

## 6.2.2 Performance and Growth Reports - Q3

**Responsible GM:** Jenny Scicluna  
**Author:** Jo Battin

### Recommendation(s)

The Performance and Growth Reports for Quarter 3 2020-21 be received and noted.

### Attachments

1. Performance Report 2020-21 [6.2.2.1 - 14 pages]
2. Council Plan Action - Progress Report [6.2.2.2 - 50 pages]
3. Growth Report 2020-21 [6.2.2.3 - 6 pages]

### Executive Summary

Council has committed to undertake work on 131 Council Plan actions during the 2020-21 financial year. 18 actions have already been completed, and 98 actions are on-track to be completed by their due date. There are 15 actions that are currently off-track.

The organisation service request performance for the quarter is 76%, 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 51% for the quarter. This result is better than last quarter, despite a much higher than expected number of calls into the contact centre this quarter, significant amounts of staff training, and a very high level of unplanned leave coinciding with the delivery of animal registration notices.

There are 5 Local Government Performance Reporting Framework (LGPRF) service measures; Animals Reclaimed, Councillor Meeting Attendance, Missed Bins, Planning Application Decisions in 60 Days and Waste Diverted from Landfill, where we have observed some variation in results, while all other metric results remain relatively stable.

Population growth within the Shire has also declined. There are three 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**

Cardinia Shire Council progressed a number of key projects and strategies during the third quarter of 2020–21 while continuing to support our community, deliver essential services and achieve results across all areas of our Council Plan.

#### **Shaping the future of Cardinia Shire**

We took significant steps in the development of a new *Community Vision*, *Council Plan*, *Financial Plan* and *Council Budget* this quarter. Almost 1,300 community contributions received as part of our Imagine Cardinia first round of consultation in late 2020 were presented to our People's Panel in February. The panel, a representative group of residents who helped guide the development of the plans, developed a survey to check their work and recommendations with the broader community.

We thank everyone who has participated in the community consultation process to date and we look forward to receiving feedback on the draft plans as part of the final round of consultation next quarter. Council is expected to consider the draft plans at its June Council meeting.

#### **COVID-19 recovery**

Council is continuing to work hard to support our community in light of the impacts of the COVID-19 pandemic. Members of the COVID-19 Community Recovery Committee are working together towards addressing a range of issues as a result of the pandemic including mental health and social isolation issues, as well as employment and financial insecurity.

#### **Advocacy**

Council continues to work with all levels of government to advocate for action on important local issues and to influence government priorities for the benefit of our community. To date this financial year, we have lodged 28 grant applications worth \$29 million for a range of projects. We also continue to work with other groups of councils, such as the South East Melbourne and Interface groups, to facilitate investment in the broader region.

The staged implementation of the *Local Government Act 2020* continues, and the *Gender Equality Act 2020* took effect on 31 March 2021. The latter requires us to measure, report on, plan for and progress gender equality within the organisation, and in the policies, programs and services that we deliver.

#### **Infrastructure for a growing shire**

Progress was made on a number of roads projects across the shire this quarter as part of Our Better Local Roads program. Work also continues on a number of key projects; construction of the new pavilion at Comely Banks Recreation Reserve was completed, work started on the Rix Road (Officer South) Integrated Child and Family Centre and we officially opened our first fully-fenced dog park at Don Jackson Reserve, Pakenham.

Further information regarding Council's progress this quarter can be found on the following pages.

#### **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 can achieve through rates and is required to have a strong focus on seeking grants.

So far, this financial year 28 grant applications have been lodged under various programs totalling \$29M for a range of projects.

### **Legislative Program**

The staged implementation of the Local Government Act 2020 continues, 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.

The Gender Equality Act 2020 took effect on 31 March 2021. It requires Council to measure, report on, plan for and progress gender equality in the organisation. Importantly, the Gender Equality Act 2020 requires council to consider gender equality not only in the workforce but in policies, programs and services that the Council delivers.

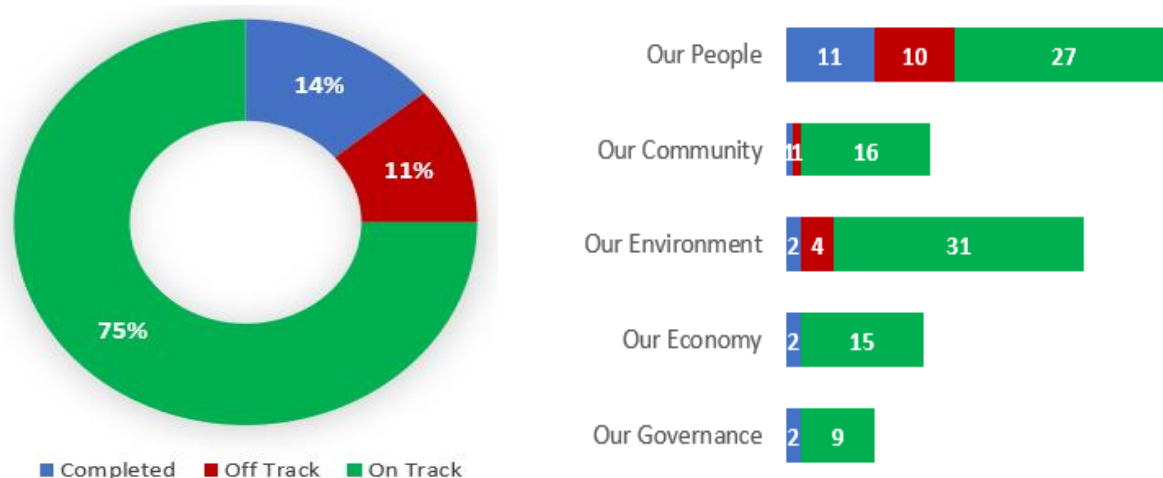
## Performance Summary

### 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 18 actions (14%) have been completed. There are 15 actions (11%) that are currently not on track for delivery by their due dates. Please refer to Table 1 for further details.

**Figure 1. Council Plan Action Performance**



**Table 1. Off-track Council Plan Actions**

#	Action	Business Unit	Executive Comment
1.	1.4.4.1 CP - Finalise the design and start construction of MyPlace.	Buildings and Facilities	Report on recommended contractor for building works will be submitted to Council in April meeting for consideration. Start of construction will be early May 2021. Delay in achieving expected target date has been a combination of COVID impact and in re-working the design of this facility.
2.	1.5.1.6 CP - Start the construction and fit-out for opening of the Cora Lynn Reserve Pavilion.	Buildings and Facilities	No change - 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.

#	Action	Business Unit	Executive Comment
3.	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 Department of Transport with feedback recently received requiring minor amendments. Tenders are expected to be called to enable works to commence after Easter and be completed by July 2021.
4.	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 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.
5.	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. The road asset plan is estimated for completion in May 2021 while the bridge asset plan is estimated for October.
6.	3.1.4.3 CP - Review of Drainage Asset Management Plan.	Infrastructure Services	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 be completed 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.
7.	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. 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.
8.	1.5.1.1 CP - Prepare a master plan for Gin Gin Bin Reserve Officer	Active Communities	The project had been delayed, awaiting direction from the Victorian Department of Education and Training and Victorian School Building Authority.

#	Action	Business Unit	Executive Comment
9.	1.5.1.2 CP - Prepare a master plan for McMullen Recreation Reserve Officer	Active Communities	Project delayed due to waiting for land acquisition. Preparation of the McMullen Recreation Reserve master plan is on hold pending settlement of the purchase of land required to create the new reserve.
10.	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 for Councillor briefing and Council report June 2021.
11.	1.5.1.6 CP - Complete design for Bunyip Indoor Stadium.	Active Communities	A feasibility analysis of the new site is being undertaken in consultation with the Committee of Management, reserve users and DELWP.
12.	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	The Concept Design for this new facility has been revised in consultation with the user groups. Funding applications have been submitted for the Growing Suburbs Fund 2020/21 Round 2 and Building Better Regions Fund Round 5.
13.	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	The Crown Land Reserve Committee of Management has proposed an alternative site for the new Bunyip indoor stadium. A feasibility analysis of the new site will now be undertaken in consultation with the Committee of Management, reserve users and DELWP.
14.	1.5.1.11 CP - Continue to implement recommendations of the Recreation Reserves management and maintenance review.	Active Communities	Community Asset Committees Liaison Officer has commenced. Training session will be delivered in 2021.
15.	2.1.3.5 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.	Active Communities	Art concept presented to Lang Lang Traders Association.

### 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 76%, a 5% 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.

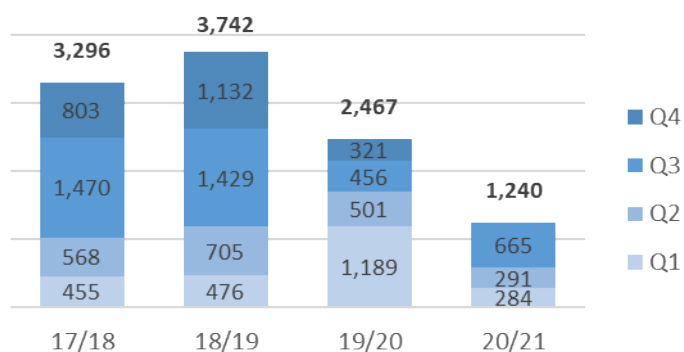
**Table 2. Top 5 Service Request Categories by Volume, and their Service Levels**

					90% target
1	Waste – Kerbside Bin	3,253	80%	<div><div></div></div>	
2	Waste – Kerbside Bin - Order/Cancel Service	1,339	98%	<div><div></div></div>	
3	Trees and vegetation on Public or Council land	703	40%	<div><div></div></div>	
4	Planning	690	90%	<div><div></div></div>	
5	Roads - Unsealed	665	31%	<div><div></div></div>	

**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 steady result.

The current service level for unsealed road related requests is 31%. 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 42% decrease in the number of unsealed road services requests compared to the same time last year. That is, 1,240 service requests compared to 2,146 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 2. Unsealed road service requests due**

Despite this positive result from the proactive maintenance program, only 31% of the 665 service requests that were lodged in quarter 3 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 two 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 under review, and further details 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 155% 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 60% compared to the same time last year. The current service level for drainage related requests is 27%. 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 515kg 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 6% lower than compared to the same time last year. The amount of recycled waste is 40% higher and the amount of green waste is 14% higher, both in comparison to the same time last year. The service level achieved for waste management requests this quarter was 84%, below 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 51%, well below the target. The average wait time for a customer in the call queue last quarter was 147 seconds, which is 57 seconds above target. After Call Work Time is the average time taken by Customer Support officers to finalise call details. The result this quarter



was 104 seconds, achieving a reduction in wait time and is below target of 105 seconds. The Abandoned Call rate is 7.79% this quarter, which is above the 3% target.

Despite not reaching many of its performance targets this quarter, the Customer Support team's results showed improvement from last quarter. This result was delivered despite significant unplanned leave across the period when animal registration notices were delivered to residents, and a large amount of staff training that needed to be delivered, due to the implementation of a new telephony system. It is heartening to note that efforts to reduce after call work time have begun to bear fruit, and it is expected that this work will provide a strong base for maintaining efficiency into the future.

### **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 decreased to 3%. There have only been 4 matters considered at meetings closed to the public this year. 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 is 99%. 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 35%. The percentage of kerbside bins collection missed has increased to 10.74%, a notable increase from the last 3 years of results. At the same time, the percentage of waste diverted from landfill is 49%, a positive result. The percentage of planning applications decided in 60 days has dropped to 60%, primarily as a result of pandemic related disruptions and changes to our internal records management system this financial year. 67% 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 19,000 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 5% higher compared to the same time last year. The number of residential lots issued a statement of compliance is 17% lower compared to the same time last year.

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 issued is 12% higher than the same time last year. Residential building completions continued to trend downwards, with 250 residential building completions processed this quarter. The number of residential building completions processed is 27% 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 37% lower than the same time last year. The household growth rate in the Shire has dropped to three 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 465 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 3% 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 3.22 KMs of sealed roads constructed this quarter. Sealed road construction is 16% 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 5.04 KMs of footpaths constructed this quarter. The length of footpaths constructed is 28% 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**

Not Applicable

### **Consultation/Communication**

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

### **Risk Assessment**

Not Applicable

### **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 14% have been completed. The organisation service request Service Level was 76% and the Customer Support call Service Level was 51% for the quarter. The LGPRF service measures results remain relatively stable.



# PERFORMANCE REPORT

Q3 JAN – MAR 2021

ORDINARY COUNCIL MEETING 17 MAY 2021

# Council Plan Performance

Q3 JAN – MAR 2021

ATTACHMENT 6.2.2.1



## COUNCIL PLAN

131

Council Plan Actions

5

Key Priority Areas

14%

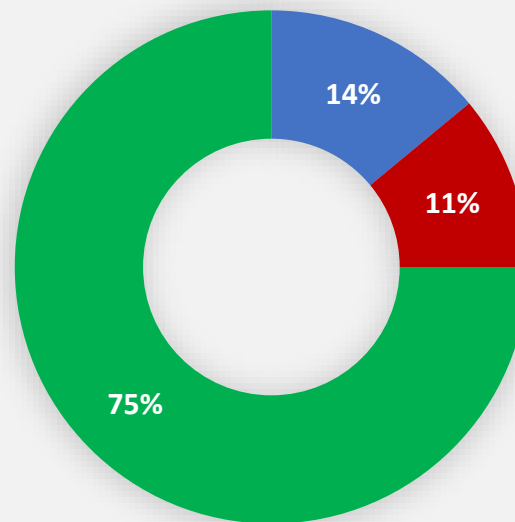
Completed

11%

Off Track

## COUNCIL PLAN ACTION PERFORMANCE

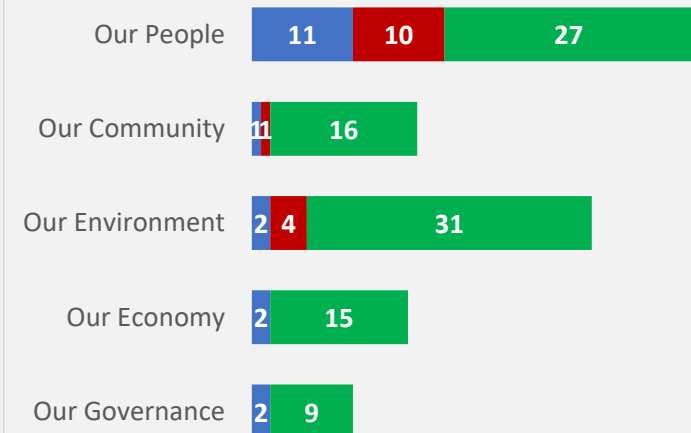
The Council Plan sets out a medium to long-term vision for how Council respond to community needs and the opportunities and challenges facing Cardinia Shire. The performance of the Council Plan is illustrated below.



