6.5.4 Performance and Growth Reports - Q2 2022-23

Responsible GM: Jenny Scicluna
Author: Joy Emeruwa

Recommendation(s)

The Performance and Growth Reports for Quarter 2 2022-23 be received and noted.

Attachments

1.   Performance Report 2022-23 Q 2 [**6.5.4.1** - 17 pages]
2.   Growth Report 2022-23 Q 2 [**6.5.4.2** - 6 pages]
3.   Council Plan Initiative - Progress Report – 2022-23 Q 2 [**6.5.4.3** - 18 pages]

Executive Summary

The new Council Plan 2021-25 was adopted at the Council Meeting on Monday 21 June 2021. This is the second reporting year for the new Council Plan. The Council Plan is structured around 5 strategic objectives that underpin the overarching strategic direction for the next 3 years. Under each strategic objective are a series of strategies, initiatives, and indicators. Council committed to undertake work on 38 Council Plan initiatives during the 2022-23 financial year. One initiative has been completed, with 2 off track initiatives, and 35 initiatives currently on track to be completed by their due date.

81% of incoming service requests across the organisation were actioned and closed within service standard. While this result is below our target of 90%, it should be noted that the organisation has been required to manage staffing difficulties. Although we have come out of the pandemic, we are still experiencing challenges with the strength of our workforce.

The service levels achieved for unsealed road related requests and drainage related requests this quarter were 84% and 80% respectively. Unsealed road service level while still higher than last three years, was below the target of 90%. The ongoing integration between Council's Customer Relationship Management System (CRMS) and Reflect (Council's inspection and maintenance management system), should result in improving these results further.

The service level for Customer Support call performance was 73% for the quarter. This is the highest it has been in the last 2 years. The improvement from the last quarter's result was due to several initiatives that were implemented to improve performance and assist with secondment extensions and unforeseen departures. Providing no other staffing issues occur, we should see further improvement on these results.

We have observed notable improvements in the results of a couple of Local Government Performance Reporting Framework (LGPRF) service measures, these being 'Council Decisions Closed to Pubic' and 'Councillor Meeting Attendance'. There have also been notable reductions in performance for some measures, such as 'Time Taken to Action Animal Requests', 'Animals Reclaimed', 'Time Taken to Action Food Complaints' and 'MCH 4-week Key Ages and Stages (KAS) participation'. All other measures have remained stable for the quarter.

Population growth within the Shire has been stable, with four households moving into the Shire per day. Subdivision land activity has slowed this quarter, with new construction of sealed

roads and new construction of footpaths both significantly lower than that of the same time last year.

Background

CEO Report

The second quarter of 2022–23 has been a progressive and eventful period for Cardinia Shire Council, and we've been presented with a number of opportunities to further enhance our growing shire.

Mayoral elections

Congratulations to our newest Mayor and Deputy Mayor: Officer Ward Councillor Tammy Radford was elected Mayor, and Pakenham Hills Ward Councillor, Jack Kowarzik was elected Deputy Mayor for 2022-23.

Supporting our community

This quarter saw many wonderful new initiatives delivered for our community, including the launch of our Community Connection Packs for our Culturally and Linguistically Diverse communities, savings and reduced emissions from our partnership with the Victorian Energy Collaboration, and even a trial in wildlife sensitive lighting in selected locations across the shire.

We also welcomed funding for playground upgrades in Pakenham, with $90,000 awarded by the Victorian Government's Our Suburbs: Living Local Fund to support the playground upgrade works at Creekwood Park. This project will enhance the overall amenity and access of this existing park, as well as create new play opportunities for our young residents.

Access and inclusion is a fundamental priority for Council, and this quarter we worked in partnership with multiple organisations and neighbouring councils to deliver events for people with disabilities to take part in activities and connect with their community, including events for the Southern Region Disability Inclusion Week and International Day of People with a Disability. Council also completed upgrade works on a new accessible carpark in Garfield, increasing inclusion and participation for people with disability by enhancing access and reducing barriers.

Our community was invited to provide its valuable input on a number of plans and strategies this quarter, such as the draft concept plan for Bonette Reserve, Council's draft budget, and the draft concept design for Worrell Reserve skate park and youth plaza.

We also enjoyed the opportunity to get out into the community and connect with our residents this quarter at events such as Pakenham Christmas Carols, which was enjoyed by almost 5 thousand people. As part of 'Together We Can', we also 'walked against family violence' alongside hundreds of our passionate residents through the streets of Pakenham to take a stand against family violence and violence against women and children in our community.

Advocating for Cardinia

This quarter, we have taken action to deliver on important local issues and have endeavoured to support and advocate for our community, whilst maintaining a high level of commitment to our services and to our residents.

We have continued to advocate for better roads for Cardinia Shire, including actively seeking clarification from the federal government regarding the future of the Sealing the Hills program funding.

Council continues to advocate to the state and federal governments, further highlighting our community's key priorities, and we will continue to work with our wonderful community to further achieve our many shared goals.

Our shire's major projects and roads

Council has continued to work hard to deliver on major projects across the shire, with several projects being officially completed this quarter. Projects included the official opening of multiple sporting facilities throughout the shire, including the Koo Wee Rup sporting pavilions and Gembrook sporting pavilion. Upgrades were also made to several much-loved community assets this quarter, including the redevelopment of the Upper Beaconsfield BMX track.

Construction began for several local roads as part of Council's Better Local Roads program, such as Timbertop and Pink Hill Boulevards in Officer. Several roads were also sealed as part of Cardinia Shire Council's $25 million Better Local Roads - Strategic Sealed Roads project, including the entire length of McGregor Road and Soldiers Road in Rythdale. Council officers are meeting regularly with the project teams delivering major roads projects in our region to ensure better transport outcomes are considered in the design of future infrastructure.

Many other projects are also underway, further details for which can be found on the following pages.

Carol Jeffs
Chief Executive Officer
Cardinia Shire Council

Government Interaction

Government Advocacy

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 the Municipal Association of Victoria, Southeast Melbourne, and Interface Councils Groups, to facilitate investment into the broader region.

An advocacy package was prepared detailing Council's priorities for the municipality, and this was used to lobby local members of parliament and candidates in the lead up to both the Federal Election and State Elections and will also be used to promote Council's priorities for consideration in the development of Federal and State budgets.

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.

For the first half of this financial year 12 applications were lodged under various programs. Of these 8 have so far been approved for a total of $4.9M

Legislative Program

Council is monitoring the Victorian Government's progress in reform of Victoria's building system following the introduction of the *Building, Planning and Heritage Legislation Amendment (Administration and Other Matters) Bill 2022.* This Bill has the potential to shift substantial risk and costs on to Councils without providing any benefit to Councils or homeowners.

Other Bills currently before the State Parliament that are being monitored include:
- Disability Amendment Bill
- Local Government (Rates and Charges) Bill
- Planning and Environment Amendment Bill
- Windfall Gains Tax and State Taxation and Other Acts Further Amendment Bill

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 initiative plan which covers 5 Key Priority Areas (KPAs). The performance of the 5 KPAs and their Council Plan Initiatives is illustrated in Figure 1. For a more comprehensive account of the progress of initiatives, please refer to the Council Plan Initiative Progress Report attached.

