

## 6 Ordinary Business

### 6.1 General Reports

#### 6.1.1 Adoption of Council Plan 2021-25 and Community Vision 2040

**Responsible GM:** Jenny Scicluna  
**Author:** Peter Philp

##### Recommendation(s)

That Council:

1. Adopts the draft Council Plan 2021-25 and the Community Vision 2040.
2. Acknowledges and thanks the Cardinia Shire community for its contribution to the development of the Council Plan and Community Vision through the Imagine Cardinia engagement program.

##### Attachments

1. Draft Council Plan 2021-25 [6.1.1.1 - 31 pages]

##### Executive Summary

To consider adoption the of the draft Council Plan 2021-25 and the Community Vision 2040, following the Imagine Cardinia community engagement process undertaken in accordance with the relevant provisions of the Local Government Act 2020 and Council's Community Engagement Policy.

##### Background

Following extensive community engagement activities, undertaken in accordance with the relevant provisions of the Local Government Act 2020 and Council's Community Engagement Policy, the draft Council Plan 2021-25, inclusive of the Community Vision 2040, was released for the final round of public comment on Wednesday 21 April 2021, for a 28-day period.

Public comments relevant to the draft Council Plan 2021-25 were received. In response to the feedback received, and in conjunction with Councillor review and input, several amendments to the draft Council Plan 2021-25 are proposed. These amendments are reflected in *Attachment 1 – Draft Council Plan 2021-25 (including Community Vision 2040)*.

For the purposes of adoption, the Draft Council Plan and Community Vision have been provided in a simplified word format. Following endorsement, the plan and vision will be designed and published in accessible formats both in hard copy and online.

After extensive community engagement, Council's focus areas for the next four years will be:

- Strong Communities
- Liveable Places
- Thriving Environments
- Prosperous Economies
- Responsible Leaders

Having complied with the provisions of the Local Government Act 2020, and Council's Community Engagement Policy, Council is now in a position to adopt the draft Council Plan 2021-25 and the Community Vision 2040.

### **Policy Implications**

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

### **Relevance to Council Plan**

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

### **Climate Emergency Consideration**

Relevant considerations to the climate emergency have been made during the development of the draft Council Plan 2021-25, and are reflected within the content of the document.

### **Consultation/Communication**

Extensive consultation with the Cardinia Shire community, Council staff and Councillors has led to the development of the draft Council Plan 2021-25. The Community Vision 2040 was developed by a representative group of Cardinia Shire community members, the Imagine Cardinia People's Panel.

Council has exceeded the legislative requirements on the level and quality of community consultation required for the draft Council Plan 2021-25 and the Community Vision 2040, through undertaking a rigorous deliberative engagement process with the Imagine Cardinia People's Panel, as well as providing multiple opportunities for the wider community to provide feedback.

### **Financial and Resource Implications**

The strategies and initiatives identified in the draft Council Plan 2021-25 are to be funded through the Council Budget, as detailed in the Financial Plan.

### **Conclusion**

Having complied with the provisions of the Local Government Act 2020, and Council's Community Engagement Policy, Council is now in a position to adopt the draft Council Plan 2021-25 and the Community Vision 2040.

Cardinia Shire Council



# Draft Council Plan 2021–25

June 2021

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## Acknowledgement of Country

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Cardinia Shire Council recognises and values the Boonwurrung, Bunurong and Wurundjeri tribes as the original inhabitants of the land that makes up Cardinia Shire.

Cardinia Shire's name is derived from the Boonwurrung<sup>1</sup> or Wadawurrung word 'Kar-din-yarr', meaning 'look to the rising sun' or 'close to the sunrise'. Council's logo, which includes a motif of the rising sun, reflects this meaning.

Cardinia Shire Council acknowledges the right of Aboriginal, and indeed all Australians, to live according to their values and customs, subject to the law.

Council is committed to developing and strengthening relationships through reconciliation. Council supports the reconciliation process, which promotes mutual respect and understanding of the Aboriginal peoples and of all ethnic groups and their history and culture in our community.

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<sup>1</sup> There are a number of acknowledged spellings for Boonwurrung and these include Bunurong, Bunwurrung, Boonwerung, Bunuworung, Boonoorong and Bururong. Cardinia Shire Council uses the spelling proposed by N'arweet Carolyn Briggs.

Cardinia Shire Council	Draft Council Plan 2021–25	3
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## Executive summary

Cardinia Shire Council is committed to building a sustainable shire for present and future generations to enjoy. We recognise that we have some significant challenges ahead; tackling climate change will continue to be one of the greatest challenges of our time, while the global COVID-19 pandemic has rapidly changed how we live, work and connect. Our urban growth rate continually makes providing important community infrastructure and services challenging and is putting pressure on our natural assets and productive land. We also know that not everyone in our community feels, or is, safe and healthy.

The *Council Plan 2021–25* is Council's key strategic document that will help tackle and prepare us for the challenges ahead. While the plan's focus is the next 4 years, it will help position us to maximise the opportunities these challenges bring and help the shire thrive in the long term. This plan consolidates the great work started by previous councils with the work needed to deliver our new ambitions.

As the closest level of government to our community, we must act as the conduit for the community to influence the decisions that affect them while providing best-for-community services. Council delivered extensive community engagement to inform the Council Plan, including the development of the community vision.

This document incorporates the long-term *Community Vision 2040*. The community vision articulates the community's aspirations for what Cardinia Shire will be like in 2040. The community vision was prepared by a representative sample of the Cardinia Shire community through a deliberative engagement process. The strategic direction and objectives that guide this Council Plan seek to help Council move towards this vision within the context of the Council's role and responsibilities.

Council's vision for the next 4 years is that the unique identity of our urban, hills and rural areas is strengthened. We meet the challenges we face together as a community. How we respond balances the needs of our people, businesses, our productive land and natural environments.

We will deliver on Council's vision by focusing our efforts on fostering:

- Strong communities
- Liveable places
- Thriving environments
- Prosperous economies

While also being responsible leaders.

Under each of these focus areas, the Council Plan describes our priorities, how we will deliver on the priorities and how we will measure our success.

The following table provides a summary of the focus area priorities and how they will be delivered.

Focus area	Priority	How we will deliver on our priorities
Strong communities	We empower our communities to be healthy, connected and resilient	<ul style="list-style-type: none"> <li>• Plan for, and support the delivery of, accessible health and social services that address critical gaps in provision.</li> <li>• Enrich local identity and opportunities for the community to connect through art, history and cultural expression.</li> <li>• Lead by example in creating an inclusive and welcoming community for all by facilitating community education, capacity building, connection and celebration of our diversity.</li> <li>• Facilitate a partnership approach to create safer communities.</li> </ul>