■ Completed ■ Off Track ■ On Track

## 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.



■ Completed ■ Off Track ■ On Track

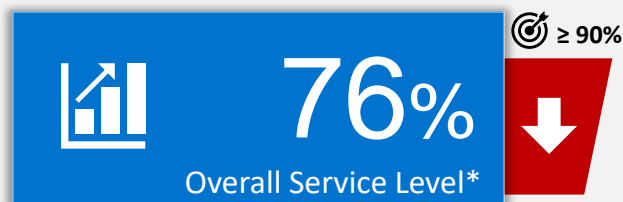


# Service Request Performance – Whole Organisation



Q3 JAN – MAR 2021

## PERFORMANCE METRICS



## WHAT DOES SERVICE LEVEL MEAN?

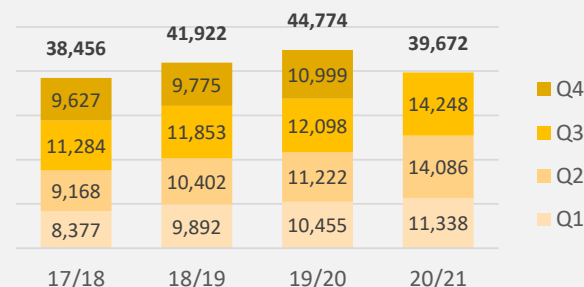
A service request is recorded in Council's Customer Relationship Management System (CRMS) when a call is taken through the call centre or sent via web mail.

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 17 May 2021

## REQUEST STATISTICS

### Request received volume



### Service quality

[Customer Satisfaction metric]

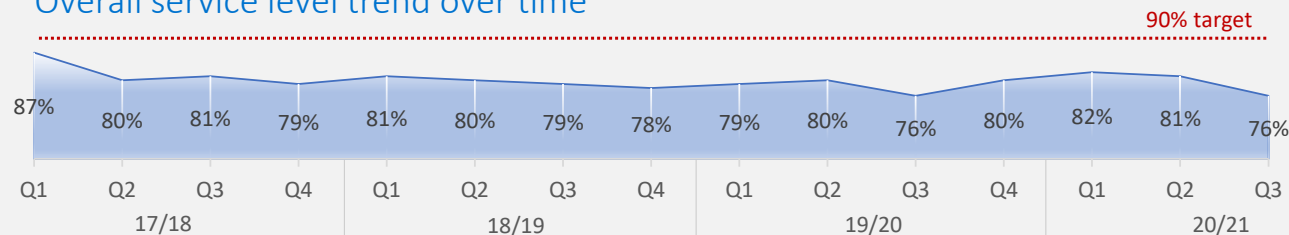


## REQUEST PERFORMANCE

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

				90% target
1	Waste – Kerbside Bin	3,253	80%	
2	Waste – Kerbside Bin - Order/Cancel Service	1,339	98%	
3	Trees and vegetation on Public or Council land	703	40%	
4	Planning	690	90%	
5	Roads - Unsealed	665	31%	

### Overall service level trend over time



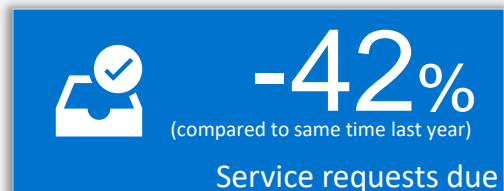
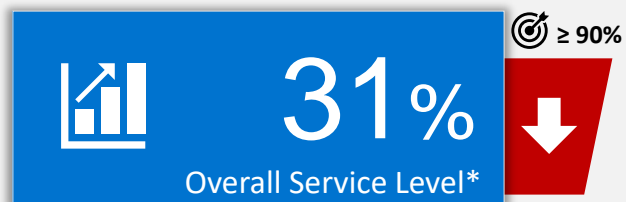
\* Percentage of service requests completed within the time standards defined in the CRMS (against 'original' target date)

# Unsealed Roads Performance



Q3 JAN – MAR 2021

## PERFORMANCE METRICS

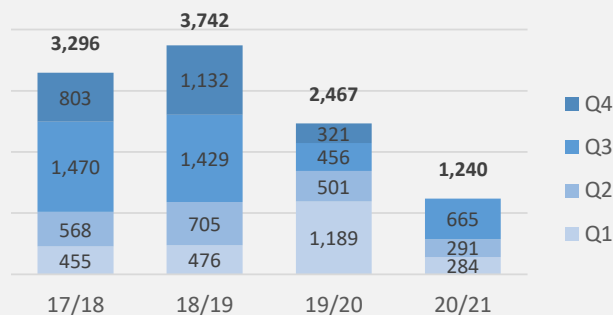


## WHAT IS ROAD GRADING EFFORT?

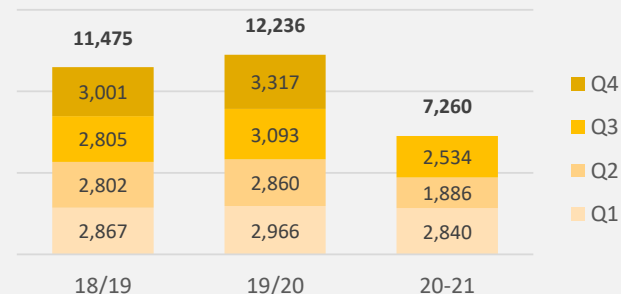
Road grading effort is the total hours spent on the roads doing maintenance work with our graders and heavy rollers. This includes both in house resources and additional resources from our contract partners.

## UNSEALED ROAD STATISTICS

### Service requests due



### Road Grading effort (hours)

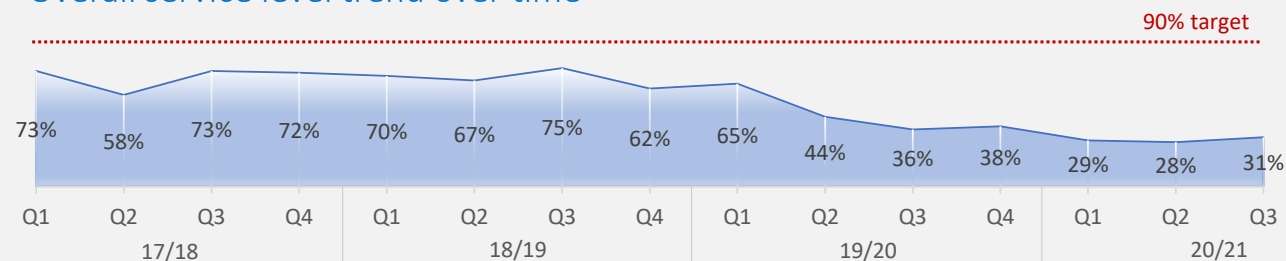


## UNSEALED ROAD PERFORMANCE

### Service request types by volume, standard and service level

1	Corrugation or pothole complaint	383	3 days	32%		90% target
2	Other complaint (request to grade)	268	3 days	29%		
3	Slippery surface complaint	14	3 days	36%		

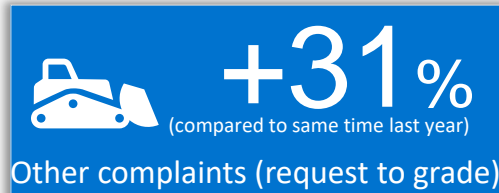
### Overall service level trend over time



# Unsealed Roads Performance

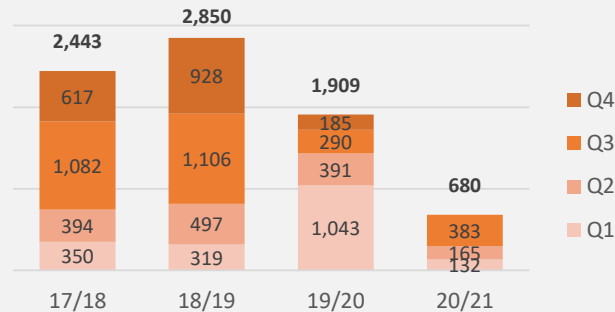
Q3 JAN – MAR 2021

## PERFORMANCE METRICS



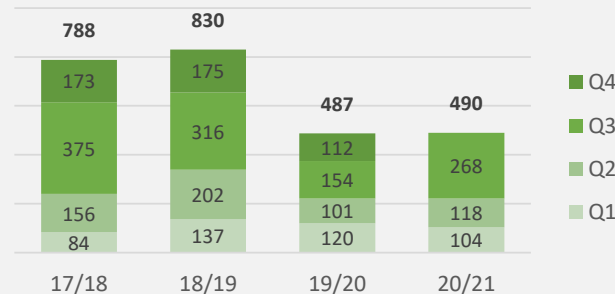
## UNSEALED ROAD SERVICE REQUEST STATISTICS

### Corrugation or pothole complaints

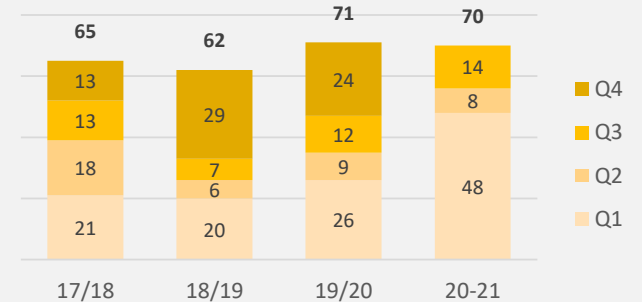


The reduction in corrugation or pothole complaints reflects a significant improvement in the service performance of our unsealed roads. Council have changed a number of work practices including introducing road refurbishments, better management of road profile and materials, increased heavy compaction 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.

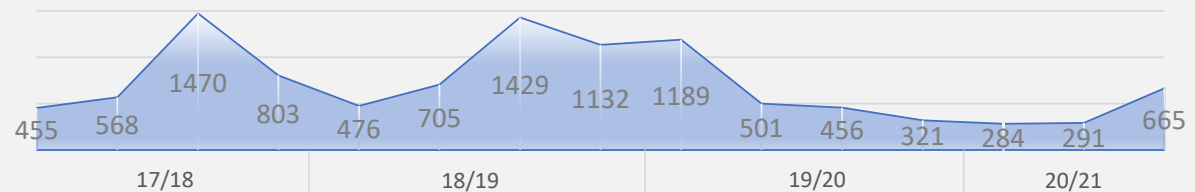
### Other complaints (request to grade)



### Slippery surface complaints



### Service request trend over time

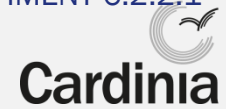




# ORDINARY COUNCIL MEETING 17 MAY 2021

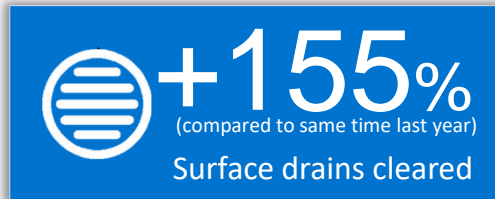
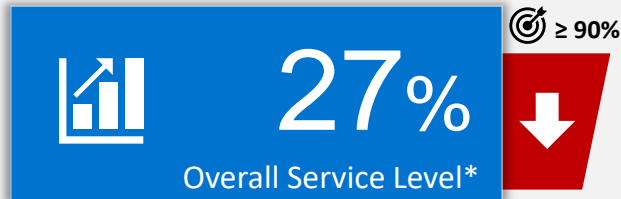
## Drainage Performance

ATTACHMENT 6.2.2.1



Q3 JAN – MAR 2021

### PERFORMANCE METRICS

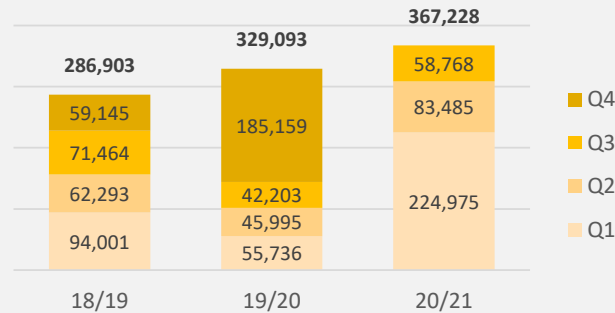


### HOW ARE OUR DRAINS MAINTAINED?

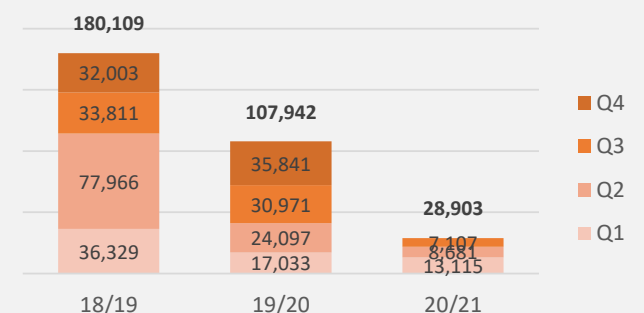
Surface drains are cleaned out using a maintenance system that is driven by proactive inspections and reactive works, and supplemented by responding to flooding issues following storms. Works are prioritised based on risk to property or person.

### DRAINAGE STATISTICS

#### Surface drains cleared (linear metres)



#### Underground drains cleared (linear metres)

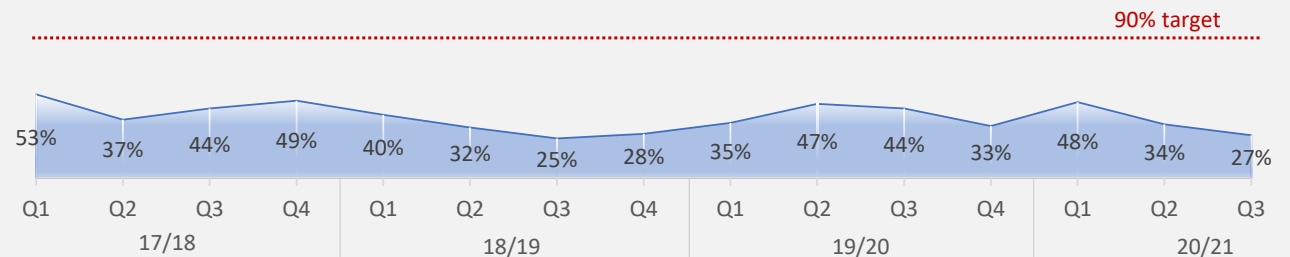


### DRAINAGE PERFORMANCE

#### Service request types by volume, standard and service level

				90% target	
1	Surface drain (drainage)	228	3 days	27%	
2	Underground drain (drainage)	83	3 days	17%	
3	Pits (drainage)	26	5 days	65%	

#### Service level trend over time

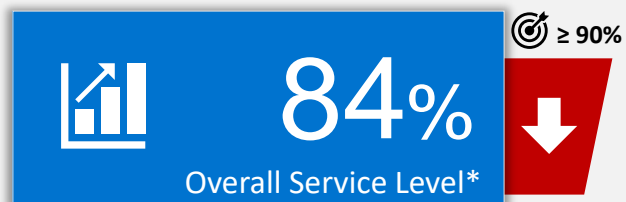


# Waste Management Performance



Q3 JAN – MAR 2021

## PERFORMANCE METRICS



## WASTE MANAGEMENT PERFORMANCE

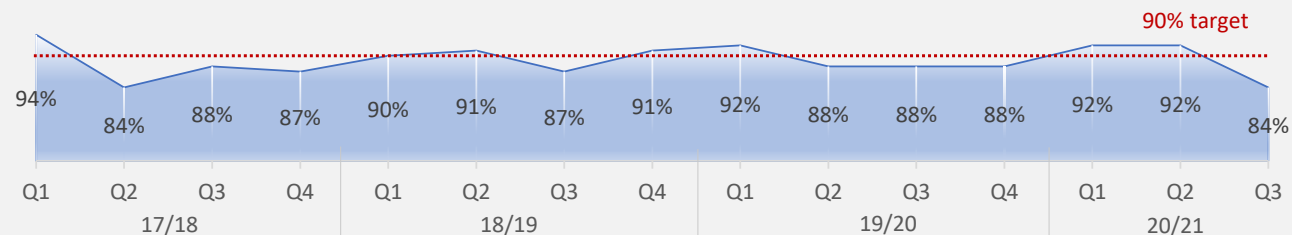
### Service request categories by volume and their service levels