There are 38 Council Plan initiatives (including 2 carry-overs from FY21/22) due to be completed during the 2022-23 financial year, out of which, 1 initiative has been completed, 2 are off track, and 35 are on track to be completed. Please refer to Figure 1 for details.

Figure 1.   Council Plan Initiative Performance by Priority Areas
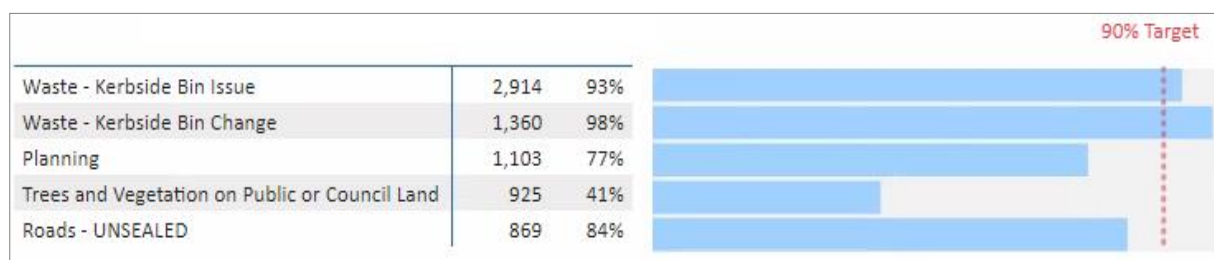

Service Request Performance

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

Organisation Performance:

81% of incoming service requests across the organisation were actioned and closed within service standard, which is below our SL target of 90%. While the total number of incoming service requests decreased by 4%, compared to the same time last year, it is important to note that, across the reporting period, the organisation has been required to manage staffing difficulties.

Table 1 illustrates the top five service categories by volume and their service level, for the quarter. A focus on improving service levels across the below service categories is expected to have a strong effect on the overall service level for the organisation.

*Table 1.   Top 5 Service Request Categories by Volume, and their Service Levels*

			90% Target
Waste - Kerbside Bin Issue	2,914	93%	
Waste - Kerbside Bin Change	1,360	98%	
Planning	1,103	77%	
Trees and Vegetation on Public or Council Land	925	41%	
Roads - UNSEALED	869	84%	

Waste and Planning service categories continue to be in the top 5 request types by volume.

Customer Experience Results:

The overall customer satisfaction score is derived from asking customers, who have had a service request closed, to rate their overall experience with council, on a scale of 1 to 5, with 1 being very poor, and 5 being very good.
We achieved a satisfaction score of 3.33 in quarter 2. The score is based on 1,157 responses received from 6,693 surveys sent.

Figure 2.   Overall customer satisfaction results
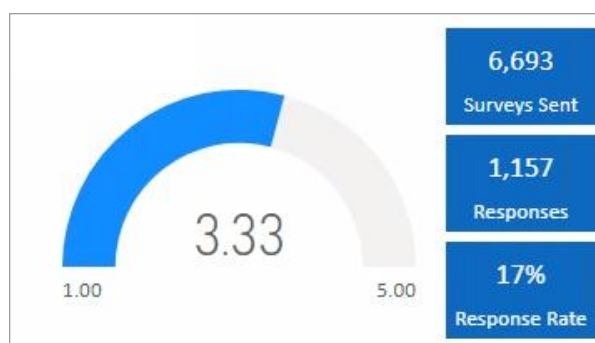

Operations Performance

Council maintains a large, unsealed road network. Maintenance works consist of both grading and
resheeting, done on a cyclic basis, along with responses 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.

Unsealed road results:

The service level for unsealed road related requests this quarter was 84%. This is a 8% decrease in service level compared to last quarter. There has been an 86% increase in the number of unsealed road service requests received in this quarter compared to the same time last year.

Figure 3.   Unsealed road service requests due
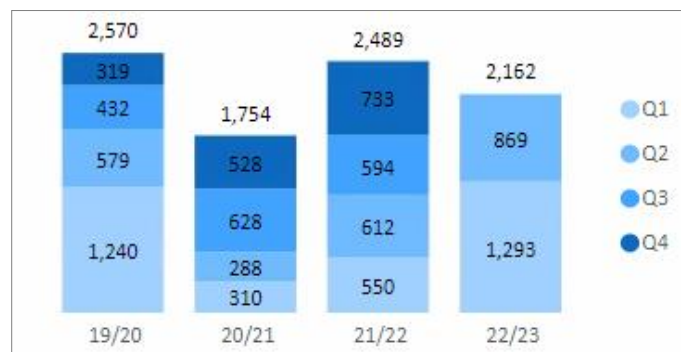
It should be noted that the service level calculation is based upon the number of unsealed road requests closed in time upon completion of inspection and scheduling of work (if work is required).
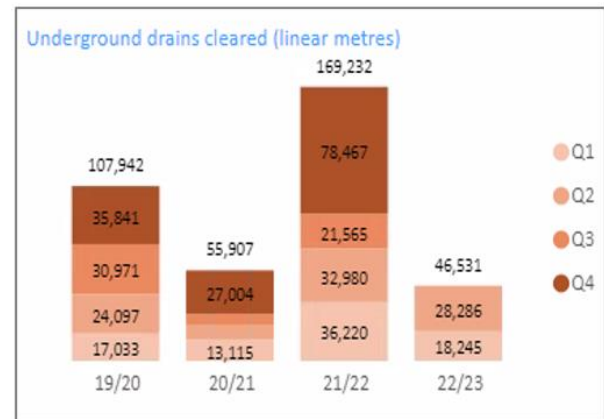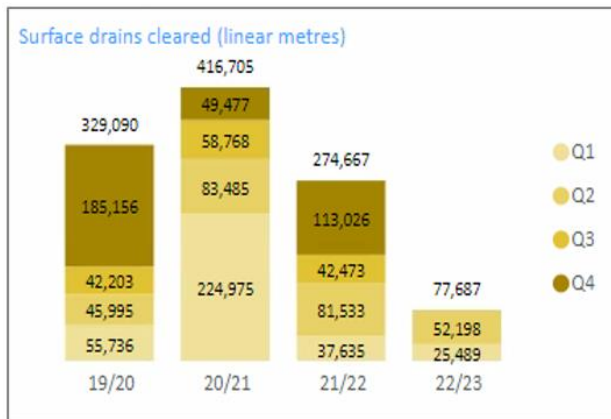
The number of hours spent grading unsealed roads was 2% higher compared to the same time last year. A total of 499 corrugation or pothole complaints requests were received, and this a 92% increase compared to the same time last year. The increase in corrugation or pothole complaints can be attributed to several challenges the team faces, not least of all being weather conditions impacting our roads.

Drains maintained:
Council also maintains over 3,000 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 life.

The percentage of linear metres of surface drains and underground drains cleared this quarter were, respectively, 35% and 33% lower than the same time last year. This result was due to an increase in demand for drainage pipe and pit cleaning. The current service level for drainage related requests is 80%.
It should be noted that the service level calculation for the drains cleared is based upon the number of drainage requests closed in time upon completion of inspection and scheduling of work (if work is required).

