50	 GREEN
1.3.2.4 CP - 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. Progress Comments: Through the Interface Councils Group have advocated for new schools annually to the Victorian Government and local MPs for the allocation of funding in the state budget.	Office of the General Manager - Liveable Communities	01-07-2020	30-06-2021	In Progress	50	 GREEN

1.3.3 Support the provision of learning opportunities for all ages and abilities.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.3.3.2 CP - 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. Progress Comments: Neighbourhood House funding has been provided to those who have a signed funding and service agreement to assist in the delivery of learning opportunities for the community. U3As have been provided with an annual allocation to support learning opportunities for people who are retired or semi-retired. E-Gaps funding has also been distributed to assist in providing internet access to the community to support learning activities within Neighbourhood Houses.	Community Strengthening	01-07-2020	30-06-2021	In Progress	50	 GREEN

1.4 Improved health and wellbeing for all


1.4.1 Source funding and deliver a range of initiatives that promote health and wellbeing.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>1.4.1.2 CP - Facilitate the delivery of an annual action plan to support inclusion for the LGBTIQ+ community in Cardinia Shire.</p> <p>Progress Comments: Council hosted a virtual "Wear it Purple Day - lunch and learn session" on Wednesday 26 August 2020.</p>	Office of the General Manager - Liveable Communities	01-07-2020	30-06-2021	In Progress	50	 GREEN
<p>1.4.1.3 CP - Coordinate health and wellbeing initiatives across the Shire in line with the priorities set in Cardinia Shire's Liveability Plan 2017-29.</p> <p>Progress Comments: Council continues to participate in the South East Prevention Leadership Group (SEPLG). New initiatives included the 'Get Active South East' and 'Food from Home' campaigns. Both of these initiatives promote healthy behaviors which can be achieved at home during the Stage 4 Covid-19 Lockdown, and planning for obesity in 2021. The COVID-19 Recovery Action Teams are leading a range of health and wellbeing initiatives aligned to the Liveability outcome areas of Mental Health and Wellbeing, Safety, Family Violence and Financial Vulnerability.</p>	Community Strengthening	01-07-2020	30-06-2021	In Progress	50	 GREEN




1.4.2 Develop the new Municipal Public Health and Wellbeing Plan and review annually.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>1.4.2.46 CP - Implement and review the Liveability Plan annual 'action agenda' in accordance to the public health and wellbeing Act 2008.</p> <p>Progress Comments: The Liveability Plan Action Agenda 2020-21 has been drafted following consultation, however the COVID-19 pandemic has seen us shift the approach.</p>	Community Strengthening	01-07-2020	30-06-2021	Completed	100	 GREEN



1.4.3 Routinely investigate community health and wellbeing issues to inform Council's planning and activities.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>1.4.3.4 CP - Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning.</p> <p>Progress Comments: COVID-19 Community Survey results have been presented to Council, COVID-19 Recovery Action Teams, Liveability Partnership Steering Group and the South East Prevention Leadership Group. A review of the Health and Liveability Data Profile has also commenced.</p>	Community Strengthening	01-07-2020	30-06-2021	In Progress	50	 GREEN







1.4.4 Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.4.4.1 CP - Finalise the design and start construction of MyPlace.	Buildings and Facilities	01-07-2020	30-06-2021	In Progress	50	 GREEN
Progress Comments: Documentation for the MyPlace project will be out to market for pricing in January 2021 and construction is expected in April 2021.						
1.4.4.3 CP - Completion and activation of the Pakenham Hills Parentzone Hub and the provision of parenting advice, education and support.	Community and Family Services	01-07-2020	30-06-2021	In Progress	60	 GREEN
Progress Comments: Children and Family Services team worked closely with Anglicare and providers to activate the Pakenham Hills Parentzone Hub. Although, the facility was not fully activated through the pandemic, delivering services online. Council will continue to work with Anglicare and the community to sustain the success of this facility.						
1.4.4.4 CP - Continue operations and engagement with community stakeholders to activate the Hills Hub.	Community and Family Services	01-07-2020	30-06-2021	In Progress	40	 GREEN
Progress Comments: Council has formed a strong partnership with community groups in the Hills area, with an active operations committee and community engagement. Due to the pandemic, the Hills Hub Facility has been closed throughout 2020, however Council has been in partnership with the community and library to deliver online services where possible. These connections will form a strong basis for a successful relaunch in 2021.						








1.5 Variety of recreation and leisure opportunities**1.5.1 Provide active and passive recreation facilities to meet the needs of residents.**

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.5.1.1 CP - Prepare a master plan for Gin Gin Bin Reserve Officer	Active Communities	01-07-2017	02-07-2020	Overdue	80	 RED
Progress Comments: The project has been delayed, awaiting direction from the Victorian Department of Education and Training and Victorian School Building Authority. A consultant was appointed and a draft master plan has been prepared. Discussions have been proposed with the Victorian Department of Education and Training in relation to combined master planning for an education precinct and Gin Gin Bin Reserve.						
1.5.1.2 CP - Prepare a master plan for McMullen Recreation Reserve Officer	Active Communities	01-07-2017	02-07-2020	Overdue	10	 RED
Progress Comments: Project delayed due to budget re-prioritisation. Council secured the land for the site in May 2020. Preparation of the McMullen Recreation Reserve master plan is on hold pending settlement of the purchase of land required to create the new reserve. Settlement expected October 2021.						




1.5.1 Provide active and passive recreation facilities to meet the needs of residents.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.5.1.3 CP - Complete civil works to enable access to Pepi's Land facilities in Emerald. Progress Comments: Project delayed due to Council finalising designs of the external intersection works. Designs have been submitted to DOT and awaiting approvals to tender. Tenders are expected to be called to enable works to commence after Easter and complete July 2021. Works associated with the internal car park and netball courts are complete. The pavilion construction is complete.	Infrastructure Services	01-07-2018	30-06-2021	In Progress	80	 RED
1.5.1.3 CP - Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups. Progress Comments: Utilising funding from the Caring for Our Local Environment grant, officers are developing a project brief for a consultant to deliver; 1. Friends group volunteers manual (to establish a set of agreed work practices and standards) 2. Citizen science education workshops (empowering the community to monitor native species to help engage the community in the natural environment and also provide scientific data to assist in reporting).	Environment and Heritage	01-07-2020	30-06-2021	In Progress	50	 GREEN
1.5.1.5 CP - Present options to Council for the potential redevelopment and expansion of Cardinia Life. If approved, proceed with detailed design. Progress Comments: Feasibility study underway for Councillor briefing and Council report.	Active Communities	01-07-2018	02-07-2020	Overdue	51	 RED
1.5.1.6 CP - Complete design for Bunyip Indoor Stadium. Progress Comments: Project awaiting agreement with committee of management and user groups. Officers are working with the committee of management and to reach an outcome within the coming months (Dec/Jan).	Active Communities	01-07-2019	02-07-2020	Overdue	10	 RED
1.5.1.6 CP - Start the construction and fit-out for opening of the Cora Lynn Reserve Pavilion. Progress Comments: This action will remain off-track, as it does not reflect the current stage of this project. This project has had considerable delays, due to lack of appropriate responses from the funding body, impact from COVID19 restrictions and ongoing changing requirements from club committee. The 20/21FY will now see the full and complete design documentation for this project, which is progressing well and is on-track to finish accordingly. The construction stage for this project will commence in the 21/22FY and is expected to be completed in the 12 month period.	Buildings and Facilities	01-07-2018	30-06-2021	Not Started	0	 RED
1.5.1.7 CP - Complete the construction and fit-out of the KWR Bowls Club. This project is dependent on external funding confirmation. Progress Comments: Growing Suburbs Fund grant application for this project was unsuccessful and alternative funding sources being sought.	Active Communities	01-07-2019	02-07-2020	Overdue	10	 RED

1.5.1 Provide active and passive recreation facilities to meet the needs of residents.




Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.5.1.8 CP - 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. Progress Comments: Project delayed as agreement not yet reached with the committee of management and user groups. The committee of management has developed an alternative concept for the Bunyip Indoor Stadium. Officers are working with the committee of management and to reach an outcome within the coming months (Dec/Jan)	Active Communities	01-07-2019	02-07-2020	Overdue	10	 RED
1.5.1.10 CP - Complete the construction and fit-out of the Emerald Netball Pavilion. Progress Comments: The project will be brought to a close in September 2020.	Buildings and Facilities	01-07-2019	30-06-2021	Completed	100	 GREEN
1.5.1.11 CP - Continue to implement recommendations of the Recreation Reserves management and maintenance review. Progress Comments: Consultant engaged to complete the project earlier this year. All committees have been met with individually, risk data has been gathered and is being reviewed. Risk treatment plan completed October, committee training was to be delivered face to face, however the project was delayed as we developed a virtual training session to deliver to volunteers. The training session will be delivered in February 2021. Following training and the provision of templates for committees, committees will then be required to implement changes.	Active Communities	01-07-2020	30-06-2021	In Progress	90	 RED
1.5.1.11 CP - Deep Creek Reserve (Pakenham) - Master Plan – Commence construction of retarding basin, wetlands, pathways and landscaping. Progress Comments: Works completed and facility opened in 2019-20.	Infrastructure Services	01-07-2020	30-06-2021	Completed	100	 GREEN
1.5.1.11 CP - Finalise the construction and fit out for opening of the Koo Wee Rup football/cricket pavilion and the Koo Wee Rup netball pavilion. Progress Comments: Construction is progressing well and is on target for this project.	Buildings and Facilities	01-07-2019	30-06-2021	In Progress	15	 GREEN
1.5.1.13 Lang Lang Community and Recreation Precinct - Finalise the pavilion construction. Progress Comments: Note that this project was completed in the 19/20 FY and is currently in defects stage.	Buildings and Facilities	01-07-2020	30-06-2021	Completed	100	 GREEN
1.5.1.14 CP - Develop a buildings masterplan and start construction of new change rooms at Upper Beaconsfield Recreation Reserve. Progress Comments: COVID19 restrictions and difficulty in getting various groups and Committee of Management (CoM) together, to review, discuss and agree on the scope of the project, has added significant delay. However, CoM and groups are meeting late January to re-commence discussions, with project likely to be back on track and finalise by expected deadline.	Buildings and Facilities	01-07-2020	30-06-2021	In Progress	5	 RED