1	Waste - Kerbside bins	3,253	80%		90% target
2	Waste - Kerbside bins – order or cancel	1,339	98%		
3	Waste - Hard Waste Service	258	67%		
4	Waste - Public bin in parks or shopping strip	16	69%		

### Service request types by volume, standard and service level

1.1	Bin not emptied - Waste	848	3 days	54%		90% target
1.2	Bin Damaged 120lt - Waste	635	15 days	100%		
1.3	Service information	390	15 days	73%		
1.4	Bin not emptied - Recycling	301	3 days	61%		
1.5	Bin not emptied - Green Waste	300	3 days	93%		

### Service level trend over time



# Waste Disposal and Recovery Performance



Q3 JAN – MAR 2021

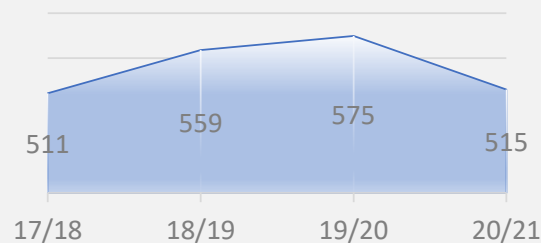
## PERFORMANCE METRICS



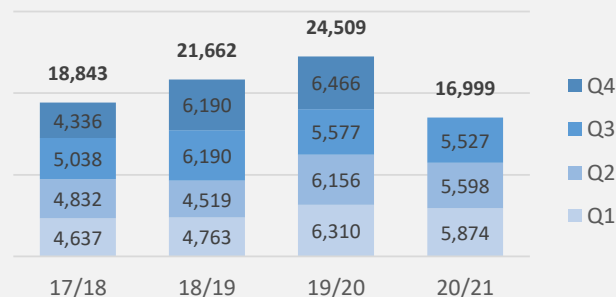
## DISPOSAL STATISTICS

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)

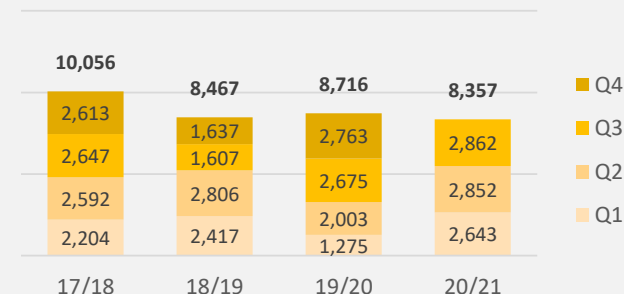


### Garbage waste to landfill (tonnes)



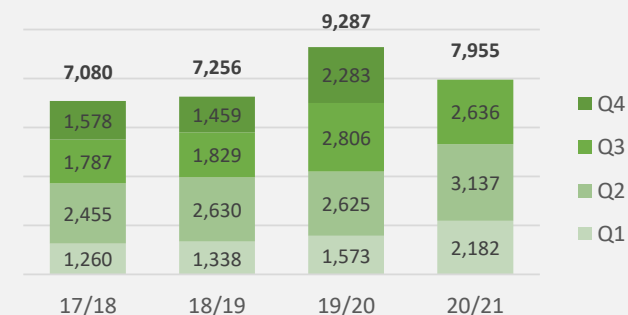
## RECOVERY STATISTICS

### 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)

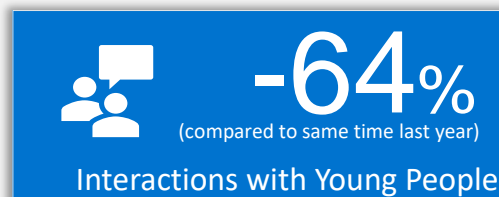


# Youth Engagement Performance

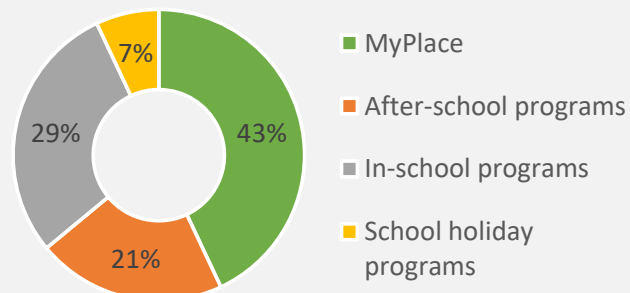


Q3 JAN – MAR 2021

## PERFORMANCE METRICS



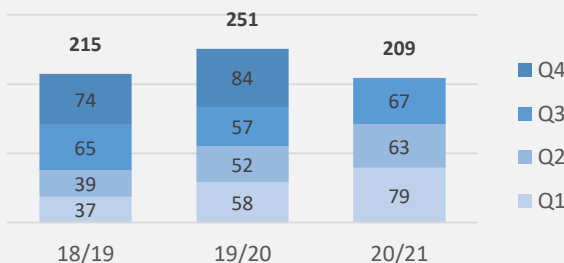
## HOW DO OUR YOUTH INTERACT WITH US?



Ordinary Council Meeting 17 May 2021

## YOUTH SUPPORT PROGRAM STATISTICS

### Number of young people offered support

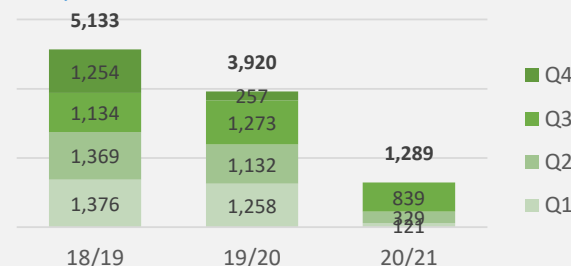


The Youth Support Program is a free and confidential service which offers young people with information, advice and practical support (short and medium-term). The program is flexible, accessible to all young people and is respectful of race, gender, sexuality or religion.

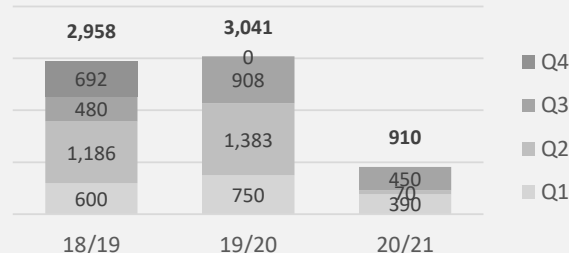
The graph illustrates the number of young people provided with more than one episode of support from a dedicated Youth Support Officer.

## INTERACTION STATISTICS

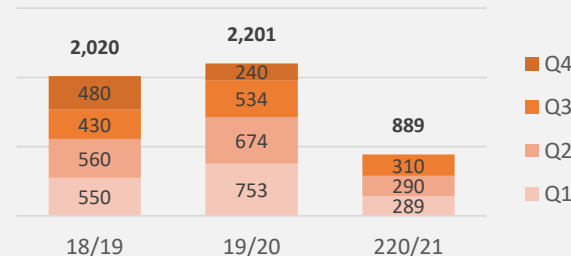
### MyPlace volumes



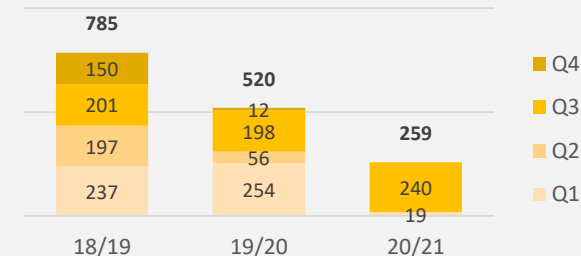
### In-school programs/workshop volumes



### After school program volumes



### School holiday programs/Portsea Camp

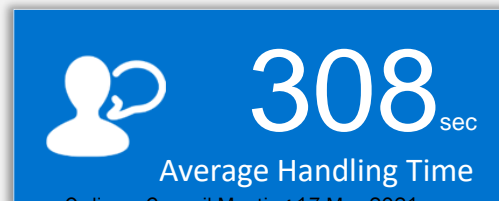
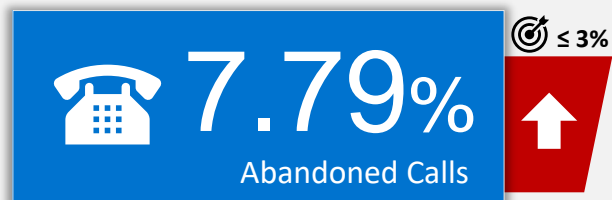
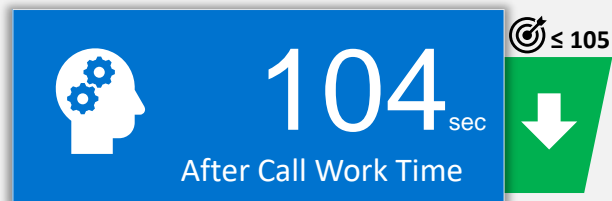
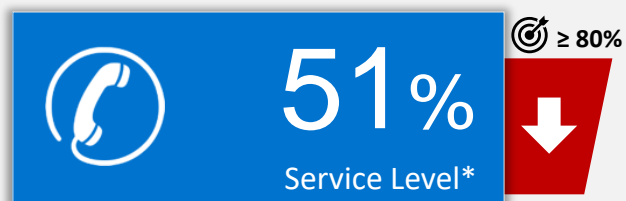


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# Customer Support Call Performance

Q3 JAN – MAR 2021

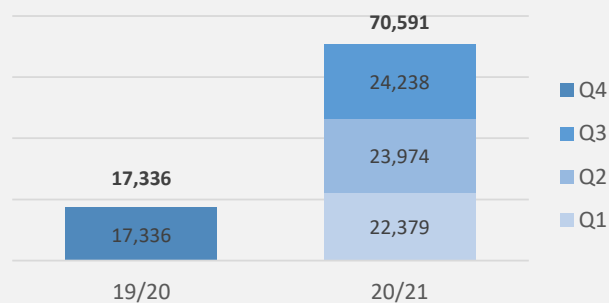
## PERFORMANCE METRICS



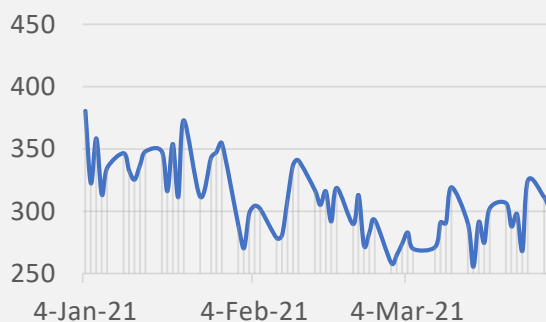
Ordinary Council Meeting 17 May 2021

## CALL STATISTICS

### Call volumes

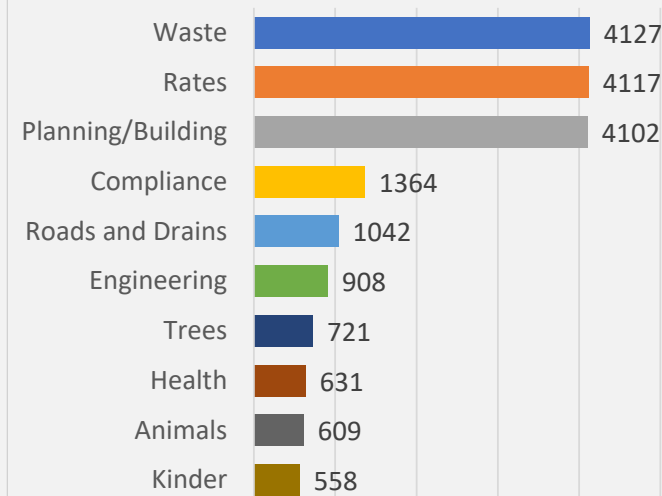


### Average Handling Time (Seconds)



## 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 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

# ORDINARY COUNCIL MEETING 17 MAY 2021

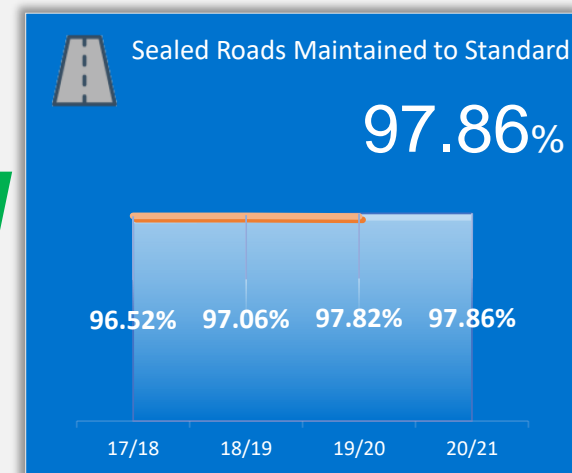
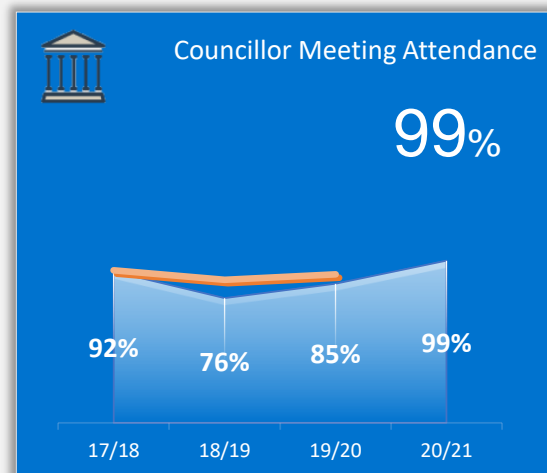
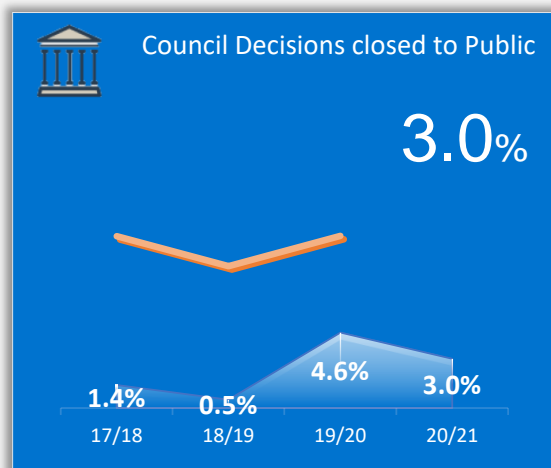
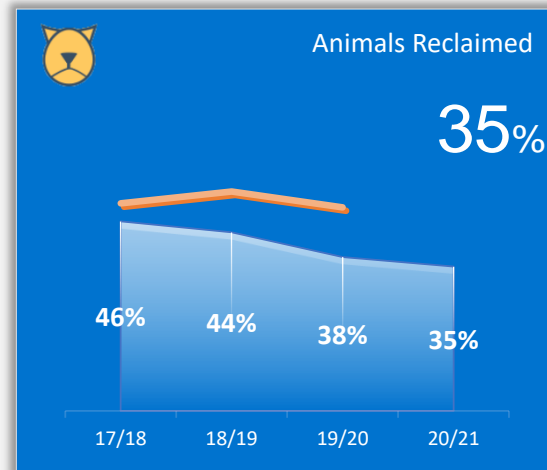
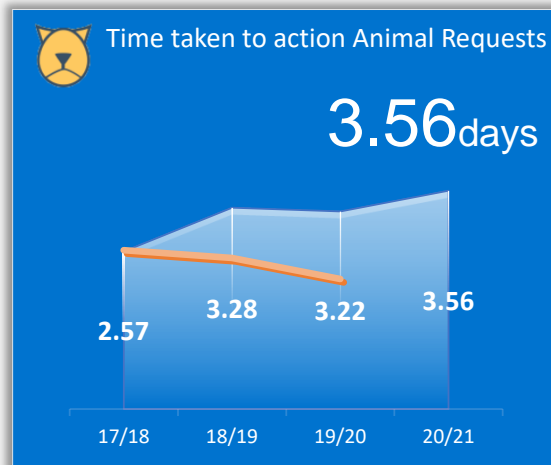
## LGPRF Service Measures

ATTACHMENT 6.2.2.1



Q3 JAN – MAR 2021

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.