Surface drains cleared (linear metres)

	19/20	20/21	21/22	22/23
Total	329,090	416,705	274,667	77,687
Q4	185,156	49,477	113,026	
Q3	42,203	58,768	42,473	52,198
Q2	45,995	83,485	81,533	25,489
Q1	55,736	224,975	37,635	

Underground drains cleared (linear metres)

	19/20	20/21	21/22	22/23
Total	107,942	55,907	169,232	46,531
Q4	35,841		78,467	
Q3	30,971	27,004	21,565	28,286
Q2	24,097		32,980	18,245
Q1	17,033	13,115	36,220	

Business system/process improvement initiative:
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. When a service request is logged in the CRMS, it is categorised as a request for inspection and should be closed as soon as practicable following completion of the relevant inspection. This is currently a manual process, and, as such, delays in the closing of requests can occur.
An improvement project, to integrate Council's Reflect with the CRMS, is currently underway. It is anticipated that this project will reduce the time between completion of the requested inspection, and the closing of the request in the CRMS.

As the drainage service requests are also managed through the Reflect system, it is expected that the integration project mentioned above will also improve the efficiency of closing the requests in the CRMS, and therefore have a positive effect on the accuracy of reporting.

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 weather events can also vary the tonnage of green waste recycling due to moisture content from wet or dry years.

Waste management performance results continue to meet the organisation's target, achieving a 95% service standard for the quarter. There was no noticeable change to the percentage of garbage waste being sent to landfill, when compared to the same time last year. The amount of recycling recovered decreased by 4%, while green waste mulched increased slightly by 1% when compared to the same time last year.

Customer Support Performance

The Customer Support team runs the organisation's contact centre. As these contacts are the first interactions our community has with our organisation, it is important that we deliver a positive customer service experience. Monitoring the service level of the contact centre is one of the ways we assess our customers' experience with Council.

Call Performance:
We currently measure our Customer Support call service level as the percentage of calls answered in 300 seconds, with our target being 80% of calls answered within this time. Our service level for the quarter was 73%. This is a significant improvement compared to the Q1 result of 48%.

We also measure the average amount of time customers wait in the call queue (Average Wait Time), average amount of time taken to complete admin work following the conclusion of a call (After-Call Work Time), Average Handle Time (Time taken to action a customer's query), and the percentage of calls that were abandoned by customers (Abandoned Calls).

For the quarter, the Average Wait Time, Average Handle Time, and After-Call Work Time were 168 seconds, 394 seconds, and 125 seconds, respectively. Nine percent of calls were abandoned by customers.

Digital Performance:
In addition to the 1300 number, customers can contact Council via email (mail@cardinia.vic.gov.au) and online chat available on Council's website. More customers are using these alternative channels of contacting Council and, as a result, new measures (number of emails received, and online chat sessions completed) were introduced to monitor the service performance for these digital interactions.

The email service level target is to respond to/action 100% of emails received within one business day. While the online chat service level target is measured as 80% of chats responded to within 300 seconds. In this quarter, 7,896 emails were received, and 223 online chats sessions were completed. The service levels achieved for emails and online chat sessions were 100% and 83% respectively.

On average, the handle time for emails was 6 minutes 57 secs, which is well under our target of 10 minutes, while the average wait time was 6.5 hours, which is significantly below our 24-hour processing target. The average wait time to respond to an online chat query was 2 minutes 47 seconds, lower than the target of 5 minutes, while the average handle time was 11 minutes 27 seconds, which is above our target of 10 minutes.

Customer Call Experience Results:
One of the improvement initiatives, recently implemented in the Customer Support area, is a survey after each call or chat, to gain our customers' feedback on their experience interacting with Council. Customers are asked to answer five survey questions about their experience interacting with Council on the day.

The survey questions that are asked are as follows:
- How satisfied were you with the time you waited on hold before speaking with an officer? (One to five scale, with one being the lowest, and five being the highest)

- How satisfied were you with our officer's level of knowledge about your inquiry? (One to five scale, with one being the lowest, and five being the highest)

- How satisfied were you with our officer's professionalism and the time they took to handle your inquiry? (One to five scale, with one being the lowest, and five being the highest)

- Are you satisfied with the outcome of your call? (Yes or No answer)
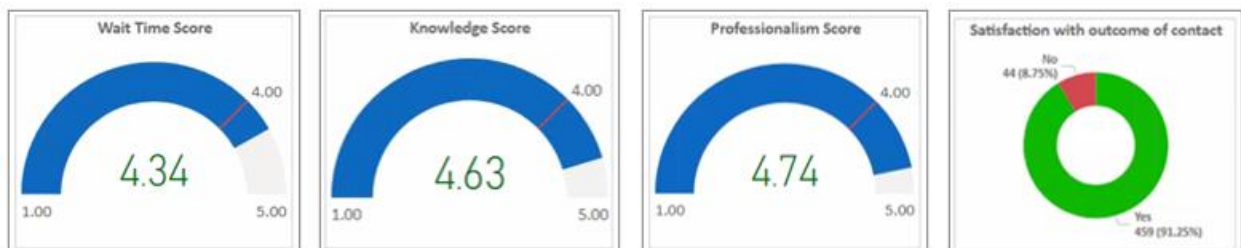
Improvements in these results, compared to last quarter, may be due to various reasons, such as a reduction in call volumes due to the time of the year (holiday period), extensive coaching and training programs, and recruiting and training a casual pool to quickly fill in when needed to take customer enquiries. The cost of the casual pool was funded by repurposing unused staffing budget (secondments), to sufficiently staff the customer support team during the quarter. This initiative has also helped in reducing the percentage of abandoned calls, and wait and handle times, while providing a consistent and great experience for our customers.

LGPRF Performance

The Local Government Performance Reporting Framework (LGPRF) is a platform for key local government service and financial measures. The measures are reported annually in Council Annual Reports. The LGPRF data was previously published on the Know Your Council website, however that website was decommissioned by LGV on 31st Dec 2022. The performance data will now be published via the Local Government Victoria website.

The 'Councillor Decisions Closed to Public' measure improved, while 'Councillor Meeting Attendance' and 'Sealed Roads Maintained to Standard' measures have remained stable. Our performance on 'Time Taken to Action Food Complaints', 'Time Taken to Action Animal Requests', and 'Animals Reclaimed' have declined.

Council decisions closed to the public decreased to 2.8%, as only three matters were considered at meetings closed to the public. Some notable results in our LGPRF measures are Councillor attendance rate at meetings, which is at 94.4%, and Sealed Roads Maintained to Condition Standards, which remained stable at 99%. Missed bins increased to 7.4 per 10,000 collections, compared to 5.3 per 10,000 collections in quarter 1, and the percentage of waste diverted from landfill also increased to 48.5%, compared to 44.8% in quarter 1. Maternal and Child Health enrolments remain high, however, the 4-week Key Ages and Stages (KAS) participation rates decreased slightly to 94.9% compared to 97.3% last quarter.

Growth Summary

Residential development activity drives much of the growth in demand for Council's services and facilities. There are four 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 development has now begun. There are approximately 18,300 lots still to be developed across the Shire, the majority of which being within the Officer and the Pakenham East precincts. This quarter, the number of residential subdivision lot applications lodged was 53% higher compared to the same time last year. The number of residential lots issued a statement of compliance is 33% higher 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 was 38% lower than the same time last year. Residential building completions are lower, with only 152 residential building completions processed this quarter. The number of non-residential building completions processed is 76% lower than the same time last year. The significant drop in numbers can be attributed to the backlog of building permit applications and additional documents required for a building to be certified as complete that are yet to be processed.