1.5.2 Increase opportunities for residents to participate in a range of sport, recreation and leisure activities.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.5.2.1 CP - Progress the securing of a permanent location for the Koo Wee Rup & District Motorcycle Club. Progress Comments: Discussions are continuing in regard to potential new site for motor cycle club are continuing.	Economic Development	01-07-2020	30-06-2021	In Progress	50	 GREEN
1.5.2.2 CP - Comely Banks Reserve - complete construction of Pavilion. Progress Comments: COVID19 restrictions have added delay to the completion deadline of this project. However, the contractor has been working hard on the construction program to minimise delay with project expected to be finalised by end of February 2021.	Buildings and Facilities	01-07-2020	30-06-2021	In Progress	85	 GREEN
1.5.2.3 CP - Comely Banks Reserve - commence the playing fields and associated works. Progress Comments: Construction on playing fields and civil works is set to commence in January 2021. Tenders have been assessed, with the contract awarded at the August Council meeting. The project was delayed with restrictions on site access through COVID.	Active Communities	01-07-2020	30-06-2021	In Progress	80	 RED

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.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>1.6.1.2 CP - Continue to work with key agencies and partners to maintain our designation as an International Safe Community and address safety issues within Cardinia Shire.</p> <p>Progress Comments: The Safer Communities Partnership Committee has played a key role in supporting community safety during the COVID-19 Pandemic. A significant focus for this Committee has been identifying safety concerns and providing safety messaging and increased support to the community while residents were within levels of State Government enforced restrictions. Council was recently granted \$500,000 under the State Governments Community Safety Infrastructure Grants to help prevent crime and improve perception of safety across the Shire.</p>	Pandemic Response and Emergency Management	01-07-2020	30-06-2021	In Progress	55	
<p>1.6.1.3 CP - Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.</p> <p>Progress Comments: All planning applications and scheme amendments consider CPTED during the assessment and implementation phase.</p>	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	50	
<p>1.6.1.4 CP - Support the implementation of family violence projects in the Shire at a local, regional and state level including the Together We Can initiative.</p> <p>Progress Comments: The focus of the Together We Can Roundtable shifted to the COVID19 pandemic, forming the Family Violence Action team (FVAT) to work on 17 actions identified to minimise the impact of family violence during the pandemic. (6 of these actions completed) This year's White Ribbon Day event was held online with a virtual 'White Ribbon Art Gallery' that received more than 3,000 page views. Throughout November and December, Council is promoting Respect Victoria's 16 Days of Activism Against Gender-Based Violence campaign.</p>	Community Strengthening	01-07-2020	30-06-2021	In Progress	50	

1.6.2 Improve awareness of township safety in local communities.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>1.6.2.2 CP - 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.</p> <p>Progress Comments: Significant engagement with communities has occurred as a result of COVID-19. Two community based fuel reduction projects continue. In November 2020 as part of Councils Fire Hazard Inspection Program, a mail out to 6,000 properties provided residents fire hazard and fuel reduction information ahead of the summer season.</p>	Community Strengthening	01-07-2020	30-06-2021	In Progress	55	

1.7 Minimised impact of emergencies


1.7.1 Implement plans that support people in times of emergency.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>1.7.1.6 CP - 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.</p> <p>Progress Comments: Throughout the COVID-19 Pandemic the Municipal Emergency Management Plan and Relief and Recovery Sub Plan was activated. In due course these plans will be reviewed for effectiveness based on lessons learnt.</p>	Community Strengthening	01-07-2020	30-06-2021	In Progress	51	 GREEN

1.7.2 Implement effective plans and procedures that minimise the impact of all emergencies in the Shire.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>1.7.2.5 CP - Continue to implement the long term plan for burning on Council land. Conduct annual fire inspection program.</p> <p>Progress Comments: Undertaking controlled burns within the Shire has been restricted due to COVID-19. Council is currently reviewing the Strategic 10 year Burn Plan to identify future sites for consideration for 21/22. The 20/21 fire hazard inspection program is currently underway with Council Officers proactively inspecting 3,000 properties.</p>	Community Strengthening	01-07-2020	30-06-2021	In Progress	55	 GREEN


1.7.3 Protect against the impacts of emergencies through effective preparation and community planning and education.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>1.7.3.2 CP - Support community preparedness initiatives and assist communities to develop community emergency management plans with particular focus on high risk communities. Promote awareness of safety measures in the areas of heat health, thunderstorm asthma, fire readiness etc. through a variety of communication methods.</p> <p>Progress Comments: Significant work undertaken to support community preparedness, and to promote awareness of safety across all hazards, including the Pandemic, Floods, Heatwaves and Bushfires. Implementation of the Year 1 Actions of the Municipal Heat Health Plan has seen ten 'A' Frames on Heat Health messaging located at various Community and Council asset sites across the Shire. Work has recommenced with the Outlook Organisation to distribute Emergency preparedness kits ahead of Christmas.</p>	Community Strengthening	01-07-2020	30-06-2021	In Progress	55	 GREEN

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.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>2.1.1.3 CP - 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).</p> <p>Progress Comments: Disseminated a document to Councillors, showing the demographic and household data for the new Council wards. Developed and disseminated the Imagine Cardinia public consultation survey.</p>	Community Strengthening	01-07-2020	30-06-2021	In Progress	50	 GREEN



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.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>2.1.2.4 CP - Deliver the actions in the Social and Affordable Housing Strategy.</p> <p>Progress Comments: The Social and Affordable Housing Partnership Group has worked in partnership with the Regional LG Social Housing and Homelessness Charter working groups and Casey Cardinia Homelessness Network. Cardinia Shire was highlighted as a priority location for the Victorian Government's recent \$5.3M Big Housing Build announcement.</p>	Community Strengthening	01-07-2020	30-06-2021	In Progress	50	 GREEN


2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>2.1.3.1 CP - 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.</p> <p>Progress Comments: Public Art project at Lang Lang progressing, Artist presented concept to Art and Culture Reference group and will start onsite when restrictions allow</p>	Economic Development	01-07-2020	30-06-2021	In Progress	50	 GREEN
<p>2.1.3.2 CP - Activate the Cardinia Art Space in conjunction with a range of hub and spoke activities to bring art to the community.</p> <p>Progress Comments: The program has been adapted in line with Covid guidelines. An online arts program has been created with content utilising local artists and online workshops to enable people to participate and experience our Art and Cultural program from home. In addition a virtual tour has been developed, Looking Forward Looking Back, Cardinia Art exhibition at the Cardinia Cultural Centre and an online Music program to showcase local artists has been created.</p>	Economic Development	01-07-2020	30-06-2021	In Progress	50	 GREEN
<p>2.1.3.3 CP - 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.</p> <p>Progress Comments: The Grant recipients are currently working through their funded arts projects. Work underway in trying to bring forward the next round of Arts grants to give artists the ability to be more economically viable during Covid19 restrictions</p>	Economic Development	01-07-2020	30-06-2021	In Progress	50	 GREEN

2.1.4 Plan for the provision of facilities to service and support the changing community.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>2.1.4.3 CP - Implement an evidence based process to undertake a six monthly review of the Child and Family Centre Build Plan, including a regular reporting cycle to engage with and inform relevant stakeholders of build progress and capacity to meet current and emerging needs.</p> <p>Progress Comments: The Child and Family Services team continue to drive the Integrated Children and Family Centers builds, participating in regular Project Management conversations to ensure the success of the build, delivered on time. With the recently implemented 3 Year Old Kinder program, the need of infrastructure deliver within Cardinia has been expanded, with a project plan on Councils needs to be published in February 2020.</p>	Community and Family Services	01-07-2020	30-06-2021	In Progress	40	 GREEN
<p>2.1.4.4 CP - Complete Multicultural Hub feasibility study.</p> <p>Progress Comments: The brief for the management and services consulting, as part of the Feasibility Study requirements, has been completed and is out to market for pricing. This project is progressing well and is on target.</p>	Buildings and Facilities	01-07-2020	30-06-2021	In Progress	50	 GREEN

2.1.5 Work with local communities to review and implement township strategies that contribute to meeting the needs of those communities.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.5.48 CP - Incorporate planning strategies and controls into the planning scheme from studies. Progress Comments: Municipal Strategic Statement has been approved by the Minister for Planning.	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	Completed	100	 GREEN