Focus area	Priority	How we will deliver on our priorities
		<ul style="list-style-type: none"> <li>Work closely with the community to deliver programs that build community resilience, relating to a pandemic or other disasters.</li> </ul>
Liveable places	We support the creation of liveable spaces and places	<ul style="list-style-type: none"> <li>Advocate, plan for and deliver accessible community infrastructure and services that address community need.</li> <li>Plan and maintain safe, inclusive and connected open spaces, places and active travel routes.</li> <li>Plan for housing diversity that meets community need, is affordable and delivers environmental sustainability, safety and healthy living outcomes.</li> <li>Advocate for increased and more-connected public transport options.</li> <li>Upgrade Council's road network to improve safety and connectivity while considering traffic demand and freight transport needs.</li> </ul>
Thriving environments	We value our natural assets and support our biodiversity to thrive	<ul style="list-style-type: none"> <li>Partner with community, business and industry to take action on, and adapt to, climate change.</li> <li>Actively move towards zero waste through increasing waste recovery and reuse.</li> <li>Work with community to improve and manage our natural assets, biodiversity and cultural heritage.</li> <li>Plan and advocate for better water cycle planning and management to reduce environmental impacts.</li> <li>Facilitate community stewardship to build preparedness for natural threats.</li> </ul>
Prosperous economies	We support our productive land and employment land to grow local industries	<ul style="list-style-type: none"> <li>Facilitate better planning for our agricultural land to support industry, innovation, local food economy and local job growth.</li> <li>Plan for sustainable employment precincts to entice new industries to the region and support new business.</li> <li>Improve local learning and employment pathway opportunities through strategic partnerships.</li> <li>Drive local innovation in technology to better support and attract businesses and industries.</li> <li>Strengthen and promote our shire's unique identity and visitor attractions.</li> </ul>
Responsible leaders	We practise responsible leadership	<ul style="list-style-type: none"> <li>Build trust through meaningful community engagement and transparent decision-making.</li> <li>Manage our finances responsibly and leave a positive legacy for future generations.</li> <li>Strive to be a customer-focused organisation and be a great place to work.</li> <li>Maximise value for our community through efficient service delivery, innovation, strategic partnerships and advocacy.</li> </ul>



Focus area	Priority	How we will deliver on our priorities
		<ul style="list-style-type: none"><li>• Champion the collective values of the community through the councillors' governance of the shire.</li></ul>

## Welcome from the Mayor

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On behalf of Cardinia Shire Council, I'm proud to present the *Cardinia Shire Council Plan 2021-25*. The Council Plan is an exciting 4-year strategy that sets the agenda for this council term, setting us up to respond to long-term challenges and opportunities.

Our future is about more than just growth. This Council Plan focusses on creating liveable communities and driving a prosperous economy that is the right fit for our shire.

We're committed to listening to our community, and advocating for the needs of our shire. I thank everyone who contributed to the development of this important plan. We received more than 1,600 contributions as part of the community engagement process. Your input and contributions have helped shape the community vision, which in turn has guided the Council Plan's development.

As your elected representatives, my fellow councillors and I will continue to engage with you and ensure transparency and accountability in implementing this plan. We look forward to working with you to make our shire an even better place to live, work and play.



**Cr Brett Owen**  
Mayor 2020-21

## Welcome from the CEO

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Cardinia Shire is well known as a growth area on the fringe of Melbourne – but we know it is so much more than that.

We are a shire rich in natural assets; from the foothills of the Dandenong Ranges to our productive agricultural land. Continuing to value and nurture these assets is at the heart of this Council Plan.

Managing the natural and built environments of the shire is an ongoing challenge for Council. We have a significant role in accommodating Melbourne's growth, but we need to ensure that we continue to value the elements that make Cardinia Shire such a great place. This Council Plan is about striking that balance.

Our community's voice has been crucial in setting our future course and the message is clear; ensuring everyone feels welcome and included, protecting all that our community loves and values, growing sustainably, and keeping the conversation going.

I am very pleased to see strong alignment between this Council Plan and the United Nations Sustainable Development Goals, an excellent example being the direct relationship between Strategic Objective 1 'We empower our communities to be healthy, connected and resilient' and Sustainable Development Goal 3 – Good Health and Wellbeing.

We have an exciting 4 years ahead. We're committed to being adaptive to new ways, and working closely with our community, businesses and industry to maximise the value we create for our community. We're confident that we have the right plan in place to achieve our shared goals as we all work together towards our community vision.



**Carol Jeffs**  
Chief Executive Officer



## Community Vision 2040

Our *Community Vision 2040* articulates the long-term aspirations of the community; what Cardinia Shire will be like in 2040. The vision has been prepared by the Imagine Cardinia People's Panel, a representative sample of the Cardinia Shire community.

### Community vision statement

We acknowledge that we are on the traditional land of the Bunurong, Boonwurrung and Wurundjeri people. We value their contributions past, present and future.

We are all valued for who we are. We are different, but we are together as a community.

We empower everyone to have a voice. We speak with the optimism and insight of our young people, the energy of our community members, and the wisdom and memory of our older citizens including those who came before us.

We support the people of Cardinia Shire to be strong, resilient, socially connected and physically and mentally well. We protect the vulnerable, who come from all walks of life in our community. We look out for each other.

We care for our country. We recognise the effects of climate change on our community, environment, and the planet. We take action by leading Victorian councils in the prevention of, and adaptation to, climate change.

We are sustainable in the way we live; we work close to home, we grow food and we make valuable contributions to the nation.

We strive to protect our community, family farms, industries, landscapes and biodiversity to ensure they are resilient.

Our population growth inside the urban growth boundary follows and serves the community that we are building and protecting. Growth will be managed at a speed that does not hinder our progress towards these community priorities.

We plan for the growth of our community through consultation with residents and have infrastructure in place to meet the needs of the community.

Creativity and expression are at the heart of what we do.

### Community vision priority areas:

Alongside the community vision, the People's Panel identified a series of community priorities that fall under the following themes:



Support local jobs



Strong, healthy  
and connected  
communities



Plan for all  
modes of  
transport



Protect natural  
assets



Environmental  
sustainably,  
waste and  
protection of  
agricultural land



Planning and  
infrastructure for  
community  
growth

The People's Panel work has guided the development of the Council and will inform Council's ongoing strategic planning.

## Cardinia Shire at a glance

Cardinia Shire has three distinct areas.

Our **urban areas** of Beaconsfield, Pakenham and Officer and our railway towns of Nar Nar Goon, Tynong, Garfield and Bunyip are a mix of traditional country towns and new metropolitan areas. These areas support affordable living and are close to essential services and facilities. They are located near emerging employment areas that deliver a diverse mix of jobs to the shire and access to the metropolitan rail service and V-Line services to regional Victoria.

Our **hills area** sits at the Dandenong Ranges' foothills and is home to country charm villages, including Emerald, Gembrook, Cockatoo and Upper Beaconsfield. The hills offer unique lifestyle living, rolling farmland, adventure, villages to explore and local cuisine to enjoy.

Our **southern rural area** has rich, productive landscapes that support local farming, food production and rural living across our townships, including Koo Wee Rup and Lang Lang. The area also includes internationally significant Ramsar wetlands which support migratory shorebirds and other waterbirds, fish and marine invertebrates.