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 1% lower than the same time last year. The household growth rate in the Shire remains steady at four households per calendar day for the current financial year.

The Maternal and Child Health statistics are also a lead growth indicator. Birth notices are the number of notifications received from hospitals, for newborn babies in the municipality. There were 449 births in the Shire for the quarter. Birth notifications dropped slightly compared to the same time last year. Maternal and Child Health Enrolments is the number of babies and children, from birth to school age, who visit and enrol at an MCH centre, including children of families moving to Cardinia Shire. Enrolments are 1% 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 1.19 KMs of sealed roads constructed for the quarter. Sealed road construction is 19% 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 2.30 KMs of footpaths constructed for the quarter. The length of footpaths constructed is 53% lower than at the same time last year. There are three factors contributing to the reduction in sealed road and footpath construction. One is the cold and wet seasonal weather and fewer hours of sunlight, which make it difficult for concrete and asphalt to be laid in these conditions. The second issue is the significant increase in CRMS requests in the quarter. Lastly, staffing issues are a significant concern in the construction industry, due to pandemic related issues such as vaccine mandates and, more recently, significant amounts of unplanned leave.

Policy Implications

Nil

Relevance to Council Plan

5.1 We practise responsible leadership
5.1.1 Build trust through meaningful community engagement and transparent decision-making.
5.1.4 Maximise value for our community through efficient service delivery, innovation, strategic partnerships, and advocacy.

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

The Performance and Growth Reports for Quarter 2 2022-23 show various results in performance across the organisation, and growth across the Shire. The organisation will

continue to aim targeted improvement initiatives at areas and services that are not achieving desired targets.

PERFORMANCE REPORT
Q2 OCT – DEC 2022

Council Plan Performance

Q2 OCT - DEC 2022

Cardinia

COUNCIL PLAN

Council Plan Initative
38

Key Priority Area
5

Completed
3%

Off track
5%

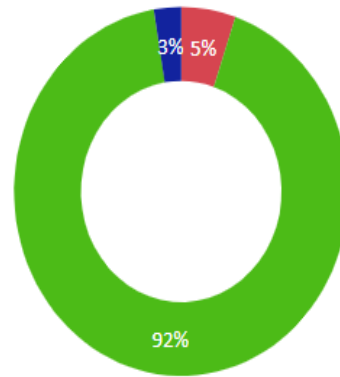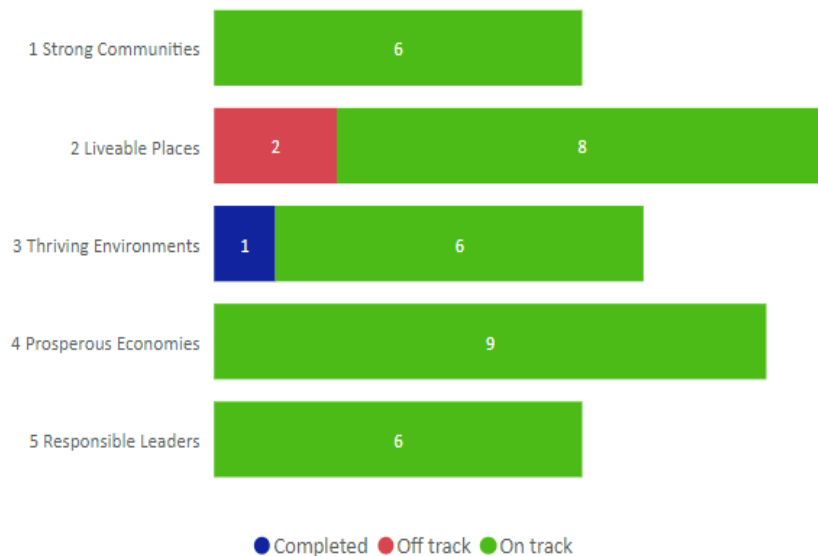## COUNCIL PLAN INITIATIVE PERFORMANCE

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.

3% 5%

92%

● Off track ● On track ● Completed

KPA PERFORMANCE

Council delivers the plan through a 4 year action plan which covers 5 Key Priority Areas (KPA's). The performance of the 5 KPA's is illustrated below.
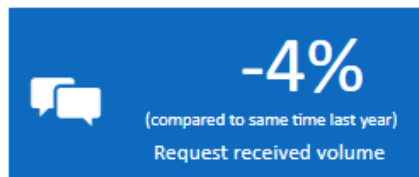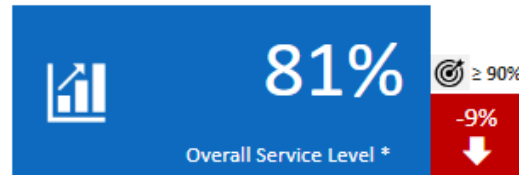

1 Strong Communities — 6
2 Liveable Places — 2 | 8
3 Thriving Environments — 1 | 6
4 Prosperous Economies — 9
5 Responsible Leaders — 6

● Completed ● Off track ● On track

Service Request Performance – Whole Organisation

Cardinia

Q2 OCT - DEC 2022

PERFORMANCE METRICS

81% ⊚ ≥ 90%
-9% ⬇

Overall Service Level *

15,542

Total Request received

-4%

(compared to same time last year)
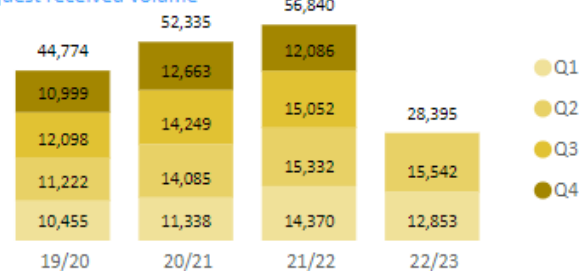
Request received volume

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 services request on time is 90%.
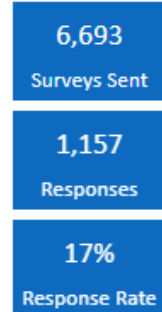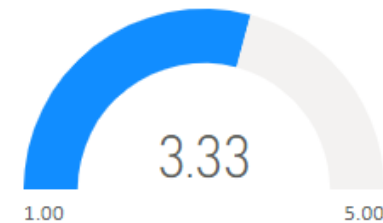
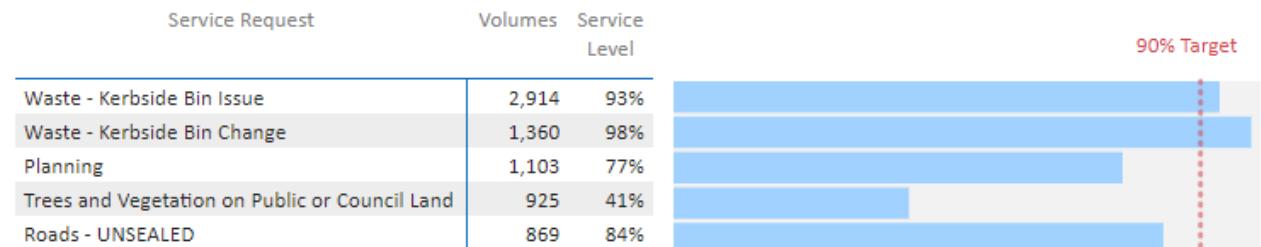## REQUEST STATISTICS