2.2 Engaged communities


2.2.1 Provide a range of opportunities that encourage community participation in Council policy and strategy development.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.2.1.1 CP - Develop a community vision in accordance with the Local Government Act review and implementation. Progress Comments: Development of the Community Vision has begun, with the first stage of Community Engagement across November and December 2020, immediately following the Local Government Election. A second round of Deliberative Engagement, according to Council's Engagement Policy, is scheduled for early 2021. Council officers aim to have the Community Vision adopted, by the new Council, by 30 June 2021.	Customer and Service Improvement	01-07-2020	30-06-2021	In Progress	5	 GREEN

2.2.2 Communicate the activities and decisions of Council to the residents in a variety of ways.



Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.2.2.4 CP - Implement key outcomes and actions of the Communications Strategy. Progress Comments: Council continues to strive to deliver efficient, timely, important and interesting information to its community across a variety of channels. Recent communications have primarily focused on and supported pandemic communications, including a dedicated online help hub, business portal and community connection portal, advertising, editorials and newsletters, as well as key messaging through digital and traditional media. Additional activities including supporting Recovery activities, and the Buy Local, Imagine Cardinia and 12 days of Christmas campaigns.	Communications	01-07-2020	30-06-2021	In Progress	50	 GREEN

2.2.3 Embrace and support community leadership.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.2.3.3 CP - Deliver the community leadership program in the Shire by providing targeted training for community groups/leaders. Progress Comments: The Community Leadership Program graduation for the 2020 occurred online due to COVID-19	Community Strengthening	01-07-2020	30-06-2021	In Progress	20	 GREEN

2.3 Increased levels of community participation


2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>2.3.1.22 CP- Implement the Cultural Diversity Action Plan.</p> <p>Progress Comments: Film makers have been appointed to produce a 'Racism. It stops with me' video, with filming to commence in early2021, the multicultural hub feasibility study will be completed by June 30, 2021. A hard copy newsletter for multicultural residents in the shire was completed, as well as the CALD and Interfaith Networks continued.</p>	Community Strengthening	01-07-2020	30-06-2021	In Progress	50	 GREEN
<p>2.3.1.23 CP - Implement the Reconciliation Action Plan.</p> <p>Progress Comments: Consultation has been completed on the new Reconciliation Action Plan for consideration by Council.</p>	Community Strengthening	01-07-2020	30-06-2021	In Progress	50	 GREEN

2.3.2 Recognise, support and promote the value of volunteerism in our communities.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>2.3.2.3 CP - Host annual Mayoral Volunteer Reception to recognise and value the contribution of volunteers in our Shire.</p> <p>Progress Comments: Reception will be held in Volunteer Week 2021 provided COVID restrictions have been lifted.</p>	Governance	01-07-2020	30-06-2021	In Progress	50	 GREEN

2.3.3 Strengthen Council's community engagement through the development, implementation and promotion of effective practices.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>2.3.3.3 CP - Provide training and support to staff across the organisation regarding the Community Engagement Framework and Toolkit to enhance community participation.</p> <p>Progress Comments: A review of the Community Engagement policy and toolkit is underway as part of the Local Government Act by Council will be considered in March 2021.</p>	Community Strengthening	01-07-2020	30-06-2021	In Progress	50	 GREEN

2.4 Improved health and wellbeing of our residents

2.4.2 Enhance food literacy and security within the community

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>2.4.2.3 CP - Implement the Cardinia Community Food Strategy.</p> <p>Progress Comments: Key activities either started or re-commenced include: - Launch of the social marketing campaign 'Food from Home'. - A number of grants applications were submitted to VicHealth, including for the establishment of a Youth Food Network and a Youth2 Youth Food Kitchen. - Rescheduling of the Vermont Farm to Plate event, to be a webinar series in the first week of December 2020. - The Farmland Advocacy Working Group have started preparing a submission to the Victorian Government's consultation "Planning for Melbourne's Green Wedges and Agricultural Land".</p>	Community Strengthening	01-07-2020	30-06-2021	In Progress	50	 GREEN

2.4.3 Help establish partnerships and social infrastructure opportunities that improve health and wellbeing outcomes for residents.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>2.4.3.4 CP - Work with partners to ensure local health and wellbeing priorities are being addressed.</p> <p>Progress Comments: A consultant has been engaged to co-design an evaluation framework and shared measurement system with the Partnership Group.</p>	Community Strengthening	01-07-2020	30-06-2021	In Progress	50	 GREEN



2.4.4 Support the provision of services by Council or others for people of all abilities.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>2.4.4.2 CP - Review the 2017 - 21 Disability, Access and Inclusion Action and undertake consultation to develop the new Action Plan.</p> <p>Progress Comments: Council has completed 28 of 30 actions. Planning is currently underway for the new Disability action plan beyond 2021 in conjunction with the Cardinia Access and Inclusion Advisory Committee.</p>	Community Strengthening	01-07-2020	30-06-2021	In Progress	97	 GREEN




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.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.1.1.3 CP - Inspections and maintenance of the road network in accordance with the Road Management Plan.	Operations	01-07-2020	30-06-2021	In Progress	50	 GREEN
Progress Comments: Currently on track and ongoing, all inspections have been completed through December quarter to date as per the Road Management Plan.						
3.1.1.3 CP - Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans.	Infrastructure Services	01-07-2020	30-06-2021	In Progress	50	 GREEN
Progress Comments: Works have commenced on footpath renewal projects and site investigations are under way on the roads proposed to be included in the current financial years roads program. Works are on track.						



3.1.3 Provide accessible facilities to meet identified community needs.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.1.3.1 CP - Upgrade of the Gembrook Reserve Sports Pavilion.	Buildings and Facilities	01-07-2018	30-06-2021	In Progress	30	 GREEN
Progress Comments: This project has experienced delays due to recent COVID19 restrictions to site works and other construction issues. Contractor re-commenced site works early October 2020 and project is now progressing well.						
3.1.3.4 CP - 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.	Buildings and Facilities	01-07-2019	30-06-2021	In Progress	15	 GREEN
Progress Comments: The annual program of works to improve access, use and engagement by our broader community is progressing well and is on target.						
3.1.3.5 CP - 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.	Buildings and Facilities	01-07-2020	30-06-2021	In Progress	35	 GREEN
Progress Comments: The annual renewal program is being implemented and is progressing well.						



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.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.1.4.1 CP - Review of Open Space Asset Management Plan Progress Comments: Collating the relevant condition data to support the review of the plans has been delayed and further delayed during Covid, in turn delaying the completion of works. The plan is now being completed along with the review of the footpath and bridges asset management plans. Draft versions of these three plans are expected to be completed mid 2021.	Infrastructure Services	01-07-2018	02-07-2020	Overdue	50	 RED
3.1.4.2 CP - Continue to support the conservation of sites of heritage significance throughout the Shire. Progress Comments: Council continues to support the conservation and protection of community and Council owned heritage sites. Officers have been providing information and advice to owners of heritage properties and those interested in purchasing heritage sites.	Environment and Heritage	01-07-2020	30-06-2021	In Progress	50	 GREEN
3.1.4.2 CP - Review of Road Asset Management Plan and Buildings Asset Management Plan. Progress Comments: These plans have been delayed due to the collection of the relevant condition data which has been further delayed during COVID-19. Development of long-term modelling for building assets has commenced based on the 2019 condition assessments. The road asset plan is estimated for completion in May while the bridge asset plan is estimated for October.	Infrastructure Services	01-07-2019	02-07-2020	Overdue	40	 RED
3.1.4.3 CP - Review of Drainage Asset Management Plan. Progress Comments: The drainage asset management plan is in progress. Current data is being validated and missing information is currently being collected. This asset management plan has been scheduled to complete following other asset management plans (road, buildings and open space), which have been delayed. The completion of this plan is on track for a scheduled for December 2021.	Infrastructure Services	01-07-2020	30-06-2021	In Progress	10	 RED


3.2 Transport Linkages connecting towns**3.2.1 Upgrade Council roads to improve safety while considering the traffic demand of the community.**

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.2.1.1 CP - Commence construction of the Lang Lang Bypass from Westernport Road to McDonalds Track, including Milner's Road. Progress Comments: The project has been delayed due to ongoing negotiations with quarry operators. A recent internal review has this project scheduled to commence in the 2022/23 financial year with a review of construction drawings anticipated in 2021/22 to validate the previous plans.	Infrastructure Services	01-07-2014	02-07-2020	Overdue	10	 RED
3.2.1.6 CP - Implement recommendations from revised Road Safety Strategy, including cyclist awareness program. Progress Comments: This is continually been undertaken as part of all the work that the Traffic team deliver and provide expert advise on.	Infrastructure Services	01-07-2020	30-06-2021	In Progress	50	 GREEN