# ORDINARY COUNCIL MEETING 17 MAY 2021

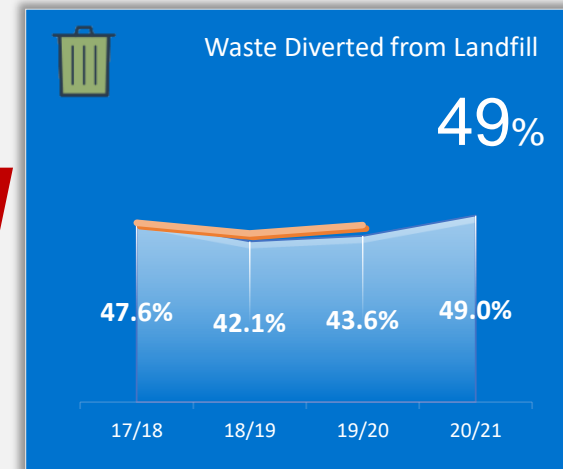
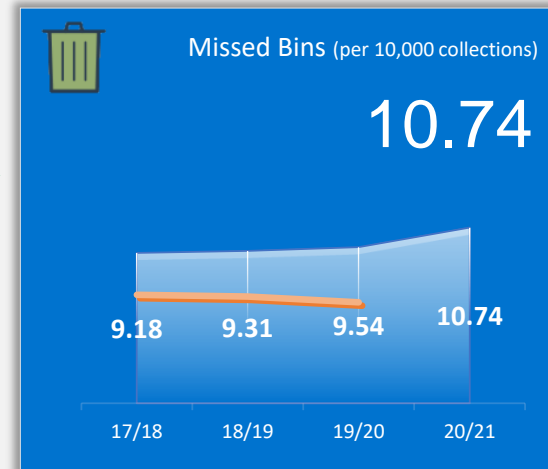
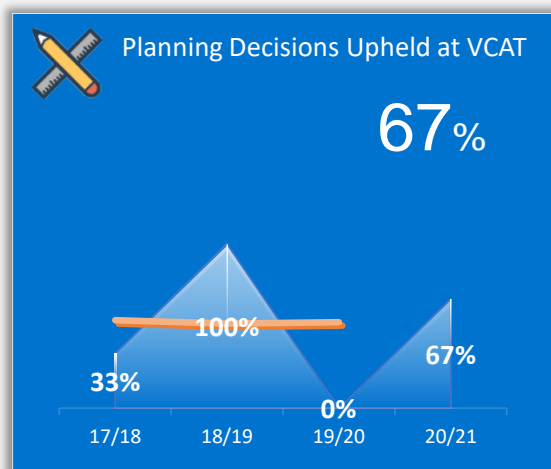
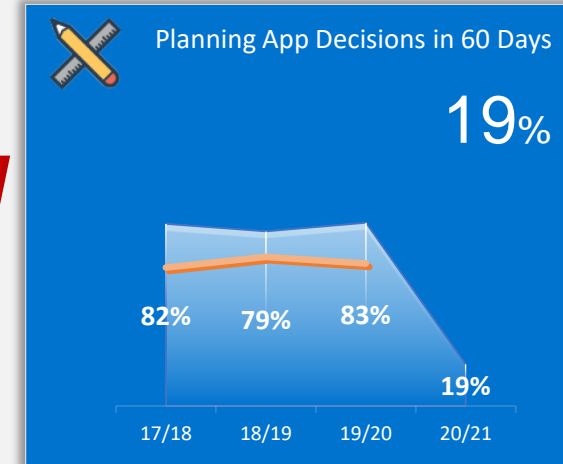
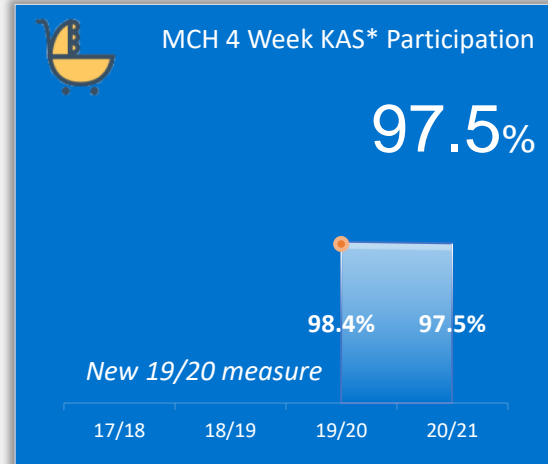
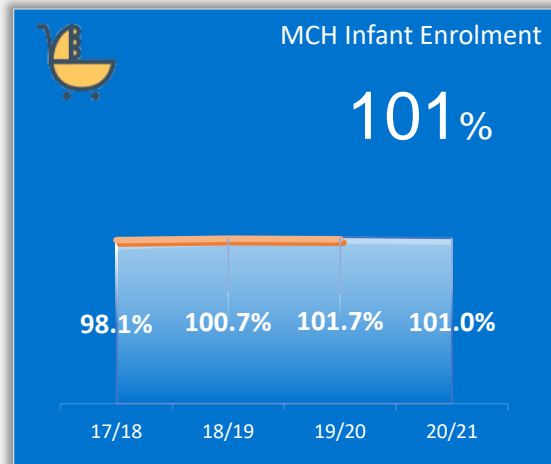
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\* Key Ages and Stages

19/20 - VCAT was not required to make any decisions during this period.

Similar Council Average (Casey; Hume; Melton; Morn Pen; Nillumbik; Whittlesea; Wyndam; Yarra Ranges)



ORDINARY COUNCIL MEETING 17 MAY 2021

# CRMS Service Standards

Q3 JAN – MAR 2021

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](http://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

cammsstrategy

Print Date: 13-Apr-2021

Applied Filters  
Date Select: 01-Jul-2020 - 31-Mar-2021  
Hierarchy: Planning  
Hierarchy Level: Goal  
Hierarchy Node: All  
Action Filter: Council Plan Actions

## ACTION SUMMARY BY PERFORMANCE

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**15** OFF TRACK

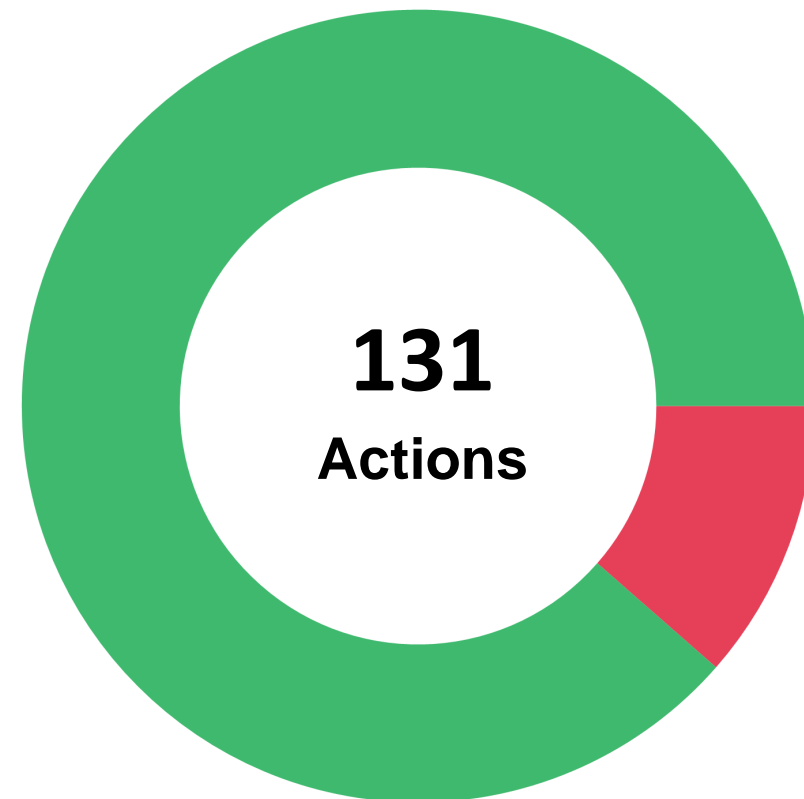
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**116** ON TRACK

---

**0** NO TARGET SET





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## 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	Responsible Officer	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> <p>Last Updated - 27/11/2020</p>	Walter Carmignani - Manager 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. 11 new services or programs have been attracted to the Shire in the past quarter. Continuing to work with internal and external stakeholders to support development of the Pakenham Community Hospital and Irabina Autism Centre.</p> <p>Last Updated - 05/03/2021</p>	Pieta Bucello - Healthy Communities Coordinator	01-07-2020	30-06-2021	In Progress	75	 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: Council's Child and Family Services Team and Youth Services Team continue to work with key stakeholder through quarterly monitoring meetings and governance meetings. The knowledge is shared across the team and more broadly in the sector to inform future planning, funding applications and innovative service delivery models.</p> <p>Last Updated - 02/03/2021</p>	Cheryl Casey - Manager Community and Family Services	01-07-2020	30-06-2021	In Progress	86	 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: Reporting is undertaken regularly between Community Places, Youth Services and MCH to ensure facilities are utilized at a high capacity. The pandemic continues to have an impact on utilization with bookings down across all facilities. However advocacy continues and a number of key services have recently moved into Council facilities.</p> <p>Last Updated - 02/03/2021</p>	Cheryl Casey - Manager Community and Family Services	01-07-2020	30-06-2021	In Progress	81	 GREEN

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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
1.1.1.13 CP - Commence the construction of a Children's Centre in Timbertop.  Progress Comments: Recommended tenderer has been selected. Site construction to commence mid March 2021.  Last Updated - 05/03/2021	Walter Carmignani - Manager Buildings and Facilities	01-07-2019	30-06-2021	Completed	100	 GREEN
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.  Progress Comments: Consultant engaged to prepare relevant and required documentation and project is on target to finish by expected deadline.  Last Updated - 05/03/2021	Walter Carmignani - Manager Buildings and Facilities	01-07-2020	30-06-2021	In Progress	40	 GREEN
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.  Progress Comments: Consultant engaged to prepare relevant and required documentation and project is on target to finish by expected deadline.  Last Updated - 05/03/2021	Walter Carmignani - Manager Buildings and Facilities	01-07-2020	30-06-2021	In Progress	40	 GREEN


## 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	Responsible Officer	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.  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 now complete and external stakeholder consultation will occur mid2021. The collection of data along with the Imagine Cardinia outcomes will inform the development of the next 5 year Child, Youth and Family Strategy.  Last Updated - 02/03/2021	Cheryl Casey - Manager Community and Family Services	01-07-2020	30-06-2021	In Progress	79	 GREEN

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



Action	Responsible Officer	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.	Annmarie Saffin - Coordinator Ageing Well	01-07-2020	30-06-2021	In Progress	82	 GREEN
<p>Progress Comments: The Ageing Well strategy &amp; 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 &amp; external groups with key actions to be achieved well into 2021.</p> <p>Last Updated - 01/12/2020</p>						

**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	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
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.	Cheryl Casey - Manager Community and Family Services	01-07-2020	30-06-2021	In Progress	75	 GREEN
<p>Progress Comments: Council's Youth Team continue to facilitate the Youth Strategic Reference Group working with internal and external stakeholders. Currently the focus is on an application for a Safer Communities Grant to engage with vulnerable young people and support positive transitions into employment and training.</p> <p>Last Updated - 02/03/2021</p>						



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



Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
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.  Progress Comments: Site investigation works are complete and works have commenced for the delivery of the 3 proposed playgrounds.  Last Updated - 03/03/2021	Andrew Barr - Manager Community Infrastructure Delivery	01-07-2020	30-06-2021	In Progress	50	 GREEN
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.  Progress Comments: Youth Forum Survey will be ready for distribution by April 2021. Survey questions for 2021 completed by Council's Community Planner.  Last Updated - 12/04/2021	Emma Firth - Team Leader Youth Services	01-07-2020	30-06-2021	Completed	100	 GREEN

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


Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
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.  Progress Comments: Organisations are being supported to transition to face to face appointments in a COVID safe environment at My Place Youth Facility and The Point. Licence agreements for the new building which is due for completion early 2022 are being drafted and negotiated with agencies who have provided in-principle agreement to co-locate within the facility.  Last Updated - 12/04/2021	Emma Firth - Team Leader Youth Services	01-07-2020	30-06-2021	Completed	100	 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	Responsible Officer	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.	Nigel Higgins - General Manager - Liveable Communities	01-07-2020	30-06-2021	In Progress	76	 GREEN
Progress Comments: Ongoing advocacy for access to higher education through the Interface Councils Group.						
Last Updated - 12/04/2021						
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.	Nigel Higgins - General Manager - Liveable Communities	01-07-2020	30-06-2021	In Progress	75	 GREEN
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.						
Last Updated - 17/12/2020						

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


Action	Responsible Officer	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.	Mark Carter - Team Leader, Community Development	01-07-2020	30-06-2021	Completed	100	 GREEN
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.						
Last Updated - 17/12/2020						

## 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	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
1.4.1.2 CP - Facilitate the delivery of an annual action plan to support inclusion for the LGBTIQ+ community in Cardinia Shire.	Nigel Higgins - General Manager - Liveable Communities	01-07-2020	30-06-2021	In Progress	75	 GREEN
Progress Comments: Ongoing actions undertaken and update provided to Councillors.						
Last Updated - 12/04/2021						
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.	Pieta Bucello - Healthy Communities Coordinator	01-07-2020	30-06-2021	In Progress	80	 GREEN
Progress Comments: Council continues to coordinate the Liveability Partnership Steering Group with numerous actions being led by Council and organisational partners. 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. Council also continues to participate in the regional Prevention Leadership Group, with a focus on healthy eating and obesity prevention. A Social Marketing Officer has been recruited through Working for Victoria to enhance the marketing and communications of Liveability Plan activities and to relaunch the Living Healthy Cardinia Shire Facebook page.						
Last Updated - 02/03/2021						




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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
1.4.2.46 CP - Implement and review the Liveability Plan annual 'action agenda' in accordance to the public health and wellbeing Act 2008.	Pieta Bucello - Healthy Communities Coordinator	01-07-2020	30-06-2021	Completed	100	 GREEN
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.						
Last Updated - 17/12/2020						