Request received volume

	19/20	20/21	21/22	22/23
Total	44,774	52,335	56,840	28,395
Q1	10,999	12,663	12,086	
Q2	12,098	14,249	15,052	15,542
Q3	11,222	14,085	15,332	
Q4	10,455	11,338	14,370	12,853

Service quality

Overall CSAT Score

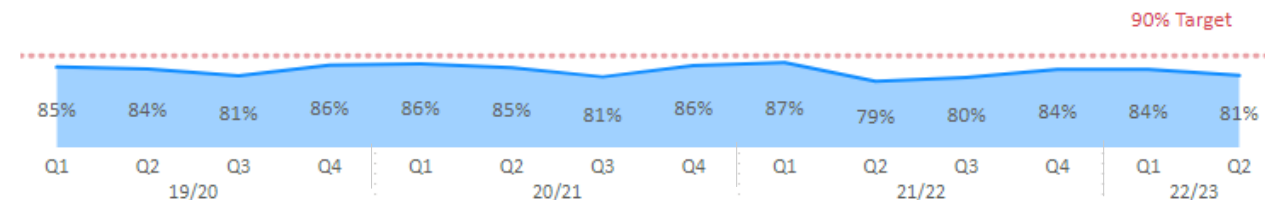3.33

1.00   5.00

6,693 Surveys Sent

1,157 Responses

17% Response Rate

REQUEST PERFORMANCE

Top 5 service request categories by volume and their service levels

Service Request	Volumes	Service Level	
Waste - Kerbside Bin Issue	2,914	93%	
Waste - Kerbside Bin Change	1,360	98%	
Planning	1,103	77%	
Trees and Vegetation on Public or Council Land	925	41%	
Roads - UNSEALED	869	84%	

90% Target

Overall service level trend over time

90% Target

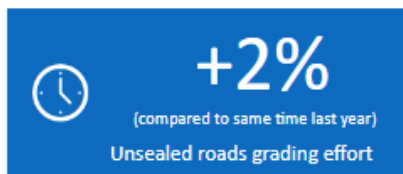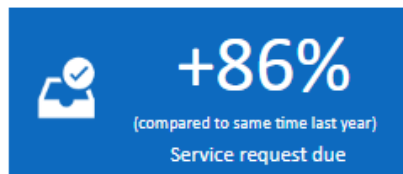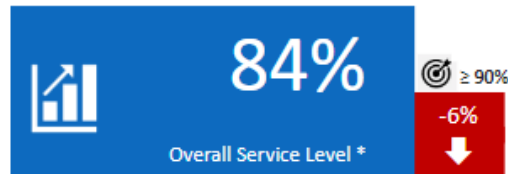| Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
85%	84%	81%	86%	86%	85%	81%	86%	87%	79%	80%	84%	84%	81%
19/20				20/21				21/22				22/23	

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

Unsealed Roads Performance

Q2 OCT - DEC 2022

Cardinia

PERFORMANCE METRICS

84% ≥ 90% **-6%**

Overall Service Level *

+86%

(compared to same time last year)

Service request due

+2%

(compared to same time last year)
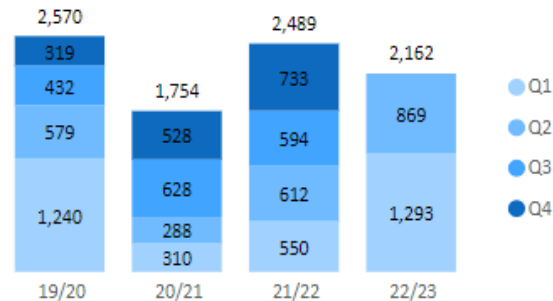
Unsealed roads grading effort
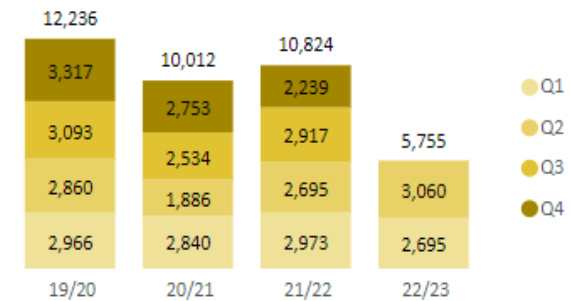
WHAT ARE ROAD GRADING EFFORT?

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 request due

	19/20	20/21	21/22	22/23
Total	2,570	1,754	2,489	2,162
Q1	1,240	288	1,293	
Q2	579	628	612	869
Q3	432	528	594	
Q4	319	310	733	
		550		

Road grading effort (hours)

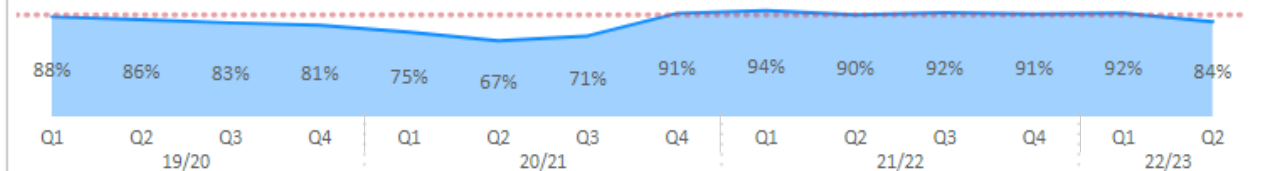|	19/20	20/21	21/22	22/23
Total	12,236	10,012	10,824	5,755
Q1	2,966	2,840	2,973	2,695
Q2	2,860	1,886	2,695	3,060
Q3	3,093	2,534	2,917	
Q4	3,317	2,753	2,239	

UNSEALED ROAD PERFORMANCE

Service request types by volume, standard and service level

Service request	Volumes	Standard (Days)	Service Level	90% Target
Corrugation or Pothole Complaint	499	8	88%	
Other Complaint (Request to grade)	344	8	78%	
Slippery Surface Complaint	26	8	77%	

Overall service level trend over time

90% Target

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
	88%	86%	83%	81%	75%	67%	71%	91%	94%	90%	92%	91%	92%	84%
		19/20				20/21				21/22				22/23

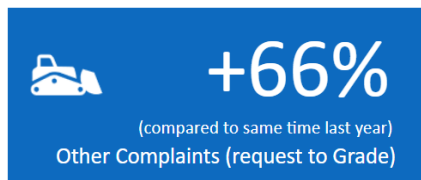* Percentage of service requests completed within the time standards defined in the CRMS.
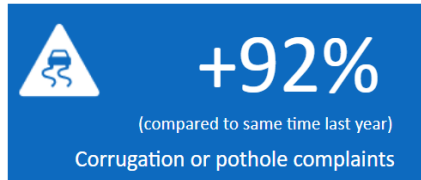- Note that, each unsealed road request is closed upon completion of inspection and scheduling of work (if work is required).