3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>3.2.2.6 CP - Commence delivery of the federally funded ‘Sealing the Dandenong Ranges and surrounds’ road construction program.</p> <p>Progress Comments: Project delayed due to the impact of COVID-19. A priority list of roads was endorsed at the March 2020 Council meeting. a significant package of design works has been awarded and is well underway. These design works will accommodate construction for the next three years. The first project to commence will likely be Beenak East Road. Environmental investigations have indicated that the majority of works will require planning permits. Works likely to commence in April 2021.</p>	Infrastructure Services	01-07-2019	30-06-2021	In Progress	50	 GREEN
<p>3.2.2.7 CP - Finalise the O'Sullivan Road, Hill Street and Peet Street (Pakenham) scheme.</p> <p>Progress Comments: Works on site are substantially complete with only some minor works outstanding. Energisation of the power has now been completed.</p>	Infrastructure Services	01-07-2020	30-06-2021	In Progress	90	 GREEN



3.2.3 Develop transport networks that incorporate effective public transport.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>3.2.3.3 CP - Implementation of Road Development Program to seal strategic collector roads.</p> <p>Progress Comments: The program is now underway. Main Drain Road and Boundary Drain Road have now commenced works. Tenders to be called soon for LL and Armitage Roads in Officer.</p> <p>Programming of the reminder roads is being programmed over the next two years to align with the funding in the capital works.</p>	Infrastructure Services	01-07-2020	30-06-2021	In Progress	75	 GREEN

3.2.4 Prioritise multi-use pathways, where practicable, to create networks that connect destinations.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>3.2.4.3 CP - Upgrade pathways and walking tracks across the Shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy.</p> <p>Progress Comments: Works have commenced and well underway on footpath renewal projects, along with the new footpaths to be constructed this financial year.</p>	Infrastructure Services	01-07-2020	30-06-2021	In Progress	50	 GREEN

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.



Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>3.2.5.3 CP - Provide information when required to the Interface 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.</p> <p>Progress Comments: Participation is ongoing and information is provided as required to support advocacy campaigns.</p>	Infrastructure Services	01-07-2020	30-06-2021	In Progress	50	 GREEN
<p>3.2.5.4 CP - Facilitate action to advocate for an improvement to the current bus service timetable (new commuter timetable) between Koo Wee Rup and Pakenham to connect with the peak services suburban rail network. Advocate for the linking of Lang Lang and surrounding areas with the commuter service from Koo Wee Rup to Pakenham.</p> <p>Progress Comments: Advocacy is ongoing and will continue throughout the year. Council has written to the Department of Transport requesting a review of this service. Council officers are currently requesting a meeting with Public Transport Victoria & the Department of Transport on a service between Pakenham and Koo Wee Rup.</p>	Infrastructure Services	01-07-2020	30-06-2021	In Progress	50	 GREEN

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.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>3.3.1.3 CP - Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce council and community energy use).</p> <p>Progress Comments: Council continues to participate in regional projects delivered by the South East Councils Climate Change Alliance (SECCCA). Current and active projects include: 1. Asset Vulnerability Assessment - Spatial Vision, a spatial data specialist have been engaged to undertake this assessment. 2. Community Climate Action Planning project - actions and interventions to effectively promote community emission reductions have been identified. Priority actions for the Cardinia community have been highlighted through an internal workshop.</p>	Environment and Heritage	01-07-2020	30-06-2021	In Progress	50	 GREEN


3.3.3 Reduce Council’s energy consumption and help the community to do likewise.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>3.3.3.3 CP - Implement the Aspirational Energy Transition Plan including, energy saving retrofits and solar power for council buildings.</p> <p>Progress Comments: Council continues to investigate the suitability of additional rooftop solar energy systems and invest in solar and efficiency upgrades. Design and technical development of a future roof top solar energy system for the Council Civic Centre is underway. Council has purchased approximately 733 tonnes of carbon dioxide offsets from GreenFleet. This purchase will offset council’s fleet related emissions for this financial year and supports the restoration of native forests.</p>	Environment and Heritage	01-07-2020	30-06-2021	In Progress	50	 GREEN
<p>3.3.3.4 CP - 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.</p> <p>Progress Comments: In order to further progress this action, a meeting has been scheduled between Growth Area Planning and the CEO to discuss next steps and direction.</p>	Buildings and Facilities	01-07-2020	30-06-2021	In Progress	50	 GREEN

3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>3.3.4.9 CP - Provide waste and resource recovery education, material, and support to schools and early learning centres to improve engagement, knowledge and resource recovery capacity.</p> <p>Progress Comments: Direct engagement with schools limited due to COVID-19 restrictions, particularly during stage 4 and while schools are learning from home. Have established some digital resources and support services such as pages on 'Connecting Cardinia' and opportunities for students/teachers/parents to have questions answered by education officers. Sustainability Victoria have launched a new recycling education campaign in mid-august. we are working with the internal communication team to have key messages shared with our community</p>	Infrastructure Services	01-07-2020	30-06-2021	In Progress	75	 GREEN
<p>3.3.4.10 CP - Implement new services and roll out behaviour change program that reduce food organic waste to landfill.</p> <p>Progress Comments: New Bookable Hard Waste Service including green waste allocations rolled out on 1 July 2020. Ongoing education and engagement campaigns on how to use the service are in place. New Food Waste recycling program service started on 1 Oct 2020. Engagement and communication plan underway. Hampered slightly by Council election embargo period and COVID communications taking priority. Will ramp up communications Dec onwards. All households paying for a green waste service received a kitchen caddy for their food scraps between 28 sept - 19 oct - resident response to the new service has been overwhelmingly positive.</p>	Infrastructure Services	01-07-2020	30-06-2021	In Progress	90	 GREEN
<p>3.3.4.11 CP - 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).</p> <p>Progress Comments: Continued support and promotion of State Government run program including Detox you Home and Drum Muster - some of these are limited at the moment due to COVID-19 restrictions. No new events until 2021. 3 new e-waste recycling boxes rolled out bringing the total across the shire to 6. Boxes in customer service areas not accessible during closures. Other boxes are in high community interaction areas including libraries, independent hardware store, independent supermarket and medical facility waiting area. Residents encouraged to use new bookable hard waste service to have e-waste removed and recycled. Free Green Waste Drop off days at local transfer stations occurred in November and December with high attendance and positive feedback</p>	Infrastructure Services	01-07-2020	30-06-2021	In Progress	76	 GREEN
<p>3.3.4.12 CP - Collaborate on regional projects with South East Councils and MWRRG to procure landfill and alternate to landfill services.</p> <p>Progress Comments: South East group procurement for landfill contract (2021 onwards) is in final stages of completion. Slight hold up at the final stage as the options available for landfill are limited and variations available are quite complex. All parties need to have a decision made at February Council meetings. Group procurement options for managing kerbside commingled recycling are being explored. EOI to be managed by MWRRG in regions. Alternative Waste Technologies procurement process has completed EOI stage, formal announcement of shortlisted parties announced by MWRRG in Sept. Some work on contract development at a State Government level has been impacted by COVID-19 altering priorities.</p>	Infrastructure Services	01-07-2020	30-06-2021	In Progress	80	 GREEN

3.3.5 Manage water in an integrated way, including the reduction of potable water consumption by Council and households.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.3.5.3 CP - Implement the Integrated Water Management Plan including investigating water efficiency and alternative water sources.	Environment and Heritage	01-07-2020	30-06-2021	In Progress	50	 GREEN
Progress Comments: Council continues to be a representative on the WesternPort Integrated Water Management Forum chaired by DELWP. As part of Council's commitment to integrated water management, officers have been strengthening partnerships with the key water authorities in the region including, Melbourne Water, South East Water, Southern Rural Water and Yarra Valley Water.						


3.3.6 Promote water catchment management practices that improve the quality of our waterways.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.3.6.3 CP - Reduce off-site discharges by advocating to water authorities to complete the backlog sewer program.	Development and Compliance Services	01-07-2020	30-06-2021	In Progress	20	 GREEN
Progress Comments: Due to the pandemic, there has been no specific work done on this project during the quarter. This is unlikely to impact the long-term timeline.						

3.3.7 Protect and improve biodiversity by increasing the area of natural ecosystems across the Shire.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.3.7.7 CP - Protect and improve biodiversity across the Shire by increasing the quantity and quality of indigenous flora and fauna and reduce the extent of weeds.	Environment and Heritage	01-07-2020	30-06-2021	In Progress	50	 GREEN
Progress Comments: Through the collaborative partnership with the Westernport Catchment Landcare Network, planting and fencing projects on three private properties have commenced to protect and enhance Cardinia's endangered vegetation communities.						

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.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.3.8.4 CP - Preserve and improve natural environment by undertaking weed management and indigenous plantings.	Operations	01-07-2020	30-06-2021	In Progress	60	 GREEN
Progress Comments: Service provision well underway, program will be smaller than originally planned due to deferral of recruitment of additional ranger roles to assist with budget management. Progress assessed against revised scope.						

3.3.9 Manage agricultural land use by supporting farmers to utilise sustainable farming practises.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.3.9.3 CP - Facilitate investment in farm practises and work with State Government to review the regulatory system. Progress Comments: Through consultation with Economic Development and the implementation of the green wedge management plans and zones Council is looking to facilitate investment in farming practices at any opportunity.	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	50	 GREEN

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.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.4.1.2 CP - Implementation of Environmental Sustainable Design elements into infrastructure works and new buildings. Progress Comments: The Sustainable Buildings Enhanced Standard requirements are being incorporated into new Council building developments, as well as in the annual renewal program for existing buildings.	Buildings and Facilities	01-07-2020	30-06-2021	In Progress	25	 GREEN

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.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.4.2.3 CP - Provide information, awareness and engagement opportunities for the community on environmental topics. Progress Comments: Community engagement opportunities have been limited by Covid-19 restrictions. Programs that are planned for the coming 6 months include: 1. Working with the Cardinia Environment Coalition to establish a Friends group network. 2. A trial indigenous plant giveaway for the community 3. A series of online sustainable gardening webinars focusing on attracting native species and increasing local biodiversity	Environment and Heritage	01-07-2020	30-06-2021	In Progress	50	 GREEN



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).