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

Action	Responsible Officer	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: Recent social research includes:</p> <ul style="list-style-type: none"> <li>- Development of the Imagine Cardinia Community Vision research.</li> <li>- Development of a survey to inform Council's Sports Development Strategy.</li> <li>- Development of the Equality and Respect Survey to ensure Council meets it's White Ribbon accreditation.</li> <li>- Revising the COVID-19 community survey to collect data about the Feb2021 lockdown and presenting findings at numerous meetings. An infographic is in development to be included in the next Connect magazine.</li> <li>- Finalising the Household Food Security Survey in partnership with Monash University for distribution shortly.</li> <li>- Revising the Youth Survey for distribution shortly.</li> </ul> <p>Last Updated - 02/03/2021</p>	Pieta Bucello - Healthy Communities Coordinator	01-07-2020	30-06-2021	In Progress	80	 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	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<p>1.4.4.1 CP - Finalise the design and start construction of MyPlace.</p> <p>Progress Comments: Report on recommended contractor for building works will be submitted to Council in April meeting for consideration. Start of construction will be early May2021. Delay in achieving expected target date has been a combination of COVID impact and in re-working the design of this facility.</p> <p>Last Updated - 05/03/2021</p>	Walter Carmignani - Manager Buildings and Facilities	01-07-2020	30-06-2021	In Progress	90	 RED
<p>1.4.4.3 CP - Completion and activation of the Pakenham Hills Parentzone Hub and the provision of parenting advice, education and support.</p> <p>Progress Comments: Children and Family Services team worked closely with Anglicare and providers to activate the Pakenham Hills Parentzone Hub. This facility now has a suite of Early Years and Support services based at the facility supporting families and children.</p> <p>Last Updated - 02/03/2021</p>	Cheryl Casey - Manager Community and Family Services	01-07-2020	30-06-2021	In Progress	85	 GREEN
<p>1.4.4.4 CP - Continue operations and engagement with community stakeholders to activate the Hills Hub.</p> <p>Progress Comments: Through the active operations committee the Hills Hub has reopened with a relaunch in February. A number of long term plans are currently being explored to support the utilization and activation of this site into the future.</p> <p>Last Updated - 02/03/2021</p>	Cheryl Casey - Manager Community and Family Services	01-07-2020	30-06-2021	In Progress	60	 GREEN






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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<p>1.5.1.1 CP - Prepare a master plan for Gin Gin Bin Reserve Officer</p> <p>Progress Comments: The project had been delayed, awaiting direction from the Victorian Department of Education and Training and Victorian School Building Authority.</p> <p>Last Updated - 12/04/2021</p>	Michael Casey - Manager Active Communities	01-07-2017	02-07-2020	Overdue	80	 RED

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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
1.5.1.2 CP - Prepare a master plan for McMullen Recreation Reserve Officer	Michael Casey - Manager Active Communities	01-07-2017	02-07-2020	Overdue	10	 RED
Progress Comments: Project delayed due to waiting for land acquisition. Preparation of the McMullen Recreation Reserve master plan is on hold pending settlement of the purchase of land required to create the new reserve.						
Last Updated - 12/04/2021						
1.5.1.3 CP - Complete civil works to enable access to Pepi's Land facilities in Emerald.	Andrew Barr - Manager Community Infrastructure Delivery	01-07-2018	30-06-2021	In Progress	85	 RED
Progress Comments: Project delayed due to Council finalising designs of the external intersection works. Designs have been submitted to DOT with feedback recently received requiring minor amendments. Tenders are expected to be called to enable works to commence after Easter and complete July 2021.						
Last Updated - 03/03/2021						
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.	Desiree Lovell - Manager Environment and Heritage	01-07-2020	30-06-2021	In Progress	75	 GREEN
Progress Comments: There are currently a number of initiatives underway to support community committees to protect reserves, these include: 1. Utilising funding from the Caring for Our Local Environment grant, officers have developed a project brief for a consultant to deliver; Friends group volunteers manual (to establish a set of agreed work practices and standards) and secondly 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). 2. Councils annual weed control grants program is available to community groups to the value of \$500 per group, to reimburse for weed management-related activities on Council reserves.						
Last Updated - 12/04/2021						
1.5.1.5 CP - Present options to Council for the potential redevelopment and expansion of Cardinia Life. If approved, proceed with detailed design.	Michael Casey - Manager Active Communities	01-07-2018	02-07-2020	Overdue	51	 RED
Progress Comments: Feasibility study underway for Councillor briefing and Council report June 2021.						
Last Updated - 12/04/2021						

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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
1.5.1.6 CP - Complete design for Bunyip Indoor Stadium.	Michael Casey - Manager Active Communities	01-07-2019	02-07-2020	Overdue	10	 RED
Progress Comments: A feasibility analysis of the new site undertaken in consultation with the Committee of Management, reserve users and DELWP.						
Last Updated - 12/04/2021						
1.5.1.6 CP - Start the construction and fit-out for opening of the Cora Lynn Reserve Pavilion.	Walter Carmignani - Manager Buildings and Facilities	01-07-2018	30-06-2021	Not Started	0	 RED
Progress Comments: No change - 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.						
Last Updated - 05/03/2021						
1.5.1.7 CP - Complete the construction and fit-out of the KWR Bowls Club. This project is dependent on external funding confirmation.	Michael Casey - Manager Active Communities	01-07-2019	02-07-2020	Overdue	10	 RED
Progress Comments: The Concept Design for this new facility has been revised in consultation with the user groups. Funding applications are being submitted for the Growing Suburbs Fund 2020/21 Round 2 and Building Better Regions Fund Round 5.						
Last Updated - 03/03/2021						
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.	Michael Casey - Manager Active Communities	01-07-2019	02-07-2020	Overdue	10	 RED
Progress Comments: The Crown Land Reserve Committee of Management have proposed an alternative site for the new Bunyip indoor stadium. A feasibility analysis of the new site will now be undertaken in consultation with the Committee of Management, reserve users and DELWP.						
Last Updated - 03/03/2021						
1.5.1.10 CP - Complete the construction and fit-out of the Emerald Netball Pavilion.	Walter Carmignani - Manager Buildings and Facilities	01-07-2019	30-06-2021	Completed	100	 GREEN
Progress Comments: The project will be brought to a close in September 2020.						
Last Updated - 04/09/2020						



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




Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<p>1.5.1.11 CP - Continue to implement recommendations of the Recreation Reserves management and maintenance review.</p> <p>Progress Comments: Community Asset Committees Liaison Officer has commenced. Training session will be delivered in 2021.</p> <p>Last Updated - 12/04/2021</p>	Michael Casey - Manager Active Communities	01-07-2020	30-06-2021	In Progress	90	 RED
<p>1.5.1.11 CP - Deep Creek Reserve (Pakenham) - Master Plan – Commence construction of retarding basin, wetlands, pathways and landscaping.</p> <p>Progress Comments: Works completed and facility opened in 2019-20.</p> <p>Last Updated - 14/10/2020</p>	Cathal O'Loughlin - Manager Infrastructure Services	01-07-2020	30-06-2021	Completed	100	 GREEN
<p>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.</p> <p>Progress Comments: No change - Construction is progressing well and is on target for this project.</p> <p>Last Updated - 05/03/2021</p>	Walter Carmignani - Manager Buildings and Facilities	01-07-2019	30-06-2021	In Progress	30	 GREEN
<p>1.5.1.13 Lang Lang Community and Recreation Precinct - Finalise the pavilion construction.</p> <p>Progress Comments: Note that this project was completed in the 19/20 FY and is currently in defects stage.</p> <p>Last Updated - 04/09/2020</p>	Walter Carmignani - Manager Buildings and Facilities	01-07-2020	30-06-2021	Completed	100	 GREEN
<p>1.5.1.14 CP - Develop a buildings masterplan and start construction of new change rooms at Upper Beaconsfield Recreation Reserve.</p> <p>Progress Comments: Consultant for building masterplan has been engaged and project is on track to finalise by expected deadline.</p> <p>Last Updated - 05/03/2021</p>	Walter Carmignani - Manager Buildings and Facilities	01-07-2020	30-06-2021	In Progress	35	 GREEN

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


Action	Responsible Officer	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: Stakeholder discussions continue to occur to progress the opportunity of a potential new site for the Koo Wee Rup & District Motorcycle Club.  Last Updated - 09/04/2021	Tim Cooper - Coordinator Economic Development	01-07-2020	30-06-2021	In Progress	75	 GREEN
1.5.2.2 CP - Comely Banks Reserve - complete construction of Pavilion.  Progress Comments: Project has reached practical completion and is now under Defects Liability Period.  Last Updated - 04/03/2021	Walter Carmignani - Manager Buildings and Facilities	01-07-2020	30-06-2021	Completed	100	 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 commenced in January 2021.  Last Updated - 26/02/2021	Michael Casey - Manager Active Communities	01-07-2020	30-06-2021	Completed	100	 GREEN

## 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	Responsible Officer	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> <p>Last Updated - 04/12/2020</p>	Gary Dore - Manager Pandemic Response and Recovery	01-07-2020	30-06-2021	In Progress	75	 GREEN
<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> <p>Last Updated - 26/08/2020</p>	Luke Connell - Manager Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	75	 GREEN
<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 family Violence Action team (FVAT) aligned with Together We Can Roundtable has continued to meet and focused on 18 actions identified to minimise the impact of family violence during the COVID-19 pandemic. (14 of these actions are completed). This included supporting the White Ribbon Day online Art Gallery event, promoting Respect Victoria's 16 Days of Activism Against Gender-Based Violence campaign and developing Respect Victoria posters highlighting family violence support contacts which were displayed at local parks, Resources packages provided to the local school's, Kindergarten's and GP's, and Contact cards which provided information on support/assistance services in the Shire were distributed to key agencies, local groups and key leaders.</p> <p>Last Updated - 05/03/2021</p>	Pieta Bucello - Healthy Communities Coordinator	01-07-2020	30-06-2021	In Progress	80	 GREEN

## 1.6.2 Improve awareness of township safety in local communities.


Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
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.	David Lane - Team Leader Safe and Inclusive Communities	01-07-2020	30-06-2021	In Progress	76	 GREEN
<p>Progress Comments: Significant engagement with communities has occurred as a result of COVID-19. 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. Community Emergency Resilience Forum Planned for Oct 2021, delayed due to COVID 19 restrictions.</p>						
Last Updated - 04/03/2021						

## 1.7 Minimised impact of emergencies

## 1.7.1 Implement plans that support people in times of emergency.

Action	Responsible Officer	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> <p>Last Updated - 17/12/2020</p>	David Lane - Team Leader Safe and Inclusive Communities	01-07-2020	30-06-2021	In Progress	76	 GREEN

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

Action	Responsible Officer	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. 4 planned burns organised for 2021 burn window as per long term plan. 3630 properties inspected as part of the Fire Hazard Inspection Program. 404 Fire Prevention Notices/local law notices issued. 25 properties forced cleared by Council. \$150,000 of joint Council/Country Fire Authority/Dept. Environment Land Water &amp; Planning funding used to upgrade Fire Access Tracks to support planned burns.</p> <p>Last Updated - 04/03/2021</p>	David Lane - Team Leader Safe and Inclusive Communities	01-07-2020	30-06-2021	In Progress	76	 GREEN


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

Action	Responsible Officer	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. Sharing of social media messaging in regard to fire and heat health safety completed</p> <p>Last Updated - 04/03/2021</p>	David Lane - Team Leader Safe and Inclusive Communities	01-07-2020	30-06-2021	In Progress	76	 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	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
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).	Pieta Bucello - Healthy Communities Coordinator	01-07-2020	30-06-2021	In Progress	80	 GREEN
<p>Progress Comments: Annual tracking of the indicators for the Liveability Plan has been completed along with a range of data summaries and fact sheets; including on the topics of safety, and disability. An interactive dashboard for census data by locality has been developed to inform grant applications. Re-development of Council's internal data site 'Cardistats' is almost complete, with a number of new data summaries included.</p>						
Last Updated - 02/03/2021						



#### 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	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
2.1.2.4 CP - Deliver the actions in the Social and Affordable Housing Strategy.	Pieta Bucello - Healthy Communities Coordinator	01-07-2020	30-06-2021	In Progress	75	 GREEN
<p>Progress Comments: An update of the Social and Affordable Housing Action Plan is currently in progress aligning with the review timeline. The Cardinia Planning Scheme MSS review—Amendment C250 came into operation in November, introducing CI21.03-1 Encourage and facilitate the development of 'Affordable Housing' as set out in the Planning and Environment Act 1987, in townships and within the urban growth boundary with good access to public transport and services. The Social and Affordable Housing Partnership met in December with guest speaker Darren Smith (CEO – Aboriginal Housing Victoria) and February with the discussion focused on alternative affordable housing models. Council continue to attend Regional Local Government Homelessness and Social Housing Charter meetings with a current focus on the State Government Big Housing Build.</p>						
Last Updated - 02/03/2021						

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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<p>2.1.3.5 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: Art concept presented to Lang Lang Traders Association.</p> <p>Last Updated - 12/04/2021</p>	Kristen Jackson - Manager Active Communities	01-07-2020	30-06-2021	In Progress	50	
<p>2.1.3.6 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: New Beginnings Exhibition by Cardinia Arts Society held at CCC. Post covid activation plan for CCC and Hills Hub currently being finalised for implementation as covid restrictions allow.</p> <p>Last Updated - 03/03/2021</p>	Kristen Jackson - Manager Active Communities	01-07-2020	30-06-2021	In Progress	75	
<p>2.1.3.7 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: Most of the covid arts response grants projects are now nearing completion. Currently preparing for next Round of Small Change Grants Program to be rolled out in Quarter 4.</p> <p>Last Updated - 03/03/2021</p>	Kristen Jackson - Manager Active Communities	01-07-2020	30-06-2021	In Progress	75	

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

Action	Responsible Officer	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: Through the Early Years Kindergarten Program the Child and Family Services Team continue to drive the Integrated Child and Family Centre build plan. Currently two facilities are under construction due to open in Jan 2022. Funding applications are currently being completed for the next facility due to open in January 2024.</p> <p>Last Updated - 02/03/2021</p>	Cheryl Casey - Manager Community and Family Services	01-07-2020	30-06-2021	In Progress	75	 GREEN
<p>2.1.4.4 CP - Complete Multicultural Hub feasibility study.</p> <p>Progress Comments: Consultant for services and management modelling has been engaged. This project is progressing well and is on target.</p> <p>Last Updated - 05/03/2021</p>	Walter Carmignani - Manager Buildings and Facilities	01-07-2020	30-06-2021	In Progress	75	 GREEN

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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<p>2.1.5.48 CP - Incorporate planning strategies and controls into the planning scheme from studies.</p> <p>Progress Comments: Municipal Strategic Statement has been approved by the Minister for Planning.</p> <p>Last Updated - 30/11/2020</p>	Luke Connell - Manager 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	Responsible Officer	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.	Peter Philp - Manager Customer and Service Improvement	01-07-2020	30-06-2021	In Progress	50	 GREEN
<p>Progress Comments: Development of the Community Vision is in progress. The first stage of Community Engagement was completed across November and December 2020. A People's Panel was conducted across February and March, and the Panel conducted a second round of community engagement as part of their activities. Council officers aim to have the Community Vision adopted, by the new Council, by 30 June 2021.</p> <p>Last Updated - 09/03/2021</p>						

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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
2.2.2.4 CP - Implement key outcomes and actions of the Communications Strategy.	Kat Hodgins - Team Leader Communications	01-07-2020	30-06-2021	In Progress	75	 GREEN
<p>Progress Comments: Council continues to strive to deliver efficient, timely, important and interesting information to its community across a variety of channels. Recent activities include supporting Pandemic Communications (including state government restriction changes, impacts to council services, new business support initiatives), Community Engagement for projects including Imagine Cardinia; promoting local projects like James Bathe Open Day, Australia Day, Don Jackson Leash-Free Dog Park, Pakenham Bowls Club, Rotary Park Toilet, Officer Rec Reserve upgrade, and the upgraded Dick Jones Playground. We also promoted activities such as council's outdoor pools and open spaces, and gardens for wildlife programs; and council's community support initiatives such as the Festival and Capital Works grants and the Stan Henwood Award. The Summer edition of Connect was issued in December, with the Autumn edition released early March and council's Ageing Well News issued in February.</p> <p>Last Updated - 10/03/2021</p>						