Unsealed Roads Performance

Q2 OCT - DEC 2022

Cardinia

PERFORMANCE METRICS

+92%
(compared to same time last year)
Corrugation or pothole complaints

+66%
(compared to same time last year)
Other Complaints (request to Grade)

+158%
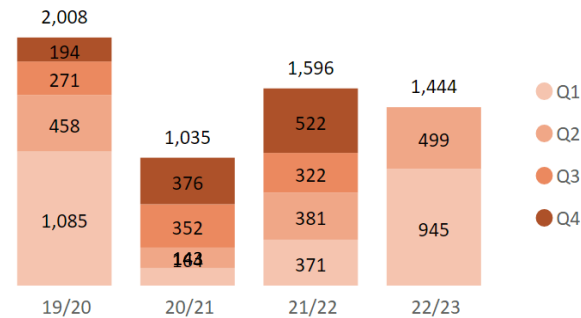(compared to same time last year)
Slippery surface complaints

We have about 862 kilometres of unsealed roads, which are maintained via our Grading and Maintenance, Re-sheeting and Drainage Works programs.

Maintaining roadside drains is a core part of our unsealed road maintenance works, as drains have a big impact on the performance of our roads.

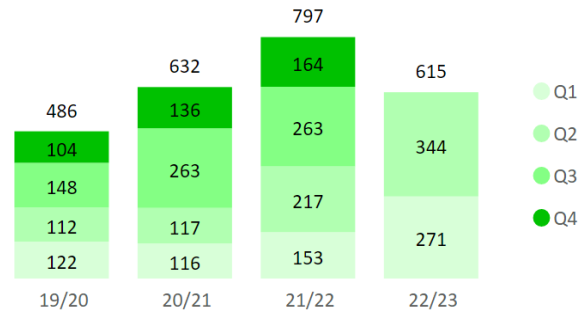We schedule works into a road maintenance schedule based on inspections and requests made by residents.

UNSEALED ROAD SERVICE REQUEST STATISTICS

Corrugation or pothole complaints

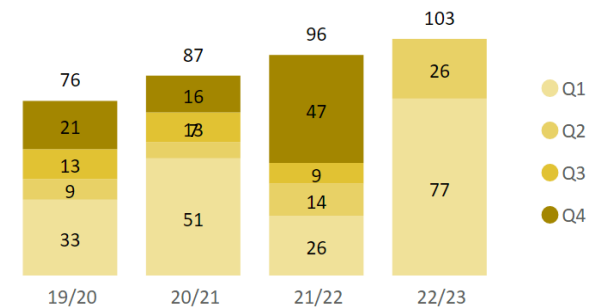|	19/20	20/21	21/22	22/23
Total	2,008	1,035	1,596	1,444
Q4	194	376	522	
Q3	271	352	322	499
Q2	458	143	381	945
Q1	1,085		371	

The reduction in service requests 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.
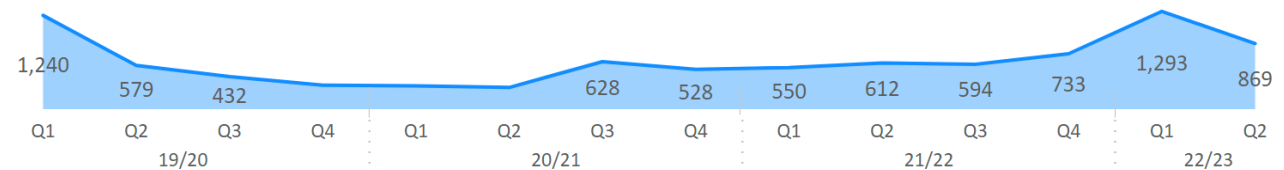
Q1
Q2
Q3
Q4

Other complaints (request to grade)

	19/20	20/21	21/22	22/23
Total	486	632	797	615
Q4	104	136	164	
Q3	148	263	263	344
Q2	112	117	217	271
Q1	122	116	153	

Q1
Q2
Q3
Q4

Slippery surface complaints

	19/20	20/21	21/22	22/23
Total	76	87	96	103
Q4	21	16	47	26
Q3	13	13	9	
Q2	9		14	77
Q1	33	51	26	

Q1
Q2
Q3
Q4

Service request trend over time

Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
1,240	579	432			628	528	550	612	594	733	1,293	869	

19/20   20/21   21/22   22/23

Drainage Performance

Cardinia

Q2 OCT- DEC 2022

PERFORMANCE METRICS

80% ⊙ ≥ 90%
-10% ↓

Overall Service Level *

-35%
(compared to same time last year)
Surface drains cleared

-33%
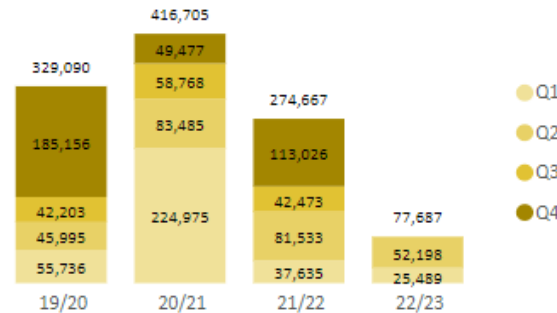(compared to same time last year)
Underground drains cleared
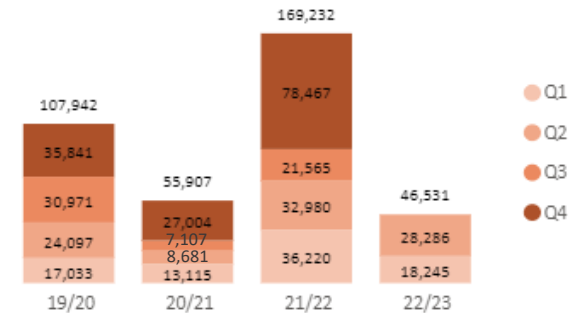
WHAT ARE DRAINS MAINTAINED?

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.

DRAIN STATISTICS
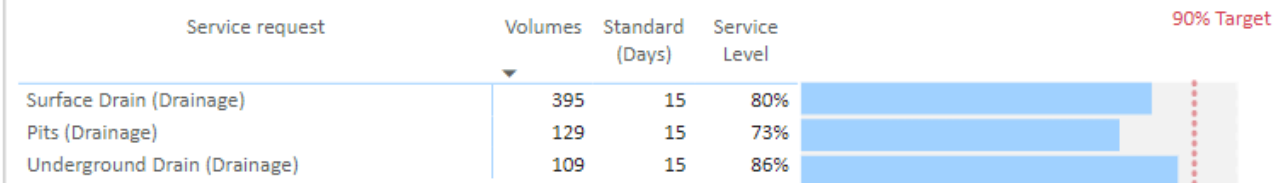
Surface drains cleared (linear metres)

Year	Value	Q breakdown
19/20	329,090	185,156 / 42,203 / 45,995 / 55,736
20/21	416,705	49,477 / 58,768 / 83,485 / 224,975
21/22	274,667	42,473 / 113,026 / 81,533 / 37,635
22/23	77,687	52,198 / 25,489

- Q1
- Q2
- Q3
- Q4

Underground drains cleared (linear metres)

Year	Value	Q breakdown
19/20	107,942	35,841 / 30,971 / 24,097 / 17,033
20/21	55,907	27,004 / 7,107 / 8,681 / 13,115
21/22	169,232	78,467 / 21,565 / 32,980 / 36,220
22/23	46,531	28,286 / 18,245

- Q1
- Q2
- Q3
- Q4

DRAINS PERFORMANCE

Service request types by volume, standard and service level

90% Target

Service request	Volumes	Standard (Days)	Service Level	
Surface Drain (Drainage)	395	15	80%	
Pits (Drainage)	129	15	73%	
Underground Drain (Drainage)	109	15	86%	