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.4.3.3 CP - Continue to review the planning scheme and undertake amendments as required. Progress Comments: Review of existing policies and introduction of new policies to adapt to changing planning and construction environments is occurring through various planning scheme amendments.	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	50	 GREEN


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.**

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.5.1.3 CP - Undertake an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme. Progress Comments: Fix up amendments are cataloged frequently through the year and planning scheme amendments are currently in place or are being planned to fix issues up and streamline planning processes.	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	50	 GREEN

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.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.5.2.5 CP - Ongoing review of Precinct Structure Plans and Development Contribution Plans in conjunction with the Victorian Planning Authority. Progress Comments: There is currently two Precinct Structure Plans being reviewed, both in the early review phase which is the Officer PSP and Cardinia Road Employment PSP. The Development Contributions Plans are also reviewed if deemed required.	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	50	 GREEN
3.5.2.6 CP - Implement approved structure plans for the growth area including implementation of developer contributions in an orderly manner. Progress Comments: All active Precinct Structure Plans are currently being implemented through the assessment and issuing of planning permits and hence facilitate housing, road infrastructure, community infrastructure and jobs.	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	50	 GREEN

3.5.3 Provide for the sustainable development of rural townships while taking into account their existing character and community needs

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.5.3.1 CP - Undertake review of township strategies as required. Progress Comments: The railway township strategies have progressed through its background investigations and is going to Council for consideration in September, further specialised work needs to be undertaken around the servicing capacity of these towns. The Hills township strategies (Upper Beaconsfield, Emerald, Gembrook and Cockatoo) are being investigated currently to be reviewed to update their content to align them with updated planning controls and policies.	Policy, Design and Growth Area Planning	01-07-2018	30-06-2021	In Progress	50	 GREEN

3.5.4 Ensure the planning of rural (green wedge) areas protects and enhances important agricultural, environmental, natural resource, infrastructure and recreational values.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.5.4.17 CP - Implement the Westernport Green Wedge Management Plan and continue to advocate for a Green Wedge Management Plan for the remainder of Cardinia Shire.	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	50	 GREEN
Progress Comments: The Westernport Green Wedge Management Plan is being implemented through the use of the plan when assessing planning applications and providing advice to potential investors in the region.						

4 Our Economy

4.1 Increased business diversity in Cardinia Shire

4.1.1 Plan for and support local employment opportunities.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>4.1.1.1 CP - Continue the review of Cardinia Road Employment precinct to encourage investment and employment opportunities.</p> <p>Progress Comments: Cardinia Road Employment Precinct Structure Plan: Council officers have drafted a project brief to initiate the review. The review will take place in conjunction with the development of the Officer South PSP which has strong links and sharing of infrastructure between the two precincts.</p>	Policy, Design and Growth Area Planning	01-07-2018	30-06-2021	In Progress	50	 GREEN
<p>4.1.1.3 CP - Finalise the Pakenham South Precinct Structure Plan.</p> <p>Progress Comments: The Pakenham South Precinct Structure Plan is currently on public exhibition. A report will be presented to Council for consideration in the new year on how to progress this project following the submissions received.</p>	Policy, Design and Growth Area Planning	01-07-2014	30-06-2021	In Progress	85	 GREEN

4.1.2 Support the development of existing and new businesses within the shire.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>4.1.2.3 CP - Facilitate business networking opportunities through the Casey Cardinia region and relevant stakeholders and individuals.</p> <p>Progress Comments: Council continues to facilitate networking opportunities for businesses through the delivery of webinars, targeted training and information sessions, and the implementation of the new Cardinia Business portal. Council has established an Economic Development Recovery Committee who inform our engagement and networking strategies with local businesses.</p>	Economic Development	01-07-2020	30-06-2021	In Progress	50	 GREEN

4.1.3 Plan for a staged development of the Officer-Pakenham employment precinct.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>4.1.3.5 CP - In partnership with the Victorian Planning Authority continue development of the Officer South Precinct Structure Plan.</p> <p>Progress Comments: Officer South PSP in partnership with the Victorian Planning Authority is currently in the visioning and background information phase. Early consultation has occurred with key stakeholders within the precinct.</p>	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	50	 GREEN


4.1.4 Plan the development of Officer and Pakenham town centres.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.4.7 CP - Facilitate development of key sites in the core commercial areas in Officer and Pakenham.	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	50	 GREEN
Progress Comments: Both Officer and Pakenham Town Centre policies have recently been reviewed to facilitate development. The town planning teams have been facilitating development through the assessment and issuing of planning permit applications.						

4.1.5 Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.5.5 CP - Finalise the new Cardinia Shire Council Economic Development Strategy.	Economic Development	01-07-2020	30-06-2021	In Progress	75	 GREEN
Progress Comments: The new Economic Development Strategy is in the final draft stage. Internal and external engagement planned to further inform the strategy before presenting to council early 2021.						
4.1.5.6 CP - Assist businesses and investors to create jobs by activating employment land, advocating for an Airport in the South East region and assist existing businesses to grow.	Economic Development	01-07-2020	30-06-2021	In Progress	50	 GREEN
Progress Comments: Council continues to assist businesses and investors to create local jobs through a coordinated planning and economic development response to all new inquiries and applications for development. This can be demonstrated through the extensive development that has occurred in the South East business park and the establishment of a range of new businesses operating in the shire. Council is working closely with the Victorian Planning Authority (VPA) to activate the Officer South Employment and industrial corridor through the development of the Officer South Precinct Structure Plan (PSP). Council continues to advocate for an airport as a priority in collaboration with the South East Melbourne (SEM) group of Councils.						

4.1.6 Encourage procurement of local products and services.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.6.3 CP - Ensure that tender documentation and consideration includes weighting for local products and services.	Finance	01-07-2020	30-06-2021	Completed	100	 GREEN
Progress Comments: Tender documentation and consideration continue to include weighting for local products and services. Local suppliers benefit from a 5% positive weighting that is applied after all other tender specific Criteria has been independently assessed and agreed at a Panel meeting.						

4.2 Maintained strong agricultural activities

4.2.1 Support our farmers and growing agricultural industry in adapting to the changing economy and climate.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.2.1.3 CP - Implement the actions of the Westernport Green Wedge Management Plan.	Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	50	 GREEN
<p>Progress Comments: Implementation of the Westernport Green Wedge Management Plan has been occurring through the assessment of planning applications in considering the plan, and through the considering action the plan when meeting with landowners and future investors.</p>						

4.2.2 Identify innovative ways to value-add to the region’s primary production and transportation.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.2.2.3 CP - Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension.	Economic Development	01-07-2020	30-06-2021	In Progress	50	 GREEN
<p>Progress Comments: Council continues to advocate for enhanced access to markets for our local businesses and agricultural sector. Our priorities include the further development of a regional food plan, exploration of integrated water management systems, the early delivery of critical transport infrastructure including Thompson's Rd and the upgrade of Koo Wee Rup Rd and the establishment of a South East airport. This is achieved through a range of regional and state partnerships and platforms.</p>						

4.3 Diverse and resilient business community

4.3.1 Support small businesses to remain viable in rural townships.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.3.1.3 CP - Continue to work with local businesses within the Shire to improve viability.	Economic Development	01-07-2020	30-06-2021	In Progress	50	 GREEN
<p>Progress Comments: Council continues to work with local businesses within the Shire to improve viability. During the Covid -19 environment Council has advocated for the extension of JobKeeper and JobSeeker support packages and implemented a range of initiatives in consultation with our local business community. This includes the launch of a new Cardinia Business portal, the provision of timely and accurate information regarding support and funding for businesses, free online training, support through planning applications and a buy local campaign focused on creating greater awareness of local businesses to enhance their capacity to trade. Council also delivering the expanded Outdoor dining package to enhance trading opportunities in the hospitality and tourism sector.</p>						

4.3.3 Advocate for the delivery of small and large scale projects that enhance and drive economic activity.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.3.3.3 CP - Assist businesses to develop in the Casey–Cardinia region.	Economic Development	01-07-2020	30-06-2021	In Progress	50	 GREEN
<p>Progress Comments: Council is providing a range of support initiatives to assist businesses to continue to develop and manage the unprecedented effects of the Covid-19 pandemic. Support initiatives included our business concierge service, Cardinia Business portal, rent and rate relief options for commercial tenants in Council properties, faster payments for suppliers and contractors, and rebates for some business fees and charges. The Cardinia Business portal features information and advice on local business support, as well as Council and government assistance packages.</p>						