### Our people<sup>2</sup>

112,000 people call Cardinia Shire home.	The shire has lower cultural diversity than Greater Melbourne. In 2016, the most popular languages spoken at home, other than English, were Punjabi (0.9%), Sinhalese (0.8%) and Italian (0.6%).	Cardinia Shire has a young and rapidly growing population. Between 2011 and 2016, the young workforce (people aged 25 to 34 years) grew by approximately 3,700 people.	Cardinia Shire has 68.5% of its residents leave the shire for work.	The shire has many couples with children (38.5%) and couples without children (24%). We have fewer people living alone (17.7%) than in Greater Melbourne.
Cardinia Shire has a high proportion of people holding a vocational qualification, making up more than a quarter of the highest education attainment.	People who need support due to a severe or profound disability in the shire make up 4.2% of the region's population, this is slightly lower than Greater Melbourne.	Cardinia Shire has three families moving to the shire every day.	The Traditional Owners in the Cardinia Shire region are the Wurundjeri Woi-Wurrung, the Boonwurrung and the Bunurong. Many other First Nations people living off country also reside in Cardinia Shire today.	In 2016, university students made up 3% of the population.
Cardinia Shire has a lower percentage (44.5%) of people completing Year 12 education or equivalent, compared to Greater Melbourne.	18.2% of the population reported doing some form of voluntary work in 2016. This was a greater proportion than Greater Melbourne.	More than 30% of the shire's residents are aged under 17 years old.	Between 2011 and 2016, the percentage of people in the shire achieving a vocational qualification, a bachelor or a higher degree increased.	Cardinia Shire has a lower proportion (16.6%) of persons aged 60 or older than Greater Melbourne.

<sup>2</sup> Profile.id. 2019. Cardinia Shire: community profile (ABS 2019 data). Available from: <https://profile.id.com.au/cardinia>

**Our places**

The shire's population is expected to grow to nearly 162,000 people by 2031. This will predominately be in Pakenham, Officer, Officer South, Beaconsfield and Nar Nar Goon North. <sup>3</sup>	The shire has more than 30 unique communities stretching from the shores of Western Port in the south to the foothills of the Dandenong Ranges in the north. <sup>4</sup>	Cardinia Shire is located on Melbourne's south-east fringe, about 55 kilometres from the Melbourne CBD. <sup>5</sup>	The shire is bounded by Yarra Ranges Shire in the north, Baw Baw Shire in the east, South Gippsland and Bass Coast Shires and Western Port in the south, and the City of Casey in the west. <sup>6</sup>	The shire has 19,679 proposed undeveloped lots, and 18,396 developed lots with titles issued <sup>7</sup>
Cardinia Shire's land use: Commercial 0.2786%   Education 0.1340%   Other 12.2710%   Primary Production 64.9328%   Residential 6.6611%   Industrial 0.3417%   Parkland 14.3362%   Hospital/Medical 0.0086%   Water 1.0361% <sup>8</sup>				

**Our natural assets and agricultural land**

Cardinia Shire produces almost all of Australia's asparagus. <sup>9</sup>	Cardinia Shire's rapid growth and development provides a major challenge to our natural environment. <sup>10</sup>	The shire's productive agricultural land and critical natural assets are protected by three green wedges: Westernport, Southern Ranges, and Yarra Valley and Yarra and Dandenong Ranges. <sup>11</sup>	Our 16 kilometres of coastline includes a world-acclaimed, Ramsar-listed wetland. <sup>12</sup>
Cardinia Shire has 19 significant waterways and tributaries. <sup>13</sup>	Cardinia Shire Council manages more than 77 bushland reserves over an area of 840 hectares and 950 kilometres of roadside vegetation. <sup>14</sup>	The shire's rural land is used largely for agriculture and horticulture, particularly dairy and beef farming, and vegetable production. <sup>15</sup>	The shire has highly diverse vegetation with 53 different ecological vegetation communities including 19 different eucalypt species. <sup>16</sup>

**Our Council (2019–20)<sup>17</sup>**

4.55% of Council decisions were made at meetings closed to the public. This is lower than similar councils at 10.52%.	100% of the shire's infants were enrolled in the maternal and child health service.	The days taken for Council to make planning application decisions has reduced to 89 days (from 104 days) due to system improvements and improved communications.	43.55% of garbage, recyclables and green organics collected from kerbside bins by Council was diverted from landfill
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<sup>3</sup> Profile.id. 2019. Cardinia Shire: About (ABS 2016 data). Available from: <https://profile.id.com.au/cardinia/about>

<sup>4</sup> Know Your Council. Cardinia Shire. Available from: <https://knowyourcouncil.vic.gov.au/councils/cardinia>

<sup>5</sup> Facts and statistics about Cardinia Shire. Available from: [https://www.cardinia.vic.gov.au/info/20007/your\\_shire\\_and\\_council/301/facts\\_and\\_statistics\\_about\\_cardinia\\_shire#section-1-where-we-are-](https://www.cardinia.vic.gov.au/info/20007/your_shire_and_council/301/facts_and_statistics_about_cardinia_shire#section-1-where-we-are-)

<sup>6</sup> Facts and statistics about Cardinia Shire. Available from: [https://www.cardinia.vic.gov.au/info/20007/your\\_shire\\_and\\_council/301/facts\\_and\\_statistics\\_about\\_cardinia\\_shire#section-1-where-we-are-](https://www.cardinia.vic.gov.au/info/20007/your_shire_and_council/301/facts_and_statistics_about_cardinia_shire#section-1-where-we-are-)

<sup>7</sup> Cardinia Growth dashboard. Available from: [https://www.cardinia.vic.gov.au/homepage/80/growth\\_dashboard](https://www.cardinia.vic.gov.au/homepage/80/growth_dashboard)

<sup>8</sup> Economy.id. 2019. Cardinia Shire: Economic Profile (ABS 2016 data). Available from: <https://economy.id.com.au/cardinia/infrastructure>

<sup>9</sup> Planning for Melbourne's Green Wedges and Agricultural Land, Consultation Paper, Department of Environment, Land, Water and Planning, May 2020

<sup>10</sup> Biodiversity Conservation Strategy 2019–29, Cardinia Shire Council

<sup>11</sup> Cardinia Shire Council. Green wedges and agricultural land. Available from: [https://www.cardinia.vic.gov.au/info/93/planning/520/green\\_wedges\\_and\\_agricultural\\_land#section-3-why-do-we-need-green-wedges-](https://www.cardinia.vic.gov.au/info/93/planning/520/green_wedges_and_agricultural_land#section-3-why-do-we-need-green-wedges-)

<sup>12</sup> Cardinia Shire Council. Exploring Cardinia Shire. Available from: [https://www.cardinia.vic.gov.au/info/49/visit\\_cardinia/318/exploring\\_cardinia\\_shire](https://www.cardinia.vic.gov.au/info/49/visit_cardinia/318/exploring_cardinia_shire)

<sup>13</sup> Biodiversity Conservation Strategy 2019–29, Cardinia Shire Council

<sup>14</sup> Biodiversity Conservation Strategy 2019–29, Cardinia Shire Council

<sup>15</sup> Economy.id. 2019. Cardinia Shire: Economic Profile (ABS 2016 data). Available from: <https://economy.id.com.au/cardinia/infrastructure>

<sup>16</sup> Biodiversity Conservation Strategy 2019–29, Cardinia Shire Council

<sup>17</sup> Know Your Council. Cardinia Shire. Available from: <https://knowyourcouncil.vic.gov.au/councils/cardinia>

## Our councillors and wards

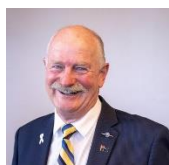
The local government area of Cardinia Shire is made up of 9 wards, each represented by one councillor.