Overall service level trend over time

90% Target

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
%	80%	90%	84%	91%	92%	74%	80%	88%	90%	85%	89%	90%	83%	80%
		19/20				20/21				21/22				22/23
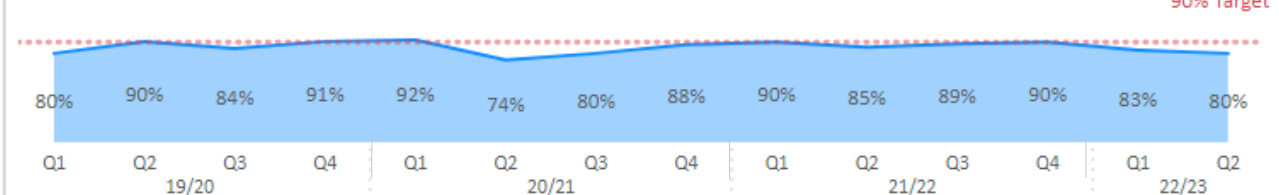
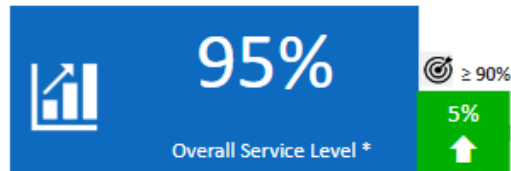* Percentage of service requests completed within the time standards defined in the CRMS
• Note that, each drainage request is closed upon completion of inspection and scheduling of work (if work is required).

Waste Management Performance

Q2 OCT - DEC 2022

Cardinia

PERFORMANCE METRICS

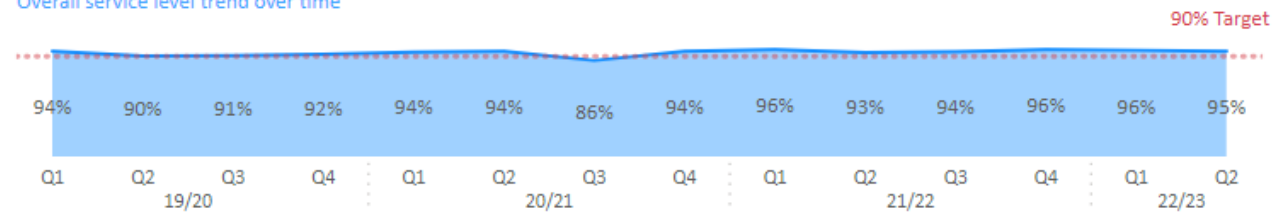**95%**

🎯 ≥ 90%

5% ⬆

Overall Service Level *

WASTE MANAGEMENT PERFORMANCE

Top 15 Service request types by volume, standard and service level

Service request	Volumes	Standard (Days)	Service Level	
Additional Recycling 240L	86	5	100%	
Additional Rubbish 120L	108	5	96%	
Damaged Garden 240L	97	15	100%	
Damaged Recycling 240L	286	15	100%	
Damaged Rubbish 120L	640	15	100%	
Driver issues, Speeding, Damage Claims	79	10	52%	
Missing Garden 240L	140	15	100%	
Missing Recycling 240L	98	15	100%	
Missing Rubbish 120L	212	15	100%	
New Garden 120L	212	30	100%	
New Garden 240L	409	5	99%	
New Rubbish 120L & New Recycling 240L	316	5	98%	
Not Emptied Garden Bin	337	3	75%	
Not Emptied Recycling Bin	207	3	85%	
Not Emptied Rubbish Bin	671	3	93%	

90% Target

Overall service level trend over time

90% Target

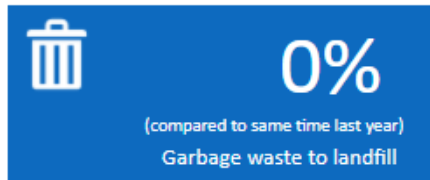| 94%	90%	91%	92%	94%	94%	86%	94%	96%	93%	94%	96%	96%	95%
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
	19/20				20/21				21/22				22/23

* Percentage of service requests completed within the time standards defined in the CRMS

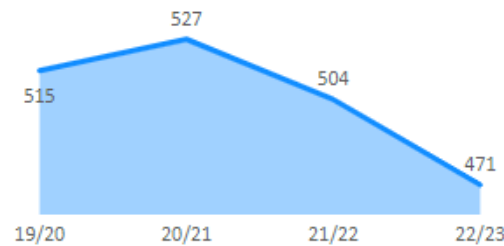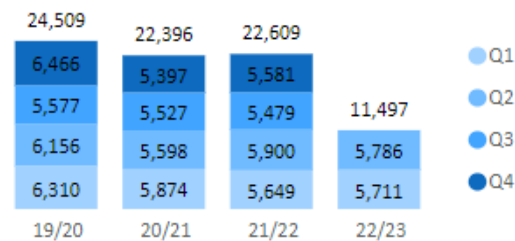# Waste Disposal and Recovery Performance

Q2 OCT - DEC 2022

Cardinia

PERFORMANCE METRICS

471 Kg
(per household)
Average garbage waste to landfill

0%
(compared to same time last year)
Garbage waste to landfill

-4%
(compared to same time last year)
Recycled waste to recovery

+1%
(compared to same time last year)
Food and green waste to mulching.

DISPOSAL STATISTICS

The volume of garbage to landfill 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. For the two months between mid-February and mid-April 2020 all of the material from kerbside recycling bins in Cardinia Shire Council went to landfill.
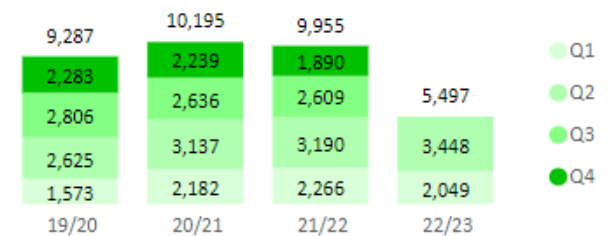
Average household garbage waste (kgs)

	19/20	20/21	21/22	22/23
	515	527	504	471

Garbage waste to landfill (tonnes)

	19/20	20/21	21/22	22/23
Total	24,509	22,396	22,609	11,497
Q1	6,466	5,397	5,581	
Q2	5,577	5,527	5,479	5,786
Q3	6,156	5,598	5,900	5,711
Q4	6,310	5,874	5,649	

RECOVERY STATISTICS

Recycle waste to recovery (tonnes)
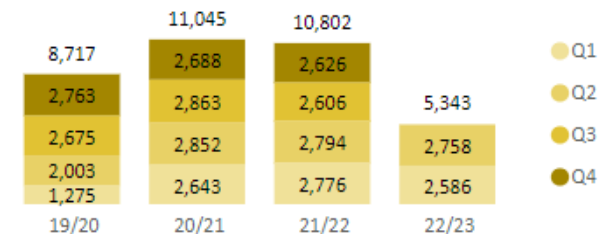
	19/20	20/21	21/22	22/23
Total	8,717	11,045	10,802	5,343
Q1	2,763	2,688	2,626	
Q2	2,675	2,863	2,606	2,758
Q3	2,003	2,852	2,794	2,586
Q4	1,275	2,643	2,776	