4.3.4 Work with others to grow economic activity and attract new enterprises.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.3.4.3 CP - Work with South East Melbourne Councils and State & Federal Government departments to attract new enterprises and investment into the region to increase economic activity in Cardinia.	Economic Development	01-07-2020	30-06-2021	In Progress	50	 GREEN
<p>Progress Comments: Cardinia Shire Council in collaboration with the South East Melbourne Councils (SEM) continues to work with our State & Federal Government partners to attract new enterprises and investment into the region to increase economic activity in Cardinia.</p>						

4.3.5 Support business and organisations to enhance their skills.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.3.5.3 CP - Council will help facilitate training opportunities for local businesses.	Economic Development	01-07-2020	30-06-2021	In Progress	50	 GREEN
<p>Progress Comments: Council continues to facilitate training opportunities for Cardinia Shire businesses through a range of platforms. These include free training and business mentoring through Linked in Learning, webinars, monthly newsletters and targeted training sessions based on direct feedback from local business networks and the Economic Recovery committee.</p>						

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.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>4.4.1.2 CP - Deliver a range of health and wellbeing initiatives across the organisation.</p> <p>Progress Comments: Our health and well-being program offers a holistic approach, which focuses on physical, mental, social, financial and intellectual well-being. Council provides annual well-being support to employees via a dedicated Employee Assistance Program and a range of other tailored programs. Our well-being calendar enables the organisation to learn about important health initiatives.</p> <p>To support our employees during the COVID 19 Pandemic Council has increased it's well-being focus to support employees and people leaders who are working and interacting together virtually or in accordance with DHHS requirements.</p>	People and Culture	01-07-2020	30-06-2021	In Progress	90	 GREEN

4.4.3 Support tourism and local businesses that deliver health and wellbeing initiatives.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>4.4.3.3 CP - Implement the Casey Cardinia Tourism Strategy and support a tourism board to guide future development of the sector.</p> <p>Progress Comments: Council continues to work with local Cardinia Shire Businesses and relevant tourism industry representatives to further develop and implement a local tourism strategy. A dedicated tourism website has been developed and Council continues to work collaboratively with businesses to support the local tourism industry through a variety of strategies and campaigns.</p>	Economic Development	01-07-2020	30-06-2021	In Progress	50	 GREEN


4.4.4 Encourage the procurement and consumption of local food.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>4.4.4.3 CP - Tender documentation and consideration includes weighting for local products and services.</p> <p>Progress Comments: Duplicate of action 4.1.6.3</p> <p>Tender documentation and consideration continue to include weighting for local products and services. Local suppliers benefit from a 5% positive weighting that is applied after all other tender specific Criteria has been independently assessed and agreed at a Panel meeting.</p>	Finance	01-07-2020	30-06-2021	Completed	100	 GREEN

5 Our Governance

5.1 An engaged community

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


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.1.2.3 CP - Council will continue to increase its use of online platforms to educate, inform and engage the community. Progress Comments: Expansion of the Creating Cardinia Platform has taken place with increased use during COVID-19 social distancing period, including the 'Connecting Cardinia' COVID-19 Community Connection portal and the 'Cardinia Business' page.	Community Strengthening	01-07-2020	30-06-2021	In Progress	50	 GREEN

5.2 Open governance

5.2.1 Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.2.1.5 CP - Monitor compliance with statutory reporting requirements. Progress Comments: Requirements are regularly monitored	Governance	01-07-2020	30-06-2021	In Progress	50	 GREEN
5.2.1.6 CP - Maintain and update the register of information to be available to the public. Progress Comments: Register is maintained and updated as required	Governance	01-07-2020	30-06-2021	In Progress	50	 GREEN

5.2.2 Govern and make decisions in the best interests of the Cardinia Shire community.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.2.2.3 CP - Develop code of conduct with new Council within statutory time period. Progress Comments: New Draft Code of Conduct currently being prepared.	Governance	01-07-2020	30-06-2021	In Progress	50	 GREEN

5.3 Long-term financial sustainability


5.3.1 Make financial decisions that achieve the objectives of Council and long-term financial sustainability.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>5.3.1.3 CP - Develop Council's Strategic Resource Plan and Annual Budget which summarise the resources required for and financial impact of implementing Council Plan objectives, strategies and actions and achieving long-term financial goals.</p> <p>Progress Comments: The 4yr Budget and 10yr Financial Plan process commenced on time in November, with the first round of community deliberative engagement launched, planning model prepared, budget system configured, manager information sessions conducted and first draft commenced. On track for Council adoption in June 2021.</p>	Finance	01-07-2020	30-06-2021	In Progress	33	 GREEN


5.3.2 Make financial decisions that are fair and ethical and balance costs and benefits between present and future generations.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>5.3.2.3 CP - Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor.</p> <p>Progress Comments: The Procurement policy requires procurement activities performed on a best Value for Money basis by considering all relevant costs and benefits of proposals throughout the procurement cycle. This includes minimising the total cost of ownership over the lifetime of the requirement consistent with acceptable quality, reliability and delivery considerations. As a result, the lowest price is not the sole determinate of value for money.</p> <p>Procurement staff discuss full life cycle costs with service units as part of the Procurement Plan process for large early stage contracts. They recommend contract design or scoping of requirements to include consideration of full lifecycle costs for the end product. Procurement's tender evaluation procedure includes consideration of whole of life costs in evaluating and scoring tender submissions.</p> <p>Finance has also supported the inclusion of full life cycle cost of infrastructure delivered by capital projects in initial project business cases.</p>	Finance	01-07-2020	30-06-2021	Completed	100	 GREEN


5.3.3 Manage the municipality's finances and assets in a responsible way.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>5.3.3.3 CP - Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council.</p> <p>Progress Comments: The 4yr Budget and 10yr Financial Plan process commenced on time in November, with first draft Capital Works Program commenced. On track for Council adoption in June 2021.</p>	Finance	01-07-2020	30-06-2021	In Progress	33	 GREEN

5.3.4 Identify and implement programs to achieve Council’s debt reduction policy.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.3.4.3 CP - Maintain an effective debt management policy.	Finance	01-07-2020	30-06-2021	In Progress	33	 GREEN
<p>Progress Comments: The 4yr Budget and 10yr Financial Plan process commenced on time in November, with first draft review of the Debt Management guideline strategy included. On track for Council adoption in June 2021.</p>						

5.3.5 Identify ways to contain Council’s cost base by a focus on innovation and efficiency.


Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.3.5.3 CP - Develop and maintain 'internal consulting' ability, and work with internal divisions/teams to facilitate the identification and implementation of innovation and efficiency improvement actions.	Customer and Service Improvement	01-07-2020	30-06-2021	In Progress	50	 GREEN
<p>Progress Comments: Officers from the Performance and Improvement have continued the implementation of improvements and performance metrics in Customer Support, furthering their skills in these important activities. Furthermore, the recent re-design of Council's quarterly performance and growth reports was implemented for the first time, this quarter, giving increased visibility and transparency.</p>						

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.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>5.4.1.1 CP - 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.</p> <p>Progress Comments: Council continues to advocate for priority projects at both State and Federal Government levels primarily through the South East Melbourne (SEM) group of Councils and City Deal. We continue to foster strong collaborative relationships with our Federal and State members and relevant Ministers and coordinate advocacy priorities in the lead up to both Federal and State elections and budgets, to ensure Cardinia Shire Council receives a fair share of funding for the local community.</p>	Economic Development	01-07-2020	30-06-2021	In Progress	50	 GREEN

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.

Action	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>5.4.2.3 CP - Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.</p> <p>Progress Comments: Participated in the advocacy campaigns with the Interface Councils CEOs group and the Human Services Directors Group.</p>	Office of the General Manager - Liveable Communities	01-07-2020	30-06-2021	In Progress	51	 GREEN