### Beacon Hills Ward



**Cr Brett Owen**  
(Mayor)

### Bunyip Ward



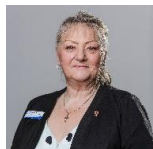
**Cr Graeme Moore**

### Central Ward



**Cr Collin Ross**

### Henty Ward



**Cr Carol Ryan**

### Officer Ward



**Cr Tammy Radford**

### Ranges Ward



**Cr Jeff Springfield**  
(Deputy Mayor)

### Pakenham Hills Ward



**Cr Jack Kowarzik**

### Toomuc Ward



**Cr Stephanie Davies**

### Westernport Ward

The position of Westernport Ward councillor is currently vacant following the passing of councillor Ray Brown. The VEC will host a by-election 24 July 2021.

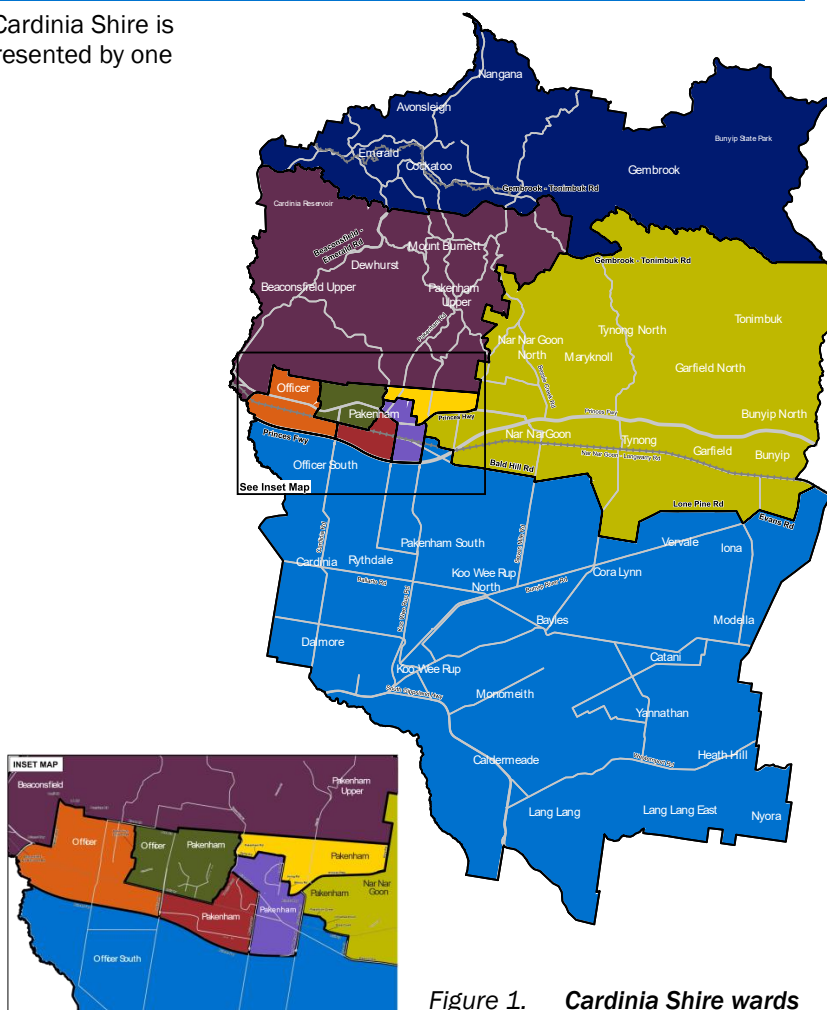


Figure 1. Cardinia Shire wards

## Our council

Cardinia Shire Council is led by Chief Executive Officer (CEO) Carol Jeffs. Our strategic direction is determined by the elected Council and is managed operationally by our CEO and Senior Leadership Team. The Senior Leadership Team comprises our CEO, an Executive Manager and 3 General Managers, each of whom leads one of our 4 divisions, as illustrated in Figure 2.

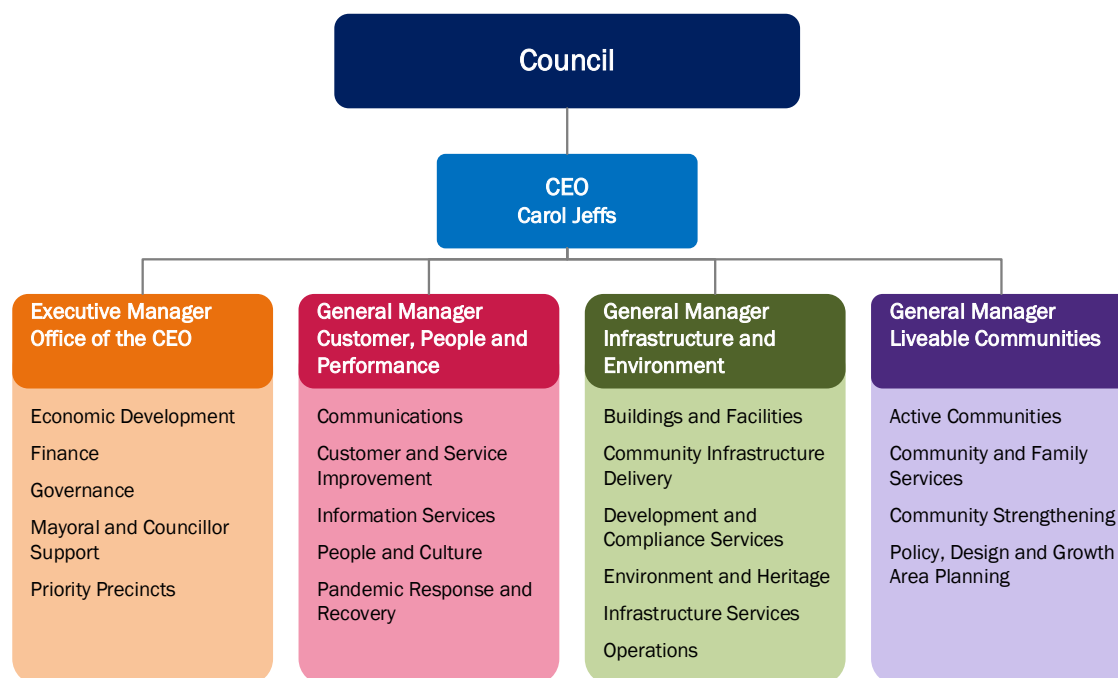


Figure 2. **Cardinia Shire Council Organisational Chart (as at June 2021)**

Our organisation has grown to more than 500 staff, reflecting the rapid growth in the shire and the need to maintain service standards. Leadership, values and innovation continue to be a staff focus for delivering services to our community. We are committed to fostering a cohesive, flexible and engaged workforce that delivers excellent community outcomes, by working together, differently and for the future.

Our organisational values help us continue to be a customer-focused organisation that strives to achieve excellence in everything we do. As depicted in Figure 3, our values reflect how we work together, what we stand for as an organisation, and the behaviours we wish to see in our skilled and professional workforce.



Figure 3. **Cardinia Shire Council organisational values**

## Our role

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Australia has 3 tiers of government: federal, state and local. Local government is closest to the community and acts as a conduit for the community to influence the decisions that affect them while providing best-for-community services.

The *Local Government Act 2020* defines the purpose and responsibilities of local government in Victoria. The act defines the role of Council "is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community". The act sets out overarching governance principles that include prioritising best outcomes for the community, engaging the community in strategic decision-making, and transparency in Council decision-making.