## 2.2.3 Embrace and support community leadership.

Action	Responsible Officer	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.	Mark Carter - Team Leader, Community Development	01-07-2020	30-06-2021	In Progress	60	 GREEN
<p>Progress Comments: Planning is underway to start this years program which will be slightly delayed in commencement due to delay in finalising the last round of the program.</p> <p>Last Updated - 03/03/2021</p>						

## 2.3 Increased levels of community participation

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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
2.3.1.22 CP- Implement the Cultural Diversity Action Plan.	Mark Carter - Team Leader, Community Development	01-07-2020	30-06-2021	In Progress	75	 GREEN
<p>Progress Comments: Ongoing response and support for community led initiatives to meet the needs of multicultural community members during the COVID-19 pandemic. Film makers have been appointed to produce a 'Racism. It stops with me' video, with filming to commence in early 2021, the multicultural hub feasibility study will be completed by June 30, 2021. The CALD advisory group is currently recruiting for community members with 3 Councillors represented. The Interfaith Network will recommence in March and Council will continue to attend south East Multicultural Youth Network. COVID-19 has impacted the delivery of events, such as Harmony Day in March due to restrictions.</p> <p>Last Updated - 03/03/2021</p>						
2.3.1.23 CP - Implement the Reconciliation Action Plan.	Mark Carter - Team Leader, Community Development	01-07-2020	30-06-2021	In Progress	75	 GREEN
<p>Progress Comments: The 4th draft of the Council's next Reconciliation Action Plan has been reviewed by Reconciliation Australia, with updates to be undertaken to receive final endorsement. In addition work continues to be undertaken in regards to local service attraction for Aboriginal led, community controlled organisations. Council is represented on the Regional Aboriginal Justice Advisory Committee (RAJAC) and the South East Regional Aboriginal Governance Group.</p> <p>Last Updated - 03/03/2021</p>						

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


Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
2.3.2.3 CP - Host annual Mayoral Volunteer Reception to recognise and value the contribution of volunteers in our Shire.	Doug Evans - Manager Governance	01-07-2020	30-06-2021	In Progress	50	 GREEN
<p>Progress Comments: Council recognises the important work our volunteers play within the Shire, a reception will be held in Volunteer Week, May 2021 in accordance with any COVID restrictions that may be in place.</p> <p>Last Updated - 09/03/2021</p>						

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


Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
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.  Progress Comments: New policy endorsed 22 February 2021. Staff training commenced late March 2021.  Last Updated - 12/04/2021	Mark Carter - Team Leader, Community Development	01-07-2020	30-06-2021	In Progress	75	 GREEN

## 2.4 Improved health and wellbeing of our residents


## 2.4.2 Enhance food literacy and security within the community

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
2.4.2.3 CP - Implement the Cardinia Community Food Strategy.	Pieta Bucello - Healthy Communities Coordinator	01-07-2020	30-06-2021	In Progress	80	 GREEN
<p>Progress Comments: Key actions achieved this quarter include the successful Working For Victoria applications to establish a Cardinia Community Food Hub at Toomah Community Centre and for an Urban Agriculture Facilitator to review Council's Community Garden Policy. Also successful in a \$50,000 VicHealth Grant to establish a Cardinia Youth Food Security Network in partnership with local secondary schools. The Cardinia Community Food Strategy was presented at the national Vermont: Farm to Plate webinar series in December, as an example of local government leadership in community food systems.</p> <p>Last Updated - 02/03/2021</p>						

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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
2.4.3.4 CP - Work with partners to ensure local health and wellbeing priorities are being addressed.	Pieta Bucello - Healthy Communities Coordinator	01-07-2020	30-06-2021	In Progress	80	 GREEN
<p>Progress Comments: Results from the COVID-19 Community Survey have been disseminated to organisational partners and community groups to inform their service delivery. Evaluation of the Liveability Plan is also underway, engaging with organisational partners to gather data and understand what has been achieved to improve health and wellbeing over the past four years.</p> <p>Last Updated - 02/03/2021</p>						



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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
2.4.4.2 CP - Review the 2017 - 21 Disability, Access and Inclusion Action and undertake consultation to develop the new Action Plan.	Annmarie Saffin - Coordinator Ageing Well	01-07-2020	30-06-2021	In Progress	97	 GREEN
<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> <p>Last Updated - 10/03/2021</p>						




### 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	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<p>3.1.1.3 CP - Inspections and maintenance of the road network in accordance with the Road Management Plan.</p> <p>Progress Comments: Currently on track and ongoing in accordance with the RMP.</p> <p>Last Updated - 12/04/2021</p>	Ben Wood - Manager Operations	01-07-2020	30-06-2021	In Progress	75	 GREEN
<p>3.1.1.3 CP - Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans.</p> <p>Progress Comments: Works are completed on footpath renewal projects and works are well under way on the roads in the current financial years roads program.</p> <p>Last Updated - 03/03/2021</p>	Andrew Barr - Manager Community Infrastructure Delivery	01-07-2020	30-06-2021	In Progress	75	 GREEN

## 3.1.3 Provide accessible facilities to meet identified community needs.

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<p>3.1.3.1 CP - Upgrade of the Gembrook Reserve Sports Pavilion.</p> <p>Progress Comments: No change - Project site works are progressing reasonably well..</p> <p>Last Updated - 05/03/2021</p>	Walter Carmignani - Manager Buildings and Facilities	01-07-2018	30-06-2021	In Progress	65	
<p>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.</p> <p>Progress Comments: No change - The annual program of works to improve access, use and engagement by our broader community is progressing well and is on target.</p> <p>Last Updated - 04/03/2021</p>	Walter Carmignani - Manager Buildings and Facilities	01-07-2019	30-06-2021	In Progress	45	
<p>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.</p> <p>Progress Comments: No change - The annual renewal program is being implemented and is progressing well.</p> <p>Last Updated - 04/03/2021</p>	Walter Carmignani - Manager Buildings and Facilities	01-07-2020	30-06-2021	In Progress	55	

## 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	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.1.4.1 CP - Review of Open Space Asset Management Plan	Nuwan Jayasekera - Coordinator Asset Management	01-07-2018	02-07-2020	Overdue	50	 RED
<p>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 mid2021.</p> <p>Last Updated - 04/12/2020</p>						
3.1.4.2 CP - Continue to support the conservation of sites of heritage significance throughout the Shire.	Desiree Lovell - Manager Environment and Heritage	01-07-2020	30-06-2021	In Progress	75	 GREEN
<p>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.</p> <p>Officers have continued to advocate to Heritage Victoria to review the submissions lodged in March2019, for two sites to be listed on the Victorian Heritage Register.</p> <p>In April 2021, Councils annual Heritage Grants program will be open and is available for sites on the Heritage Overlay.</p> <p>Last Updated - 01/03/2021</p>						
3.1.4.2 CP - Review of Road Asset Management Plan and Buildings Asset Management Plan.	Nuwan Jayasekera - Coordinator Asset Management	01-07-2019	02-07-2020	Overdue	40	 RED
<p>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.</p> <p>Last Updated - 28/01/2021</p>						
3.1.4.3 CP - Review of Drainage Asset Management Plan.	Nuwan Jayasekera - Coordinator Asset Management	01-07-2020	30-06-2021	In Progress	15	 RED
<p>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.</p> <p>Last Updated - 15/01/2021</p>						





## 3.2 Transport Linkages connecting towns


## 3.2.1 Upgrade Council roads to improve safety while considering the traffic demand of the community.

Action	Responsible Officer	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.	Andrew Barr - Manager Community Infrastructure Delivery	01-07-2014	02-07-2020	Overdue	10	 RED
<p>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.</p> <p>Last Updated - 15/01/2021</p>						
3.2.1.6 CP - Implement recommendations from revised Road Safety Strategy, including cyclist awareness program.	Andrew Barr - Manager Community Infrastructure Delivery	01-07-2020	30-06-2021	In Progress	75	 GREEN
<p>Progress Comments: This is continually been undertaken as part of all the work that the Traffic team deliver and provide expert advise on.</p> <p>Last Updated - 07/09/2020</p>						

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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.2.2.6 CP - Commence delivery of the federally funded 'Sealing the Dandenong Ranges and surrounds' road construction program.	Andrew Barr - Manager Community Infrastructure Delivery	01-07-2019	30-06-2021	In Progress	50	 GREEN
<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.</p> <p>Special Charge Scheme engagement has commenced for selected residential roads in Cockatoo and Emerald.</p> <p>Last Updated - 03/03/2021</p>						
3.2.2.7 CP - Finalise the O'Sullivan Road, Hill Street and Peet Street (Pakenham) scheme.	Andrew Barr - Manager Community Infrastructure Delivery	01-07-2020	30-06-2021	In Progress	90	 GREEN
<p>Progress Comments: Works on site are substantially complete with only some minor works outstanding and require access to public land to complete. Energisation of the power has now been completed.</p> <p>Last Updated - 03/03/2021</p>						



**3.2.3 Develop transport networks that incorporate effective public transport.**

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.2.3.3 CP - Implementation of Road Development Program to seal strategic collector roads.	Andrew Barr - Manager Community Infrastructure Delivery	01-07-2020	30-06-2021	Completed	100	 GREEN
<p>Progress Comments: The program is now underway. Main Drain Road and Boundary Drain Road have now commenced works.</p> <p>A Tender has been advertised and awarded 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> <p>Last Updated - 03/03/2021</p>						

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


Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.2.4.3 CP - Upgrade pathways and walking tracks across the Shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy.	Andrew Barr - Manager Community Infrastructure Delivery	01-07-2020	30-06-2021	Completed	100	 GREEN
Progress Comments: Works on the annual footpath and footpath renewal programs have been completed.						
Last Updated - 03/03/2021						

**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	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
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.	Andrew Barr - Manager Community Infrastructure Delivery	01-07-2020	30-06-2021	In Progress	75	 GREEN
Progress Comments: Participation is ongoing and information has been provided as required to support advocacy campaigns.						
Last Updated - 03/03/2021						
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.	Andrew Barr - Manager Community Infrastructure Delivery	01-07-2020	30-06-2021	In Progress	75	 GREEN
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.						
This advocacy has also extended into feedback and development of the Southern Integrated Transport Strategy.						
Last Updated - 03/03/2021						

## 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	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
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).	Desiree Lovell - Manager Environment and Heritage	01-07-2020	30-06-2021	In Progress	75	 GREEN
<p>Progress Comments: Council continues to participate in regional projects delivered by SECCCA. Current and active projects include:</p> <p>1) Asset Vulnerability Assessment Spatial Vision consultancy are undertaking the analysis of councils spatial data. A bushfire Case Study has been presented as Cardinia's submission for selection as 1 of 3 detailed case study assessments across the south east council region.</p> <p>2. Community Climate Action Planning Draft Report has been received from Ironbark consultancy. The report identifies 6 possible regional emission reduction initiatives and 6 suggested actions to support emission reductions outcomes delivered within the Shire.</p> <p>3. Transitioning Councils Fleet to Electric Vehicles SECCCA have partnered with Deakin University students to undertake a financial analysis to understand the financial cost to each council of transitioning council light fleets vehicles to electric vehicles.</p> <p>Last Updated - 01/03/2021</p>						




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

Action	Responsible Officer	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: The installation of a 75kW rooftop solar energy system on the Officer Civic Centre is progressing with quotations for works assessed. This solar energy system will reduce approximately 95 tonnes of annual carbon dioxide emissions and support financial savings of around \$20,000 annually.</p> <p>Last Updated - 01/03/2021</p>	Desiree Lovell - Manager Environment and Heritage	01-07-2020	30-06-2021	In Progress	75	 GREEN
<p>3.3.3.4 CP - Continue to work in conjunction with Planning &amp; 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: A budget bid is being submitted to fund Council membership that supports the implementation of sustainable design assessments in the planning process. Feedback has also been provided on a DELWP consultation that supports enhanced ESD requirements in the planning process at a state level.</p> <p>Last Updated - 04/03/2021</p>	Walter Carmignani - Manager Buildings and Facilities	01-07-2020	30-06-2021	In Progress	75	 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	Responsible Officer	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, COVIDsafe face-to-face sessions are available in 2021 so schools are being liaised with to book those in. We 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. New waste education videos have been produced so engagement with key waste topics can happen at school/ELC/home when the user is ready.</p> <p>Last Updated - 12/04/2021</p>	Jacqui Kelly - Coordinator Waste Management Services	01-07-2020	30-06-2021	In Progress	80	 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	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
<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. New Food Waste recycling program service started on 1 Oct 2020. Ongoing education and engagement campaigns on how to use the services are in place. 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. Free COVIDsafe Green waste drop off weekends are scheduled for April and May 2021.</p> <p>Last Updated - 04/03/2021</p>	Jacqui Kelly - Coordinator Waste Management 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 your Home and Drum Muster - COVIDsafe event booked in for April 2021. promotion to start 1st week March. 6 e-waste recycling boxes across the Shire. boxes are in high community interaction areas including customer service, 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 booked in for April and May.</p> <p>Last Updated - 04/03/2021</p>	Jacqui Kelly - Coordinator Waste Management Services	01-07-2020	30-06-2021	In Progress	80	 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 endorsed at Feb council meeting. Contract documents to be issued from MWRRG in March. Contract starts 1 April 2021. 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> <p>Last Updated - 04/03/2021</p>	Jacqui Kelly - Coordinator Waste Management 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	Responsible Officer	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.	Desiree Lovell - Manager Environment and Heritage	01-07-2020	30-06-2021	In Progress	75	 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 recently completed a water map of the Shire. The mapping takes into consideration Council projects, regional projects Cardinia is a participating of and water authority assets and provides a broader view of all water infrastructure across the shire to inform decision making.						
Last Updated - 01/03/2021						


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

Action	Responsible Officer	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.	Owen Hardidge - Manager Development and Compliance Services	01-07-2020	30-06-2021	In Progress	30	 GREEN
Progress Comments: This work continues, and water authorities continue to schedule backlog sewer program.						
Last Updated - 04/03/2021						

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

Action	Responsible Officer	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.	Desiree Lovell - Manager Environment and Heritage	01-07-2020	30-06-2021	In Progress	75	 GREEN
Progress Comments: Council continues to offer landowners funds to manage weeds through the annual Weed Control Grant program. This year's uptake to dates has seen 133 applications received and \$30,860 committed.						
Last Updated - 01/03/2021						

### 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	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.3.8.4 CP - Preserve and improve natural environment by undertaking weed management and indigenous plantings.	Ben Wood - Manager Operations	01-07-2020	30-06-2021	In Progress	80	 GREEN
Progress Comments: Service provision well underway, program will be smaller that originally planned due to deferral of recruitment of additional ranger roles to assist with budget management. scope of work boosted by Working for Vic staff in key sites like ELP.						
Last Updated - 22/02/2021						

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

Action	Responsible Officer	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.	Luke Connell - Manager Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	75	 GREEN
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.						
Last Updated - 26/08/2020						

## 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	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.4.1.2 CP - Implementation of Environmental Sustainable Design elements into infrastructure works and new buildings.	Walter Carmignani - Manager Buildings and Facilities	01-07-2020	30-06-2021	In Progress	45	 GREEN
Progress Comments: No change - 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.						
Last Updated - 04/03/2021						