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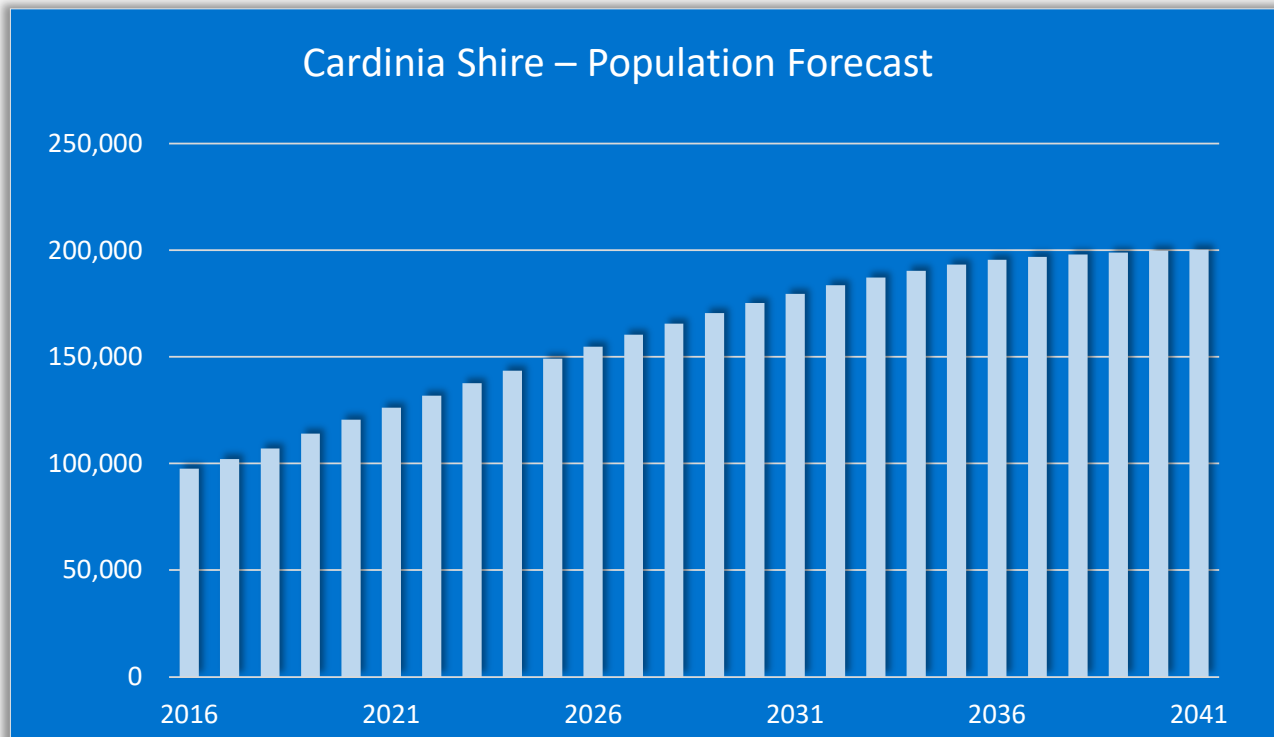
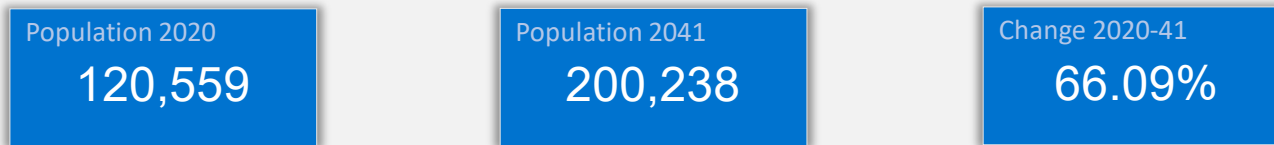
GROWTH REPORT

Q2 OCT – DEC 2020

Q2 OCT – DEC 2020

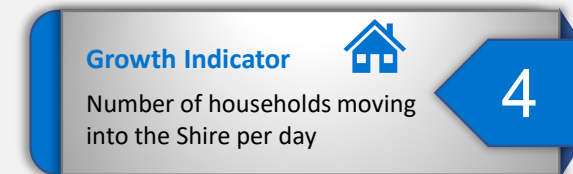
POPULATION FORECAST

Cardinia Shire is a growing community. It is important therefore that we forecast our population growth to ensure that there are adequate services and infrastructure provisions for our residence in the future.

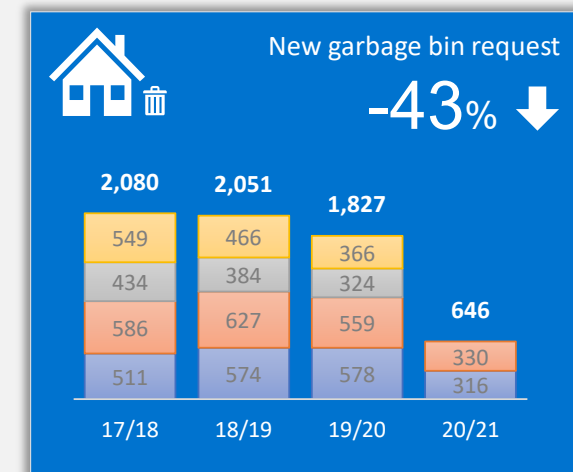


HOUSEHOLD GROWTH

YTD comparison to last year



A new household garbage service is requested predominantly when a new home has been completed and ready to be occupied. This indicator can therefore represent the growth of new households within the Shire.

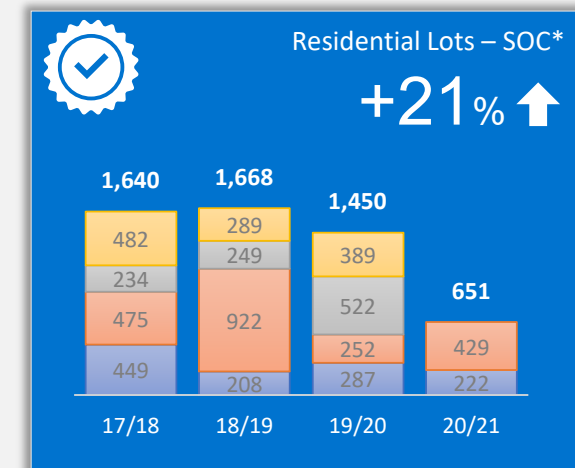
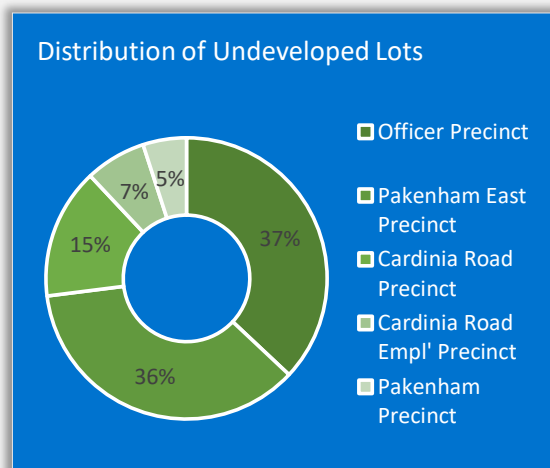
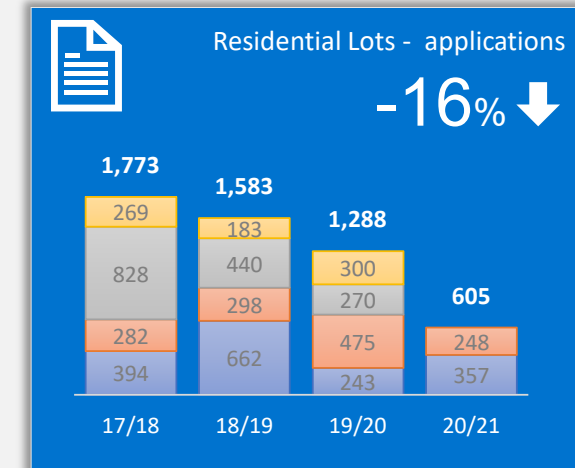
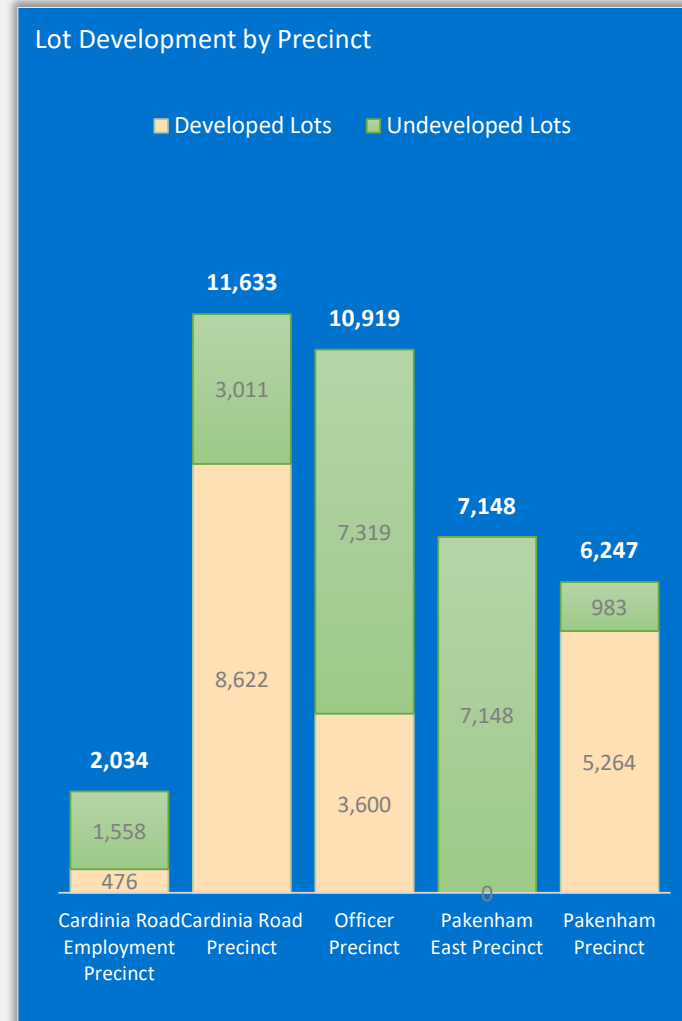
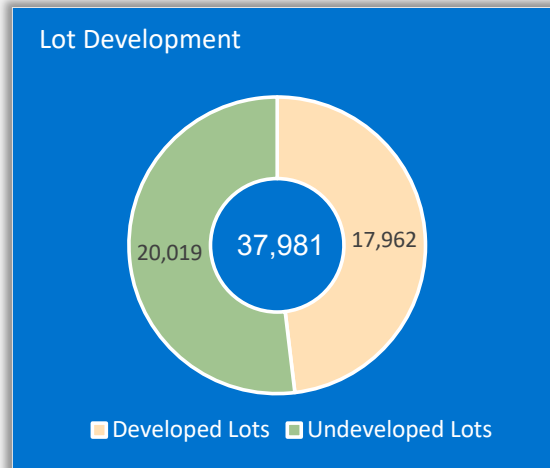