You can learn more about the *Local Government Act 2020* by visiting

<https://www.localgovernment.vic.gov.au/council-governance/local-government-act-2020>

Cardinia Shire Council fulfils its commitments to the *Local Government Act 2020* and the community it serves in various ways.

### Strategic planning and policy development

Council is responsible for setting the overall long-term strategic direction for the shire. The Council Plan is our key tool for steering us towards our vision for the future.

Council is also responsible for preparing policies that drive better outcomes for the community, guide precinct structure planning and manage statutory planning applications.

### Service delivery

Council manages and delivers community services across more than 70 service areas. We provide vital community services to support our community, including families and young people, vulnerable community members, older residents and businesses. Our services span health, social supports, recreation, waste, local laws, community grants, emergency management, customer service and much more. It is our responsibility to make sure services are cost-effective and meeting community needs.

### Asset management

Asset Management is core to our service delivery role. We are continually working hard to ensure that we maintain the assets needed to meet our community's evolving needs in a financially sustainable way.

### Community engagement

Council uses a range of engagement methods to proactively seek input and feedback from community members, including their values, concerns, ideas and aspirations. Where possible, Council involves the community in the development of solutions and works with community members on the delivery of identified initiatives.

### Financial management

Council manages significant finances on behalf of our community. This is critical to the successful and timely delivery of services and assets. We seek to responsibly manage financial risks, impacts on the community and impacts on future generations.

### Advocacy

Council regularly advocates for the needs of the shire. Advocacy includes seeking alternative funding or grant opportunities, legislative or state planning control changes, regional infrastructure or investment, and increased or improved service delivery from the Australian Government, Victorian Government and other sectors.



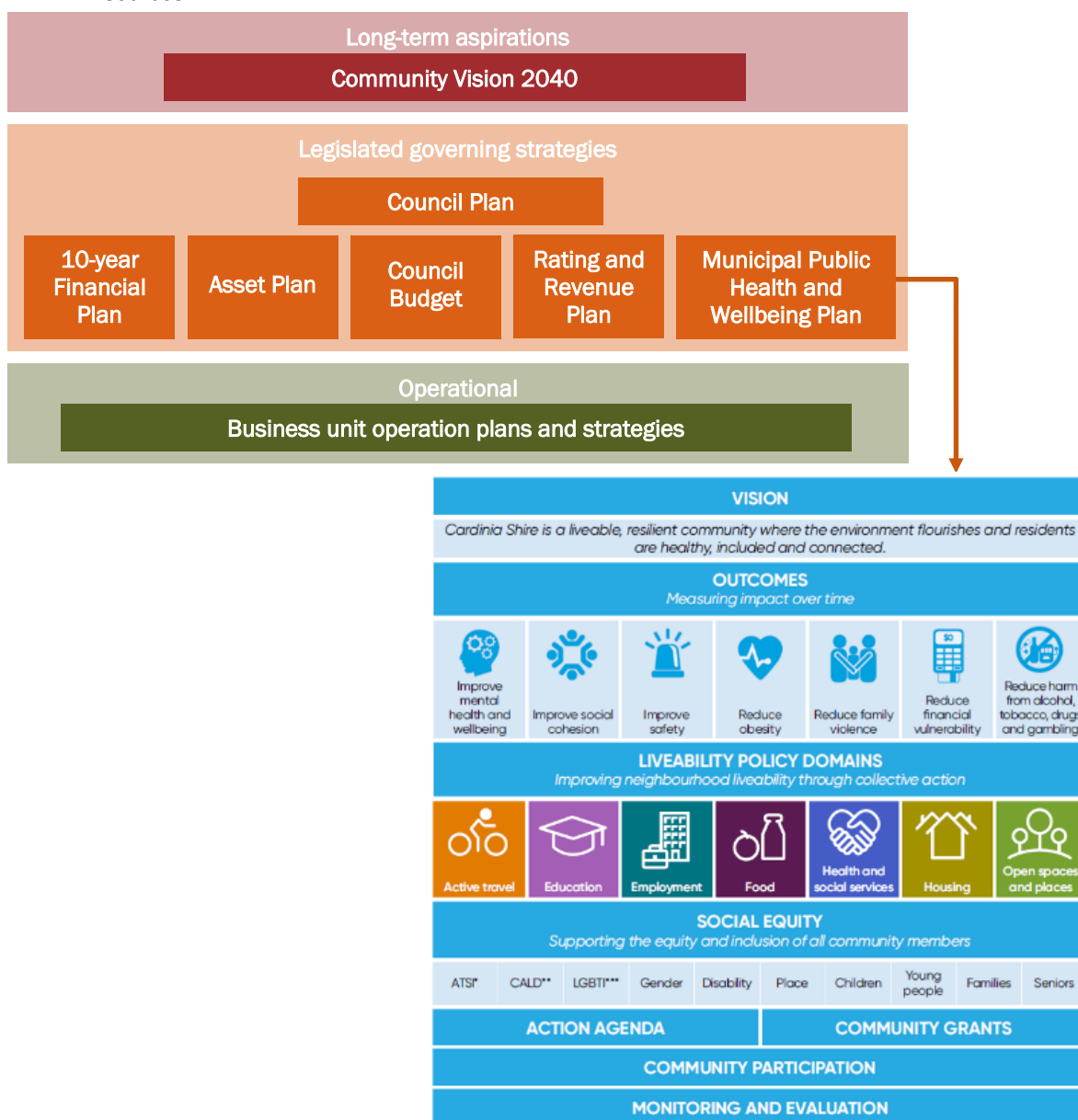
## About this plan

### Strategic framework

The Council Plan outlines the elected Council's strategic direction and priorities, focusing on the Council's role in the Community Vision's broader context.

The Council Plan guides Council's work over the next 4 years towards the shire's long-term aspirations. It directly informs Council's legislated governing strategies:

- 10-year Financial Plan: provides a long-term view of Council resources and use of those resources.
- Asset Plan: how Council proposes to manage its portfolio of assets that it owns and controls.
- Budget: a rolling 4-year budget that outlines how resources have been allocated across services, programs, initiatives and capital works.
- Revenue and Rating Plan: outlines the financial envelope in which Council will operate. It provides a framework for the setting of rates, statutory charges, service fees and other sources.



### How the plan was developed

The Council Plan was developed following extensive community engagement, Council officer engagement, and relevant data analysis and research.

We used various techniques to exchange information with the community and gather data to make decisions about our future direction. We explored with the broader community their concerns, ideas and aspirations for the future of Cardinia Shire. We then worked with a representative sample of the community to develop the community vision and a set of community priorities to guide the delivery of the vision.

The community engagement was delivered in line with our *Community Engagement Policy 2021–24*.

### How to read the plan

The Council Plan is structured around 5 strategic objectives that underpin the overarching strategic direction for the next 4 years. Under each strategic objective is a series of strategies, initiatives and indicators.

<b>Council's vision</b>	Council's overarching strategic direction that describes the future state that Council is working towards over the next 4 years.
<b>Priorities</b>	Describes the strategic objectives of the future state Council will focus its efforts on to achieve its vision. These seek to respond to the challenges and opportunities Council faces in reaching the 4-year vision.
<b>Strategies</b>	A set of approaches that describe how Council will implement each strategic objective. Strategies connect to ongoing services, priority projects and programs.
<b>Initiatives</b>	Key priority activities that are in addition to business-as-usual. They directly support Council delivering on its vision and priorities. It is not a comprehensive list of all initiatives needed to deliver on each strategy. Additional initiatives will be developed in business unit operation plans.
<b>Success measures</b>	These are high-level performance indicators that will be used to measure and report on what we have achieved through the delivery of the Council priorities.