**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	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.4.2.3 CP - Provide information, awareness and engagement opportunities for the community on environmental topics.	Desiree Lovell - Manager Environment and Heritage	01-07-2020	30-06-2021	In Progress	75	 GREEN
<p>Progress Comments: Recent community engagement opportunities include:</p> <ol style="list-style-type: none"> <li>1. As part of the Climate Impact and Risk Assessment, Council hosted an online community workshop with key representatives from various community organisations and groups. Stakeholders included representatives from Gumbuya World, Kooweerup Regional Health and various community houses and associations. The outcomes of the workshop will inform the Climate Impact and Risk Assessment which is due for completion at the end of March.</li> <li>2. The first Gardens for Wildlife webinar was offered on the 24 February with all 75 tickets filled. A further 5 sessions will be hosted over the coming month.</li> <li>3. Two editions of Down to Earth enewsletter have been published in recent months with information about changes to waste services, activities to undertake at home and tips and tricks for a cooler summer.</li> </ol> <p>A trial indigenous plant giveaway for the community will launch in April 2021.</p> <p>Last Updated - 01/03/2021</p>						

**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	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.4.3.3 CP - Continue to review the planning scheme and undertake amendments as required.	Luke Connell - Manager Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	75	 GREEN
<p>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.</p> <p>Last Updated - 26/08/2020</p>						

## 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	Responsible Officer	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.	Luke Connell - Manager Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	75	 GREEN
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.						
Last Updated - 26/08/2020						

## 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	Responsible Officer	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.	Luke Connell - Manager Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	75	 GREEN
Progress Comments: There is currently two Precinct Structure Plans Development Contributions Plans being reviewed, both in the early review phase which is the Officer PSP and Cardinia Road Employment PSP.						
Last Updated - 10/03/2021						
3.5.2.6 CP - Implement approved structure plans for the growth area including implementation of developer contributions in an orderly manner.	Luke Connell - Manager Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	75	 GREEN
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.						
Last Updated - 26/08/2020						

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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.5.3.1 CP - Undertake review of township strategies as required.	Luke Connell - Manager Policy, Design and Growth Area Planning	01-07-2018	30-06-2021	In Progress	75	 GREEN
Progress Comments: The railway township strategies has progressed through its background investigations and is currently being considered for budget allocation in 2021/2022.						
The Hills township strategies (Upper Beaconsfield, Emerald, Gembrook and Cockatoo) review has commenced with bushfire management consultants undertaking the first stage with Council staff.						
Last Updated - 11/03/2021						

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

Action	Responsible Officer	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.	Luke Connell - Manager Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	75	 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.						
Last Updated - 26/08/2020						


## 4 Our Economy

### 4.1 Increased business diversity in Cardinia Shire

#### 4.1.1 Plan for and support local employment opportunities.

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
4.1.1.1 CP - Continue the review of Cardinia Road Employment precinct to encourage investment and employment opportunities.	Luke Connell - Manager Policy, Design and Growth Area Planning	01-07-2018	30-06-2021	In Progress	75	 GREEN
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.						
Last Updated - 11/03/2021						
4.1.1.3 CP - Finalise the Pakenham South Precinct Structure Plan.	Luke Connell - Manager Policy, Design and Growth Area Planning	01-07-2014	30-06-2021	In Progress	95	 GREEN
Progress Comments: The Pakenham South Precinct Structure Plan submissions will be considered by a Planning Panel in April 2021.						
Last Updated - 12/04/2021						

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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
4.1.2.3 CP - Facilitate business networking opportunities through the Casey Cardinia region and relevant stakeholders and individuals.	Andrew Pomeroy - Manager Economic Development	01-07-2020	30-06-2021	In Progress	75	 GREEN
Progress Comments: Council continues to facilitate networking opportunities for businesses through the delivery of webinars, targeted training, information sessions, and the implementation of the Cardinia Business portal. Council has established an Economic Development Recovery Committee who inform our engagement and networking strategies with local businesses.						
Last Updated - 09/04/2021						

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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
4.1.3.5 CP - In partnership with the Victorian Planning Authority continue development of the Officer South Precinct Structure Plan.	Luke Connell - Manager Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	75	 GREEN
Progress Comments: Officer South PSP is in the visioning and background information phase. Early consultation has occurred with within the precinct. The VPA project timeline is on track for 2023.						
Last Updated - 12/04/2021						

## 4.1.4 Plan the development of Officer and Pakenham town centres.

Action	Responsible Officer	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.	Luke Connell - Manager Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	75	 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.						
Last Updated - 26/08/2020						

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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
4.1.5.5 CP - Finalise the new Cardinia Shire Council Economic Development Strategy.	Andrew Pomeroy - Manager Economic Development	01-07-2020	30-06-2021	In Progress	75	 GREEN
Progress Comments: After stakeholder engagement internally and externally, the new Economic Development Strategy is in the final draft stage with the document to be adopted by June 2021.						
Last Updated - 09/04/2021						
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.	Andrew Pomeroy - Manager Economic Development	01-07-2020	30-06-2021	In Progress	75	 GREEN
Progress Comments: The ongoing focus to assist businesses and investors to create local jobs through coordinated planning and economic development responses to inquiries and applications for development can be demonstrated through the extensive development within 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 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.						
Last Updated - 09/04/2021						

## 4.1.6 Encourage procurement of local products and services.

Action	Responsible Officer	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.	Scott Moore - Chief Finance Officer	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.						
Last Updated - 18/08/2020						

## 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	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
4.2.1.3 CP - Implement the actions of the Westernport Green Wedge Management Plan.	Luke Connell - Manager Policy, Design and Growth Area Planning	01-07-2020	30-06-2021	In Progress	75	
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.						
Last Updated - 26/08/2020						

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


Action	Responsible Officer	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.	Andrew Pomeroy - Manager Economic Development	01-07-2020	30-06-2021	In Progress	75	
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, 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.						
Last Updated - 09/04/2021						

## 4.3 Diverse and resilient business community


### 4.3.1 Support small businesses to remain viable in rural townships.

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
4.3.1.3 CP - Continue to work with local businesses within the Shire to improve viability.	Andrew Pomeroy - Manager Economic Development	01-07-2020	30-06-2021	In Progress	75	
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.						
Last Updated - 04/12/2020						


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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
4.3.3.3 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.  Progress Comments: Council is providing a range of support initiatives to assist businesses to continue to develop and manage the unprecedented effects of the Covid19 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.  Last Updated - 04/12/2020	Andrew Pomeroy - Manager Economic Development	01-07-2020	30-06-2021	In Progress	75	

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

Action	Responsible Officer	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.  Progress Comments: Cardinia Shire Council in collaboration with the Greater South East Melbourne Councils (GSEM) continues to work with our State & Federal Government partners to attract new enterprises and investment into the region to increase economic activity in Cardinia. This includes the establishment of the City Deal project and advocacy plans.  Last Updated - 09/03/2021	Andrew Pomeroy - Manager Economic Development	01-07-2020	30-06-2021	In Progress	75	


**4.3.5 Support business and organisations to enhance their skills.**

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
4.3.5.3 CP - Council will help facilitate training opportunities for local businesses.  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.  Last Updated - 09/03/2021	Andrew Pomeroy - Manager Economic Development	01-07-2020	30-06-2021	In Progress	75	



## 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	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
4.4.1.2 CP - Deliver a range of health and wellbeing initiatives across the organisation.	Melissa Humphrey - Manager People and Culture	01-07-2020	30-06-2021	In Progress	90	 GREEN
<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. 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. Furthermore, Council has appointed a Well-being Support Officer, through the Working For Victoria scheme, who will review the processes and practices we have in place in regards to well-being, while also contributing to Council's well-being calendar and framework.</p> <p>Last Updated - 12/04/2021</p>						

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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
4.4.3.3 CP - Implement the Casey Cardinia Tourism Strategy and support a tourism board to guide future development of the sector.	Andrew Pomeroy - Manager Economic Development	01-07-2020	30-06-2021	In Progress	75	 GREEN
<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 in Cardinia to support the local tourism industry through a variety of strategies and campaigns.</p> <p>Last Updated - 09/04/2021</p>						


## 4.4.4 Encourage the procurement and consumption of local food.

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
4.4.4.3 CP - Tender documentation and consideration includes weighting for local products and services.	Scott Moore - Chief Finance Officer	01-07-2020	30-06-2021	Completed	100	 GREEN
<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> <p>Last Updated - 18/08/2020</p>						

## 5 Our Governance



### 5.1 An engaged community

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


Action	Responsible Officer	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.	Mark Carter - Team Leader, Community Development	01-07-2020	30-06-2021	In Progress	75	 GREEN
<p>Progress Comments: The expansion of the use of the Creating Cardinia platform continues with many closed group pages being developed for both internal and external consultations, including a private page for Imagine Cardinia People's Panel members. The platform also continues to be utilised extensively in consultation work including the development of the upcoming Community Vision, Council Plan, Budget and Financial Plan.</p> <p>Last Updated - 03/03/2021</p>						

## 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	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
5.2.1.5 CP - Monitor compliance with statutory reporting requirements.	Doug Evans - Manager Governance	01-07-2020	30-06-2021	In Progress	75	 GREEN
Progress Comments: To ensure compliance, timelines are monitored to ensure the data is collected accurately and within the statutory timelines, reported directly to the governing bodies.						
Last Updated - 09/03/2021						
5.2.1.6 CP - Maintain and update the register of information to be available to the public.	Doug Evans - Manager Governance	01-07-2020	30-06-2021	In Progress	75	 GREEN
Progress Comments: To ensure a high level of accountability and transparency, and in accordance with the requirements of certain Acts, an assortment of registers are available to the community. Coupled with this is Council's Freedom of Information process and the Council's Public Transparency Policy, to enable the community to access information accordingly.						
Last Updated - 09/03/2021						

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


Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
5.2.2.3 CP - Develop code of conduct with new Council within statutory time period.	Doug Evans - Manager Governance	01-07-2020	30-06-2021	Completed	100	 GREEN
Progress Comments: To endure Cardinia Shire Councillors operate within the standard expected by elective representatives, a Code of Conduct was adopted by Council in February 2021, meeting the requirements of the Local Government Act, 2020.						
Last Updated - 10/03/2021						

## 5.3 Long-term financial sustainability


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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
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.	Scott Moore - Chief Finance Officer	01-07-2020	30-06-2021	In Progress	66	 GREEN
Progress Comments: Council has undertaken three workshops with Councillors, presenting the Draft 4 year Budget and 10 year Financial Plan. Further consultation is being undertaken, prior to community consultation and final adoption by June 2021.						
Last Updated - 09/03/2021						


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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
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.	Scott Moore - Chief Finance Officer	01-07-2020	30-06-2021	Completed	100	 GREEN
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. Discussions on full life cycle costs are undertaken 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. Full life cycle cost of infrastructure delivered by capital projects is included in initial project business cases.						
Last Updated - 09/04/2021						


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

Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
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.	Scott Moore - Chief Finance Officer	01-07-2020	30-06-2021	In Progress	66	 GREEN
Progress Comments: Internal stakeholder engagement has been undertaken for the Draft 4 year Budget and 10 year Financial Plan, including the Capital Works Program. Councillor workshops have been undertaken, ensuring the financial management and timing has been transparent, with community consultation to occur prior to the budget being adopted in June 2021.						
Last Updated - 09/03/2021						

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


Action	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
5.3.4.3 CP - Maintain an effective debt management policy.	Scott Moore - Chief Finance Officer	01-07-2020	30-06-2021	In Progress	67	 GREEN
Progress Comments: The Draft 4 year Budget and 10 year Financial Plan, including the Debt Management strategy has been presented to Councillors at the Budget Workshop in February. Once community consultation is undertaken, the budget will be adopted in June 2021.						
Last Updated - 09/03/2021						

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

Action	Responsible Officer	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.	Peter Philp - Manager Customer and Service Improvement	01-07-2020	30-06-2021	In Progress	75	 GREEN
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. Council's Quality Circles program has been re-ignited as pandemic restrictions have lifted. It is expected that these activities will add to engagement in improvement in the various teams involved.						
Last Updated - 17/03/2021						

## 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	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
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.	Andrew Pomeroy - Manager Economic Development	01-07-2020	30-06-2021	In Progress	80	 GREEN
<p>Progress Comments: Council continues to advocate for priority projects at both State and Federal Government levels primarily through the Greater South East Melbourne (GSEM) group of Councils and City Deal. An Advocacy Plan is currently being developed with internal and external stakeholders to ensure there is a consistent and targeted approach 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> <p>Last Updated - 09/03/2021</p>						

## 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	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
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.	Nigel Higgins - General Manager - Liveable Communities	01-07-2020	30-06-2021	In Progress	76	 GREEN
<p>Progress Comments: Participated in the advocacy campaigns with the Interface Councils CEOs group and the Human Services Directors Group.</p> <p>Last Updated - 17/12/2020</p>						



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## 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.

Population 2021

**126,184**

Population 2041

**200,238**

Change 2021-41

**58.69%**

## HOUSEHOLD GROWTH

*YTD comparison to last year*

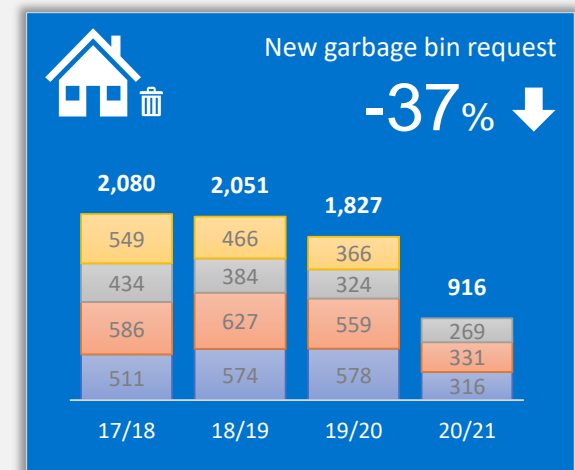
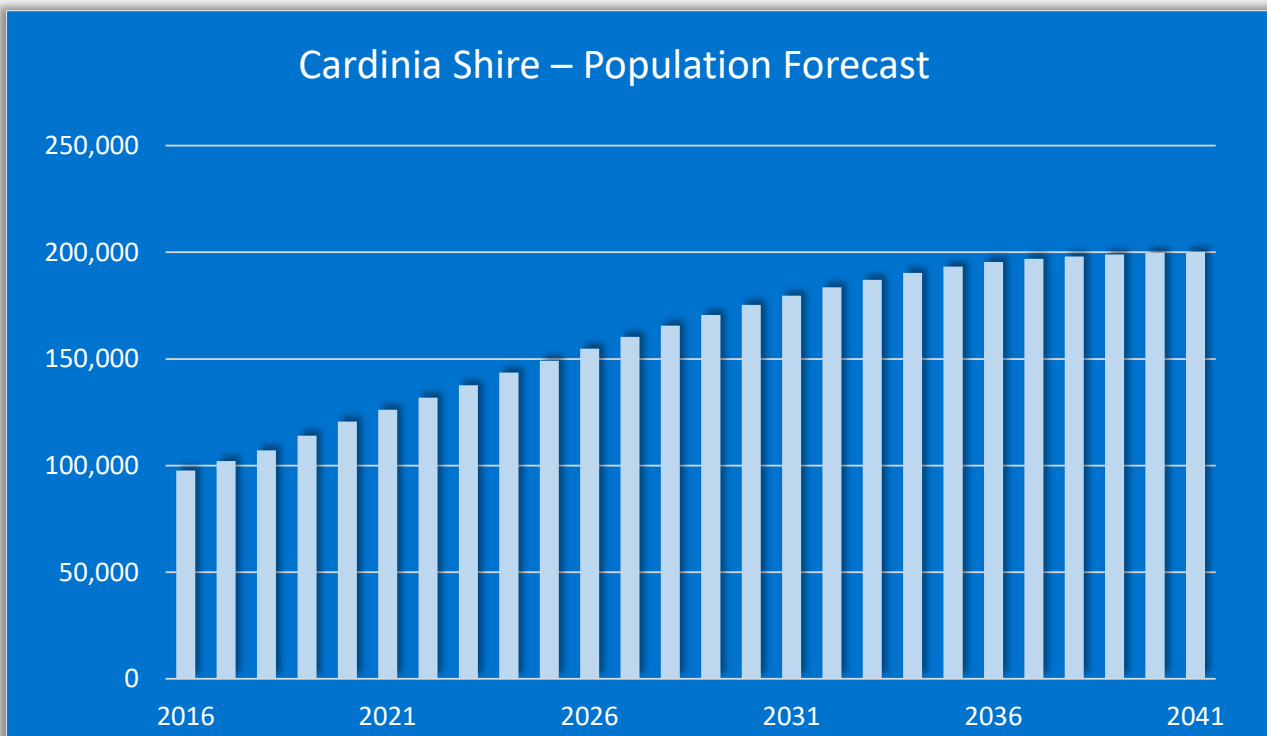
**Growth Indicator**



Number of households moving into the Shire per day

**3**

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.