Q2 OCT – DEC 2020

RESIDENTIAL LAND ACTIVITY METRICS

SUBDIVISION METRICS

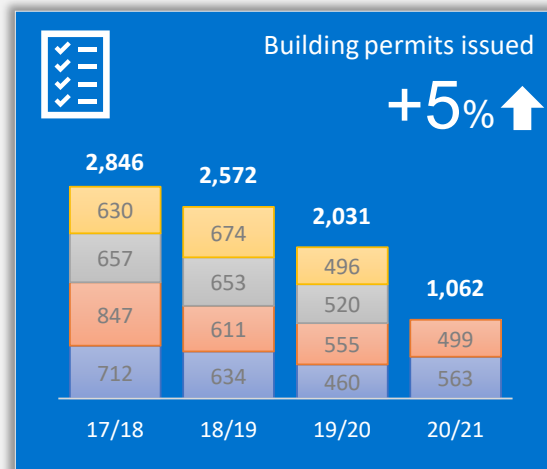
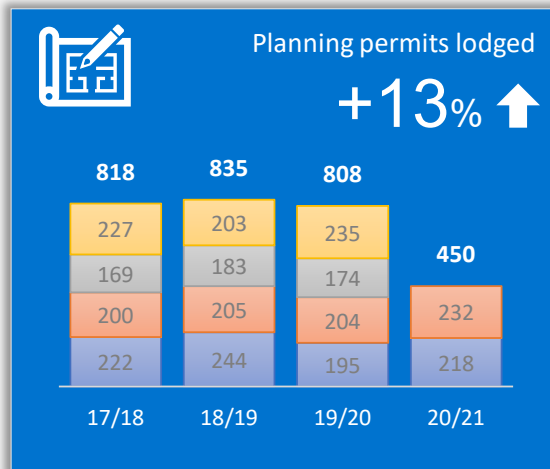
YTD comparison to last year



Q2 OCT – DEC 2020

PROPERTY METRICS

YTD comparison to last year

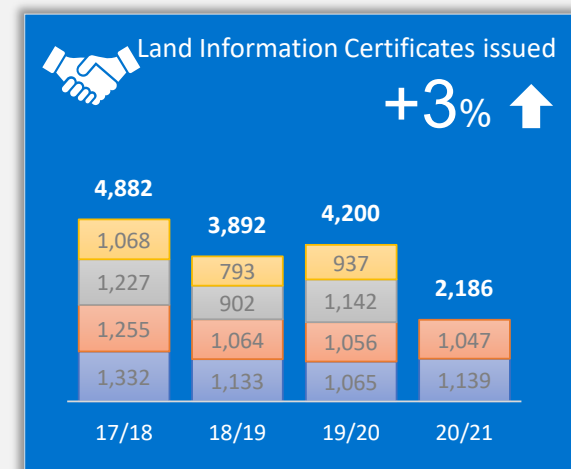
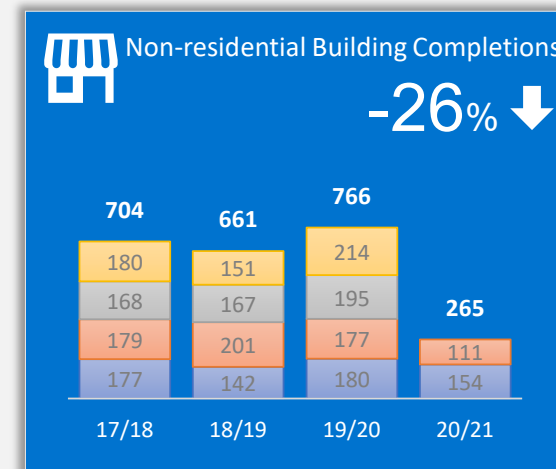
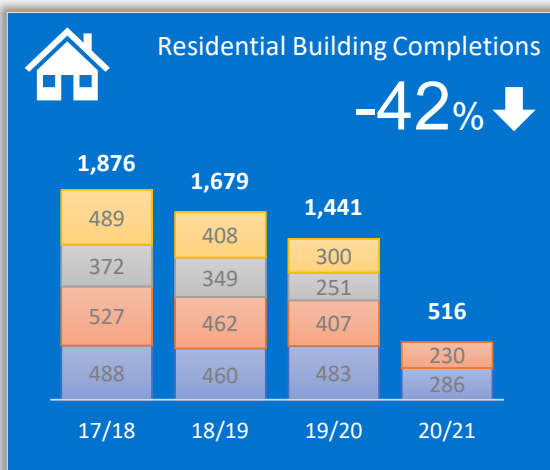


Activity within the property sector can help determine the growth rate within a municipality and therefore assist with future decision making.

Planning permits are required to make changes to a property. Changes are dependant on location, zones, overlays and particular provisions affecting a property.

Building permits are required for both new buildings and alterations to existing buildings.

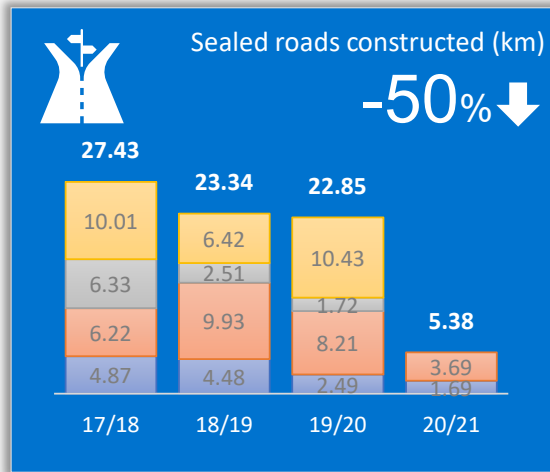
Land Information Certificates are required whenever a property changes owners. This figure includes both first home buyers and subsequent owners. It shows both growth and churn in the property market.



Q2 OCT – DEC 2020

INFRASTRUCTURE METRICS

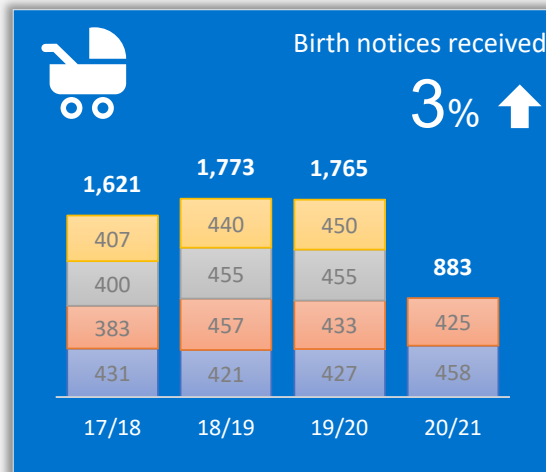
YTD comparison to last year



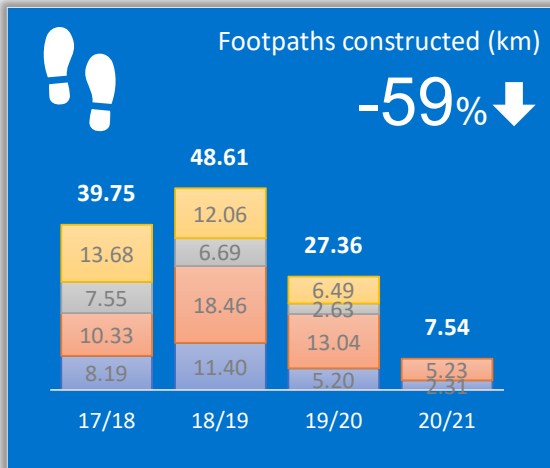
Sealed road growth is due to a combination of subdivision development and Council's sealing of unsealed roads through special charge schemes or other external funding such as Roads to Recovery.

MATERNAL & CHILD HEALTH METRICS

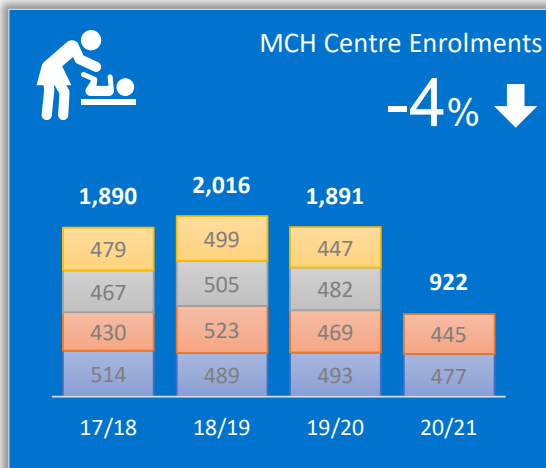
YTD comparison to last year



Birth notices are the number of notifications received from hospitals, for newborn babies in the municipality.



Footpath growth is due to a combination of footpaths constructed from subdivision development and Council's capital works program.



Total enrolments is the number of babies and children, from birth to school age, that visit and enrol at an MCH centre, including both new born babies and children of families moving to Cardinia Shire.