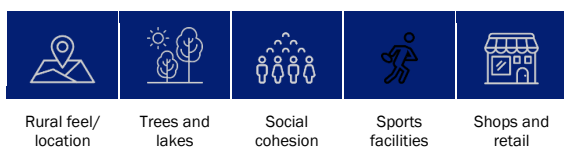
## How the community helped shape the Council Plan

The community engagement to inform the community vision and Council Plan were delivered over the following phases.

### Round 1 engagement: Nov-Dec 2020

Council collected feedback from a broad range of community members on what they like about Cardinia Shire and what they believe would make it a better place to live, work and play. A total of 1,291 people provided their feedback.

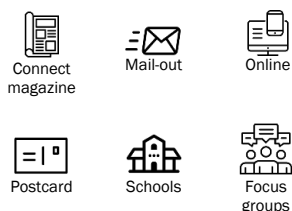
#### What do you like about living in Cardinia Shire: Top 5



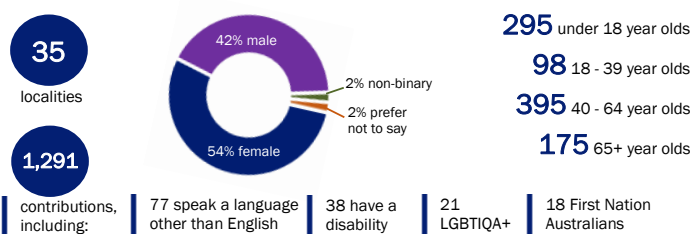
#### Your ideas to make Cardinia Shire better: Top 5



#### How you told us:



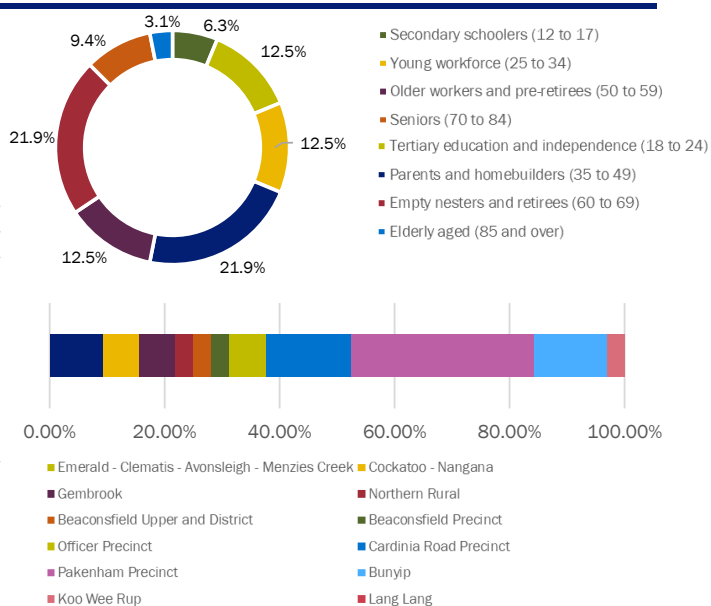
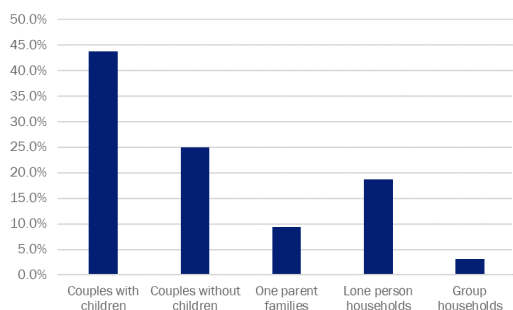
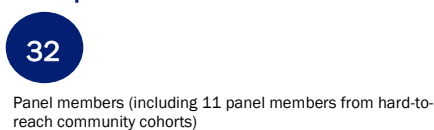
#### Who we heard from:



### Round 2 engagement: Jan-Mar 2020

A representative group of 32 community members was brought together to form the Imagine Cardinia People's Panel. The People's Panel co-authored the long-term community vision for the shire and a set of community priorities for delivering the vision. The draft community priorities were tested with the broader community before the People's Panel prepared its final recommendations to Council.

#### The People's Panel:



## Our challenges and opportunities

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While many of the challenges we face are similar to those of other Victorian councils, we are also presented with some unique challenges. Following are some of our most significant challenges and opportunities.

### **Tackling climate change and its impact on our environment, economy, and people**

Climate change is one of the greatest challenges of our time. We already see its effects. There are more warm spells, frequent and intense downpours and longer fire seasons. It's impacting our biodiversity, water supplies, energy demand, and our health (particularly that of our more vulnerable community members). As outlined in our *Sustainable Environment Policy 2018–28*, we recognise that every action our community and Council takes influences our environment. We want to make that influence as positive as possible. How we adapt and mitigate climate change impacts will require a holistic approach, from how we drive sustainable development to how we grow our local industries.

### **COVID-19 pandemic and economic recovery**

The global COVID-19 pandemic has impacted how we live, work, access important services and socially connect. The impacts and changes have been rapid. The effects will be long lasting.

The pandemic's economic impacts are some of the most significant, along with mental health impacts from isolation and uncertainty. We will need creative solutions to help businesses recover, manage our financial resources, and support individuals to get back on their feet.

We can learn from the pandemic. Through the pandemic, having access to everything you need locally become more important than ever. We want to continue supporting this and strengthening our financial and community resilience for the next challenge or natural disaster.

### **Meeting the changing needs and expectations of a growing and diverse community**

Our population growth continues to be a challenge for providing critical services and assets in a timely way. While we strive to create liveable communities, this can mean different things to different people. Why someone chooses to live on a working farm is different to why someone buys their first home in the suburbs. We want to continue to work towards providing equitable access to important services and facilities. This includes attracting new services to our shire to help fill critical gaps and exploring innovative service models.

### **Developing a prosperous local economy that is the right fit for Cardinia Shire**

When we think about supporting local industry development and creating local jobs, we need to consider what is the right fit for Cardinia Shire. We need a clear direction for leveraging our productive land and employment land to grow local industries, increase local jobs and keep our skilled workforce. This will help protect our agricultural land and improve Cardinia Shire's attractiveness as an employment hub for agri-business, supporting industries and tourism.

### **Addressing the safety, health and wellbeing challenges facing our community**

We know that not everyone in our community is safe or feels safe. We have high rates of reported incidents of family violence, with 4 incidents reported across the shire each day.<sup>18</sup> Continuing to work with the community and its leaders, Victoria Police and the University of Melbourne on the *Together We Can* initiative to stop, prevent and end family violence in Cardinia Shire will remain an important initiative. We need to work towards building feelings of safety and inclusion for everyone.

On average, our residents are more obese and more overweight than the Victoria average. To combat this, we need to focus on prevention. Through our *Liveability Plan 2017–29*, we aim to keep our people well and prevent disease, illness, injury, disability or premature death. We build our community's capacity, use evidence-based decision-making, and focus on Cardinia Shire's liveability to create environments that enhance our community's health and wellbeing.