ORDINARY COUNCIL MEETING 17 MAY 2021

# Future Development

Q3 JAN – MAR 2021

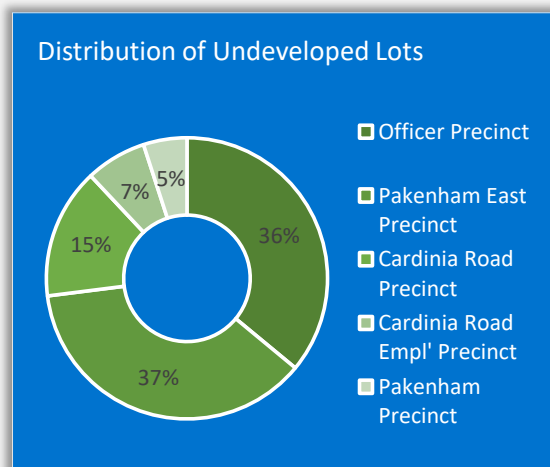
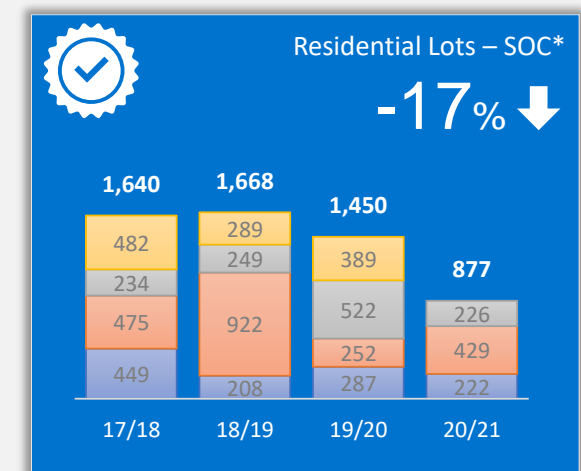
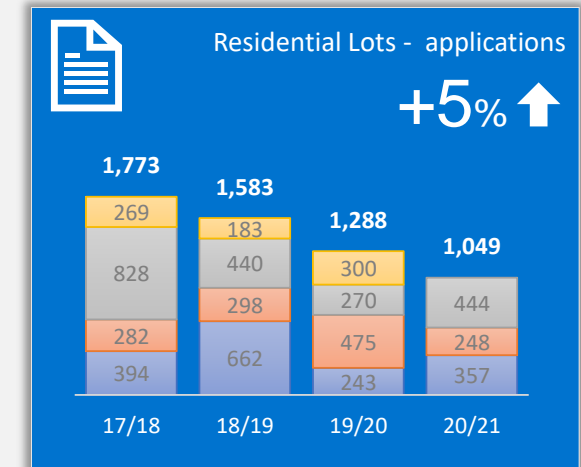
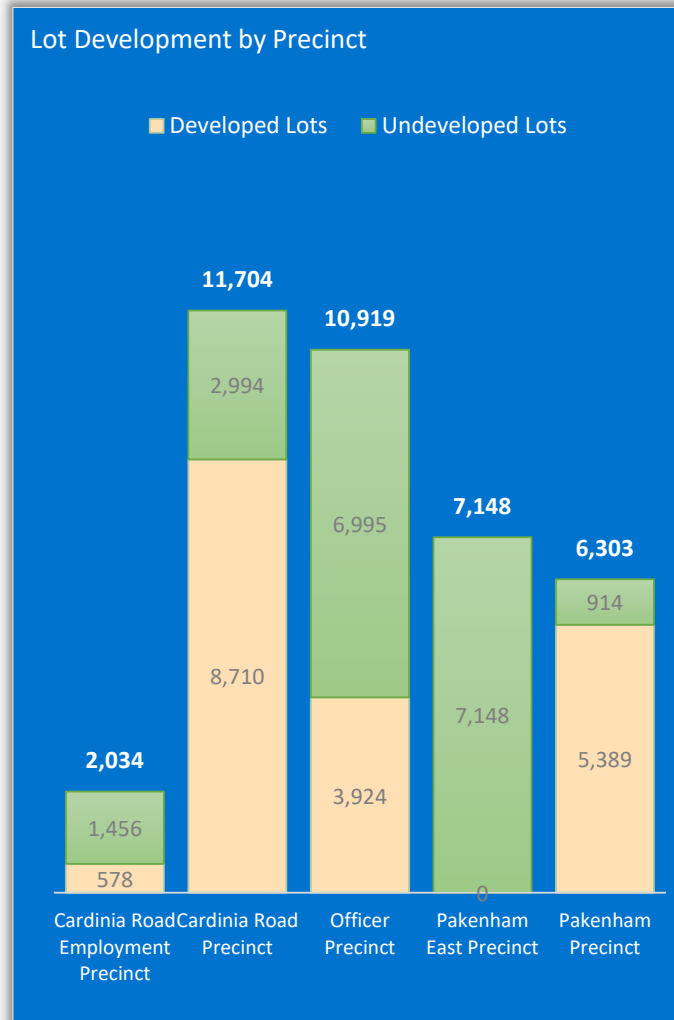
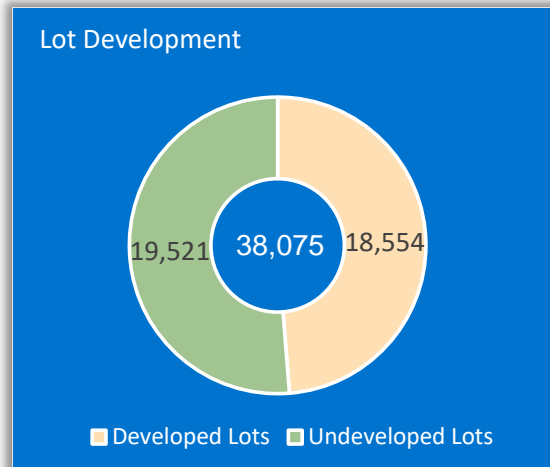
ATTACHMENT 6.2.2.3



## RESIDENTIAL LAND ACTIVITY METRICS

## SUBDIVISION METRICS

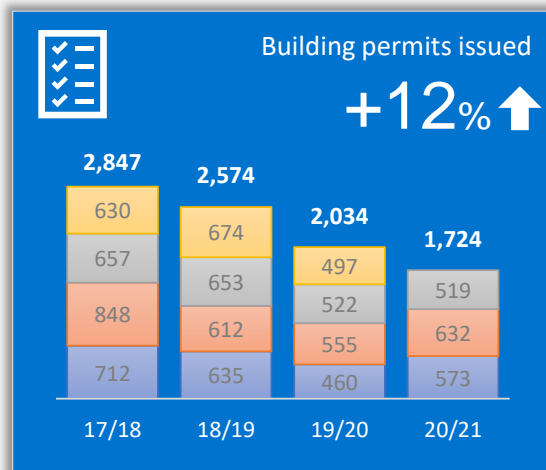
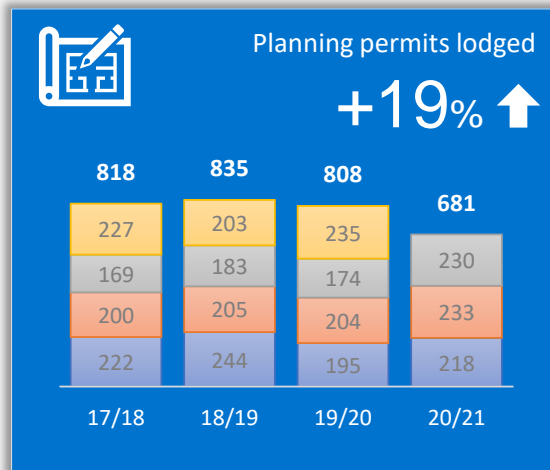
YTD comparison to last year



Q3 JAN – MAR 2021

## PROPERTY METRICS

YTD comparison to last year

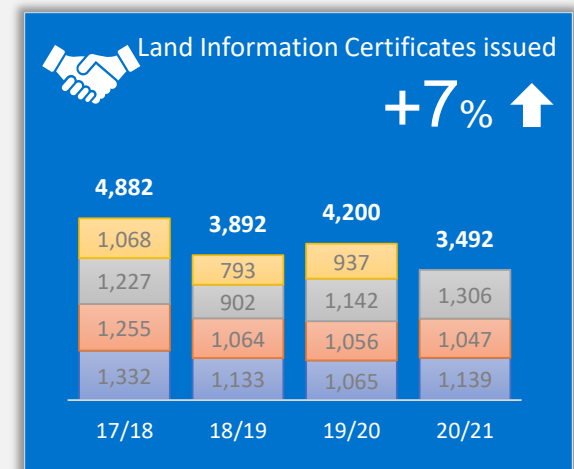
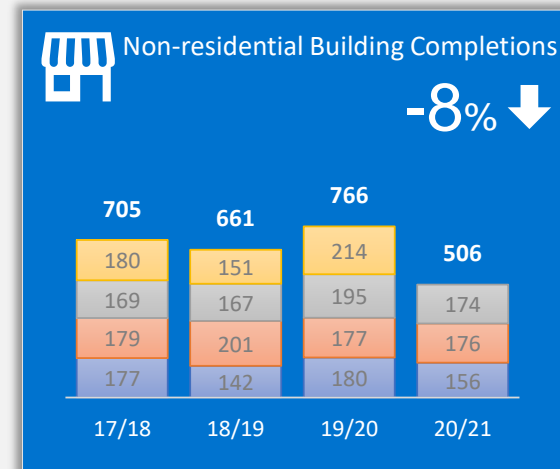
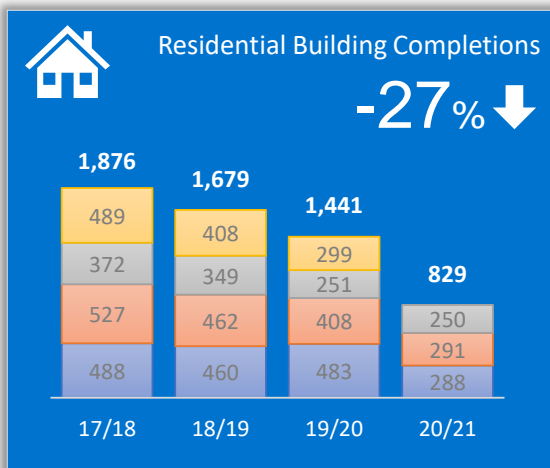


Activity within the property sector can help determine the growth rate within a municipality and therefore assist with future decision making.

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.

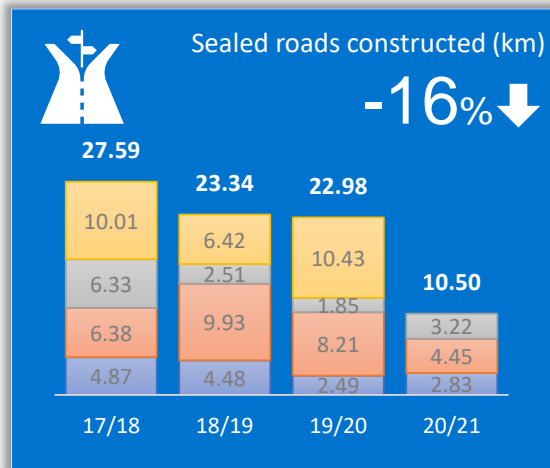
Land Information Certificates are required whenever a property changes owners. This figure includes both first home buyers and subsequent owners. It shows both growth and churn in the property market.



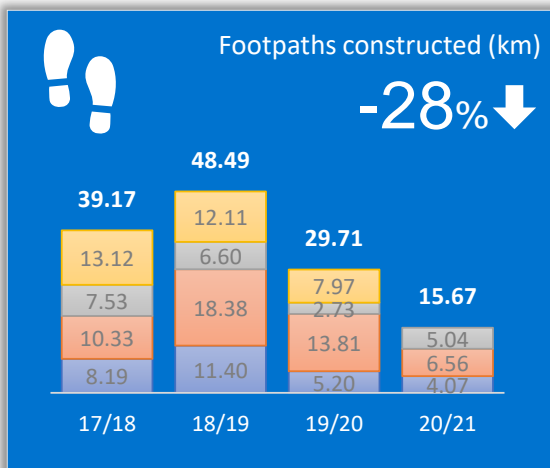
Q3 JAN – MAR 2021

## INFRASTRUCTURE METRICS

YTD comparison to last year



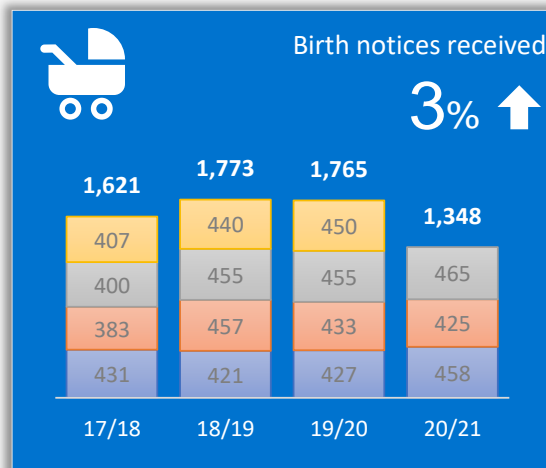
Sealed road growth is due to a combination of subdivision development and Council's sealing of unsealed roads through special charge schemes or other external funding such as Roads to Recovery.



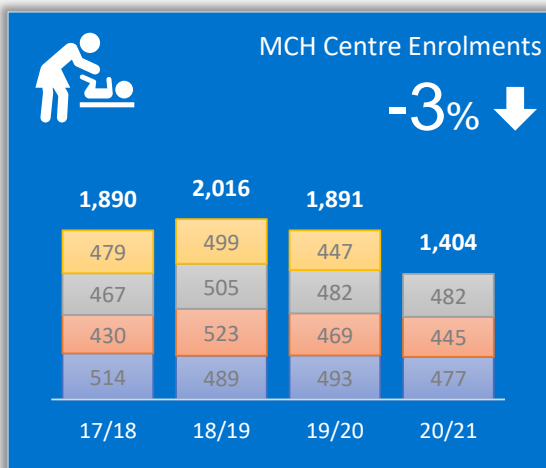
Footpath growth is due to a combination of footpaths constructed from subdivision development and Council's capital works program.

## 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.



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.