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<sup>18</sup> Cardinia Shire Council, Liveability Plan 2017-29

## Council's vision 2021-25

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The unique identity of our urban, hills and rural areas is strengthened. We meet the challenges we face together as a community. How we respond balances the needs of our people, businesses, our productive land and natural environments.

## Our priorities

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## 1. Strong communities

### Priority: We empower our communities to be healthy, connected and resilient

We work together to support everyone to be healthy, active and connected. Individuals feel included, safe and are valued for who they are. We have zero tolerance for all forms of discrimination. Our community services and facilities meet the diverse needs of our communities.

### Strategies

1.1 Plan for, and support the delivery of, accessible health and social services that address critical gaps in provision.

1.2 Enrich local identity and opportunities for the community to connect through art, history and cultural expression.

1.3 Lead by example in creating an inclusive and welcoming community for all by facilitating community education, capacity building, connection and celebration of our diversity.

1.4 Facilitate a partnership approach to create safer communities.

1.5 Work closely with the community to deliver programs that build community resilience, relating to a pandemic or other disasters.

### Initiatives

Initiatives	2021-22	2022-23	2023-24	2024-25
Develop the next phase of the <i>Together We Can</i> initiative, with an increased focus on gender equality and financial literacy	X	X		
Review and update the <i>Safer Communities Strategy</i> to incorporate Crime Prevention Through Environmental Design (CPTED)	X			
Implement and monitor the <i>Safer Communities Strategy</i>		X	X	X
Support the delivery of an annual calendar of events and programs that celebrate our diverse community, its arts and culture	X	X	X	X
Implement the endorsed <i>Liveability Plan Action Agenda 2021-25</i>	X	X	X	X
Continue to drive the <i>Services for Success</i> initiative to attract health and social services, including mental health services	X	X	X	X
Advocate for funding to construct a multicultural centre in Cardinia Shire	X	X		

### Link to the community vision and priorities



We acknowledge that we are on the traditional land of the Bunurong, Boonwurrung and Wurundjeri people. We value their contributions past, present and future.

We are all valued for who we are. We are different but we are together as a community.

We support the people of Cardinia Shire to be strong, resilient, socially connected and physically and mentally well. We protect the vulnerable, who come from all walks of life in our community. We look out for each other.

– *Community Vision 2040* extracts

### How we will measure our success

- Report annually on the progress of actions in the Liveability Plan
- Increase in the percentage of residents who report they feel safe living in Cardinia Shire
- Increase in the number of health and social services attracted into Cardinia Shire through the Services for Success framework

### Key related strategic documents

- Access and Inclusion Plan
- Ageing Well Strategy
- Arts and Culture Policy
- CCTV Policy
- Child, Youth and Family Strategy
- Community Food Strategy and Action Plan
- Community Garden Policy
- Compliance and Enforcement Policy
- Cultural Diversity Plan
- Liveability Plan
- Neighbourhood Safer Places Plan
- Open Air Burning Policy
- Pandemic Influenza Plan
- Public Art Policy
- Reconciliation Action Plan
- Recreation Reserve Management and Usage Policy
- Responsible Gaming Policy
- Safer Communities Strategy
- Services for Success
- Social and Affordable Housing Strategy and Action Plan
- Social Justice and Equity Policy

## 2. Liveable places

### Priority: We support the creation of liveable spaces and places

Cardinia Shire is a great place to live, work and play. How we plan and grow creates places that enhance our community's health and wellbeing and protects what we love.

### Strategies

2.1 Advocate, plan for and deliver accessible community infrastructure and services that address community need.

2.2 Plan and maintain safe, inclusive and connected open spaces, places and active travel routes.

2.3 Plan for housing diversity that meets community need, is affordable and delivers environmental sustainability, safety and healthy living outcomes.

2.4 Advocate for increased and more-connected public transport options.

2.5 Upgrade Council's road network to improve safety and connectivity while considering traffic demand and freight transport needs.

### Initiatives

Initiatives	2021-22	2022-23	2023-24	2024-25
Develop a municipal-wide community infrastructure plan, and include relevant projects in the 10-year capital program	X	X		
Advocate for increased public transport services, frequency and multi-modal connectivity within the shire and greater south east region	X	X	X	X
Plan and deliver infrastructure upgrades to our road network to meet the needs of the current and future population	X	X	X	X
Develop and upgrade shared pathways and walking tracks across the shire	X	X	X	X
Plan and deliver accessible and inclusive recreation and community facilities	X	X	X	X
Work with the Victorian Government and relevant stakeholders to encourage sustainable supply of social and affordable housing across the shire	X	X	X	X
Develop an <i>Open Space Strategy and Recreation / Sports Plan</i> for Cardinia	X	X		
Develop a feasibility plan for the Cardinia Life facility with a range of future options for aquatics and indoor sports	X			
Advocate to the State and Federal Governments for increased investment for all transport modes, including road safety treatments	X	X	X	X



Review and update Council's Road Safety Plan	X			
Design Pakenham town centre streetscape upgrades	X			
Commence Pakenham town centre streetscape upgrades		X		
Progress Pakenham town centre streetscape upgrades			X	
Complete Pakenham town centre streetscape upgrades				X

### Link to the community vision and priorities



We support the people of Cardinia Shire to be strong, resilient, socially connected and physically and mentally well. We protect the vulnerable, who come from all walks of life in our community. We look out for each other.

We plan for the growth of our community through consultation with residents and have infrastructure in place to meet the needs of the community.

– *Community Vision 2040* extracts

### How we will measure our success

- Reduction in the number of sealed local road requests per 100km of sealed local roads
- Increase in the community satisfaction index score for the performance of unsealed roads
- Increase in the total lineal kilometres of pathways within the shire
- Increase in the number of social and affordable housing properties committed to
- Increase in the community satisfaction index score for the performance of recreational facilities
- Increase in the community satisfaction index score for the performance of art centres and libraries

### Related strategic plans

- Access and Inclusion Plan
- Ageing Well Strategy
- Asset Management Policy
- Asset Management Strategy
- Beaconsfield Precinct Structure Plan
- Cardinia Planning Scheme
- Cardinia Road Employment Precinct Structure Plan
- Cardinia Road Precinct Plan Structure Plan
- Community Food Strategy and Action Plan
- Community Garden Policy
- Deep Creek Reserve Master Plan
- Emerald Lake Precinct Strategic Plan
- Equestrian Strategy
- Liveability Plan
- Nature Strip Policy
- Officer Precinct Structure Plan
- Officer South Employment Precinct Structure Plan
- Pakenham East Precinct Structure Plan

- Pakenham Precinct Structure Plan
- Pedestrian and Bicycle Strategy
- Playspace Strategy
- Road Management Plan
- Road Safety Strategy
- Shade Policy
- Social and Affordable Housing Strategy and Action Plan
- Sport Facility Standards Policy
- Western Port Green Wedge Management Plan

### 3. Thriving environments

#### Priority: We value our natural assets and support our biodiversity to thrive

We place a high value on our natural assets and biodiversity. We take action to help our natural assets and biodiversity thrive and build their resilience to climate change and natural hazards. We enhance green spaces and habitat links, support our communities to live sustainably, and champion sustainable development and waste management practices.

#### Strategies

3.1 Partner with community, business and industry to take action on, and adapt to, climate change.

3.2 Actively move towards zero waste through increasing waste recovery and reuse.

3.3 Work with community to improve and manage our natural assets, biodiversity and cultural heritage.

3.4 Plan and advocate for better water cycle planning and management to reduce environmental impacts.

3.5 Facilitate community stewardship to build preparedness for natural threats.

#### Initiatives

Initiatives	2021-22	2022-23	2023-24	2024-25
Develop the next five-year action plan for the <i>Waste and Resource Recovery Strategy</i>	X			
Implement the five-year action plan for the <i>Waste and Resource Recovery Strategy</i>		X	X	X
Implement initiatives in the <i>Aspirational Energy Strategy</i>	X	X	X	X
Implement initiatives in the <i>Integrated Water Management Plan</i>	X	X	X	X
Implement initiatives in the <i>Biodiversity Conservation Strategy</i>	X	X	X	X
Develop an <i>Environmentally Sustainable Design Policy</i>	X			
Incorporate the <i>Environmentally Sustainable Design Policy</i> into the planning scheme		X		
Provide the community with tools to assist in the management of natural threats and emergencies	X	X		

### Link to the community vision and priorities



We care for our country. We recognise the effects of climate change on our community, environment, and the planet. We take action by leading Victorian councils in the prevention of, and adaptation to, climate change.

We are sustainable in the way we live; we work close to home, we grow food and we make valuable contributions to the nation.

We strive to protect our community, family farms, industries, landscapes and biodiversity to ensure they are resilient.

– *Community Vision 2040* extracts

### How we will measure our success

- Increase in the number of Council buildings operating on renewable energy
- Increase in the percentage of kerbside waste diverted from landfill
- Maintenance of the number of environmental education and capacity building initiatives delivered and/or supported by Council
- Increase in the number of indigenous plantings on Council owned or managed land

### Related strategic plans

- Aspirational Energy Transition Plan
- Biodiversity Conservation Strategy
- Community Food Strategy and Action Plan
- Community Garden Policy
- Domestic Wastewater Management Plan
- Enhanced Standard: Sustainable Buildings
- Integrated Water Management Plan
- Liveability Plan
- Municipal Emergency Management Plan
- Municipal Fire Management Plan
- Municipal Flood and Storm Plan
- Municipal Heat Health Plan
- Municipal Relief and Recovery Plan
- Pandemic Influenza Plan
- Sustainable Environment Policy
- Waste and Resource Recovery Strategy
- Weed Management Strategy

## 4. Prosperous economies

### Priority: We support our productive land and employment land to grow local industries

Our rich supply of productive land, employment land, distance to markets, and education opportunities enhance Cardinia Shire as south east Melbourne's jobs capital. We work closely with farmers, businesses and industry to enhance our shire as a place to invest in the long-term, attract new industries, innovations, skill development and local job creation.

### Strategies

4.1 Facilitate better planning for our agricultural land to support industry, innovation, local food economy and local job growth.

4.2 Plan for sustainable employment precincts to entice new industries to the region and support new business.

4.3 Improve local learning and employment pathway opportunities through strategic partnerships.

4.4 Drive local innovation in technology to better support and attract businesses and industries.

4.5 Strengthen and promote our shire's unique identity and visitor attractions.

### Initiatives

Initiatives	2021-22	2022-23	2023-24	2024-25
Advocate for the development of green wedge management plans	X	X		
Advocate for a South East Melbourne Airport	X	X	X	X
Develop an Investment Attraction Plan for Cardinia Shire employment precincts	X	X		
Develop and deliver initiatives within the <i>Economic Development Strategy</i> , including the visitor economy and tourism	X	X	X	X
Facilitate investment in our townships to support businesses and vibrant communities	X	X	X	X
Advocate for the growth of local education opportunities that improve skills and employment pathways	X	X	X	X
Implement the <i>Cardinia Community Food Strategy</i> and Action Plan	X	X	X	X
Develop a <i>Business Innovation Strategy</i>		X		
Implement the <i>Business Innovation Strategy</i>			X	X
Actively protect key heritage sites within the shire	X	X	X	X

**Link to the community vision and priorities**

We are sustainable in the way we live; we work close to home, we grow food and we make valuable contributions to the nation.

We strive to protect our community, family farms, industries, landscapes and biodiversity to ensure they are resilient.

– *Community Vision 2040* extracts

**How we will measure our success**

- Increase in the gross regional product (GRP) of Cardinia Shire
- Retention of the area (hectares) of green wedge zoned land and significant agricultural special use zoned land
- Increase in the number of local jobs
- Increase in the number of GST registered businesses in Cardinia Shire

**Related strategic plans**

- Cardinia Community Food Strategy and Action Plan
- Cardinia Road Employment Precinct Structure Plan
- Economic Development Strategy
- Liveability Plan
- Officer South Employment Precinct Structure Plan
- Western Port Green Wedge Management Plan

## 5. Responsible leaders

### Priority: We practise responsible leadership

We practise good governance, meet recognised standards of excellence and ensure future generations benefit from our decisions. We are accountable and make informed and responsive decisions that balance our current and future community's needs.

### Strategies

5.1 Build trust through meaningful community engagement and transparent decision-making.

5.2 Manage our finances responsibly and leave a positive legacy for future generations.

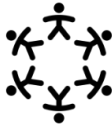
5.3 Strive to be a customer focused organisation and be a great place to work.

5.4 Maximise value for our community through efficient service delivery, innovation, strategic partnerships and advocacy.

5.5 Champion the collective values of the community through the councillors' governance of the shire.

### Initiatives

Initiatives	2021-22	2022-23	2023-24	2024-25
Implement the <i>Community Engagement Policy</i> , exceeding legislative requirements for community engagement	X	X	X	X
Publicly report on Council decisions made and their implementation to demonstrate transparent decision making	X	X	X	X
Develop a long-term financial plan that ensures financial sustainability	X	X	X	X
Develop a strategy aimed at alternative revenue streams		X		
Implement the strategy aimed at alternative revenue streams			X	X
Publicly report the organisation's performance on a quarterly basis, including customer service outcomes	X	X	X	X
Implement the Cardinia Shire Advocacy Plan and work with strategic partners on shared advocacy initiatives	X	X	X	X
Review the 10-year Financial Plan to further drive efficiency and cost control			X	

**Link to the community vision and priorities**

We empower everyone to have a voice. We speak with the optimism and insight of our young people, the energy of our community members, and the wisdom and memory of our older citizens including those who came before us.

We plan for the growth of our community through consultation with residents and have infrastructure in place to meet the needs of the community.

– *Community Vision 2040* extracts

**How we will measure our success**

- Maintenance of the percentage of Council decisions made at meetings closed to the public at a level lower than state average
- Increase in the community satisfaction index score for the performance of community consultation and engagement
- Maintenance of adjusted underlying financial results, within appropriate risk levels for financial sustainability
- Maintenance of adequate financial liquidity, within appropriate risk levels for financial sustainability
- Increase in the whole organisation Customer Relationship Management System (CRMS) service level

**Related strategic plans**

- Advocacy Plan
- Community Engagement Policy
- Councillor Code of Conduct
- Councillor Expenses Policy
- Customer Service Charter and Complaint Handling Process
- Fraud Control and Prevention Policy
- Governance Rules
- Information Privacy Policy
- Procurement Policy
- Public Transparency Policy





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**Translator Interpretation Service**  
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