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.
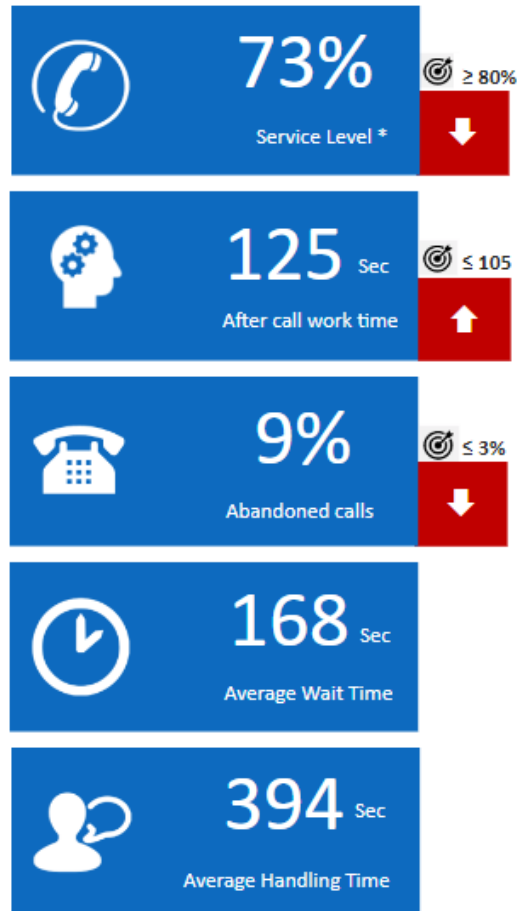
Food and green waste to mulching (tonnes)

	19/20	20/21	21/22	22/23
Total	9,287	10,195	9,955	5,497
Q1	2,283	2,239	1,890	
Q2	2,806	2,636	2,609	3,448
Q3	2,625	3,137	3,190	2,049
Q4	1,573	2,182	2,266	

Customer Support Call Performance

Q2 OCT - DEC 2022

Cardinia

PERFORMANCE METRICS

73% — Service Level * — ⊙ ≥ 80%

125 Sec — After call work time — ⊙ ≤ 105

9% — Abandoned calls — ⊙ ≤ 3%

168 Sec — Average Wait Time

394 Sec — Average Handling Time

CALL STATISTICS

Call volumes (Answered and Abandoned)

Quarter ● Q1 ● Q2 ● Q3 ● Q4

	2020-21	2021-22	2022-23
Total	95,207	101,208	41,421
Q4	24,526	23,710	
Q3	24,328	26,832	
Q2	23,974	27,369	19,749
Q1	22,379	23,297	21,672
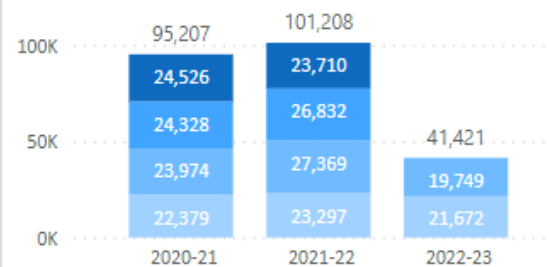
Average Handling Time (Seconds)
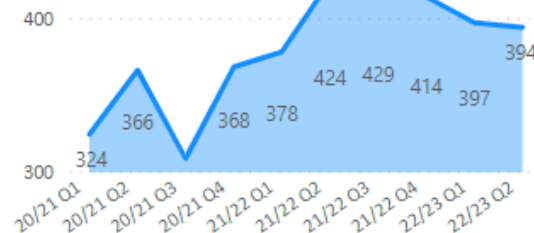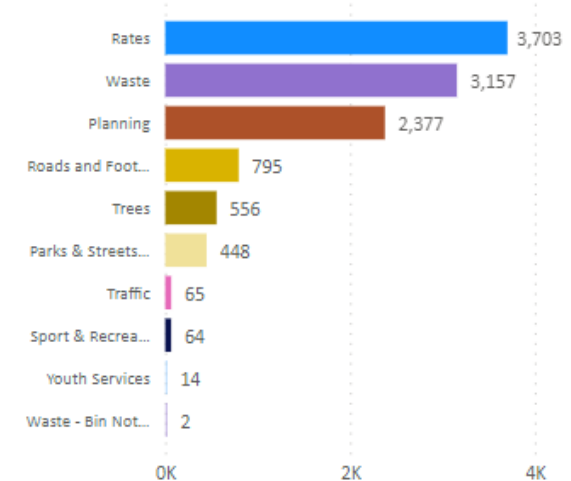
324 — 20/21 Q1
366 — 20/21 Q2
20/21 Q3
368 — 20/21 Q4
378 — 21/22 Q1
424 — 21/22 Q2
429 — 21/22 Q3
414 — 21/22 Q4
397 — 22/23 Q1
394 — 22/23 Q2

ENQUIRY TYPE

Enquiry type volumes

Rates	3,703
Waste	3,157
Planning	2,377
Roads and Foot...	795
Trees	556
Parks & Streets...	448
Traffic	65
Sport & Recrea...	64
Youth Services	14
Waste - Bin Not...	2

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 300 Seconds

Customer Support Call Performance

Q2 OCT - DEC 2022

ENQUIRY TYPE TREND OVER TIME

Distribution of enquiry types (top 5)
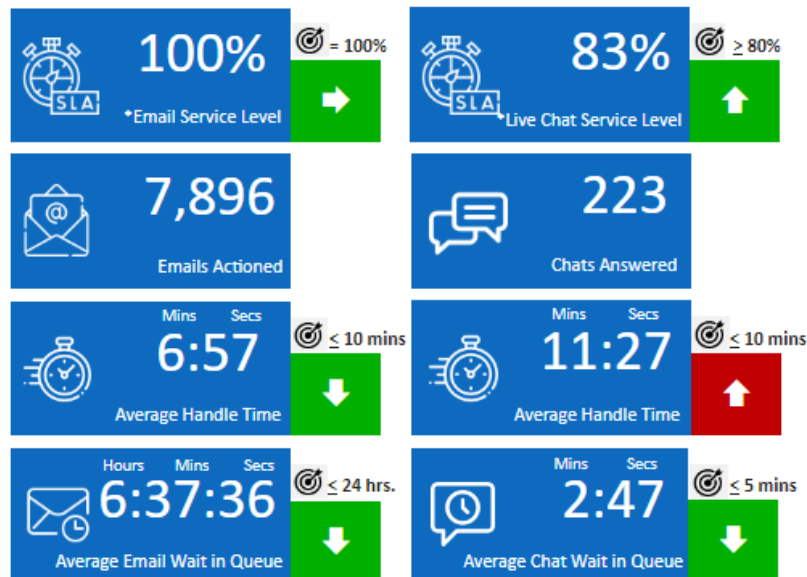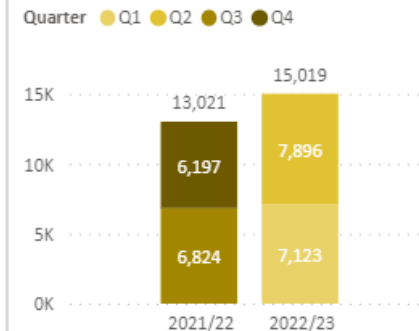

Q3 2021-22

Q4 2021-22

Q1 2022-23

Q2 2022-23
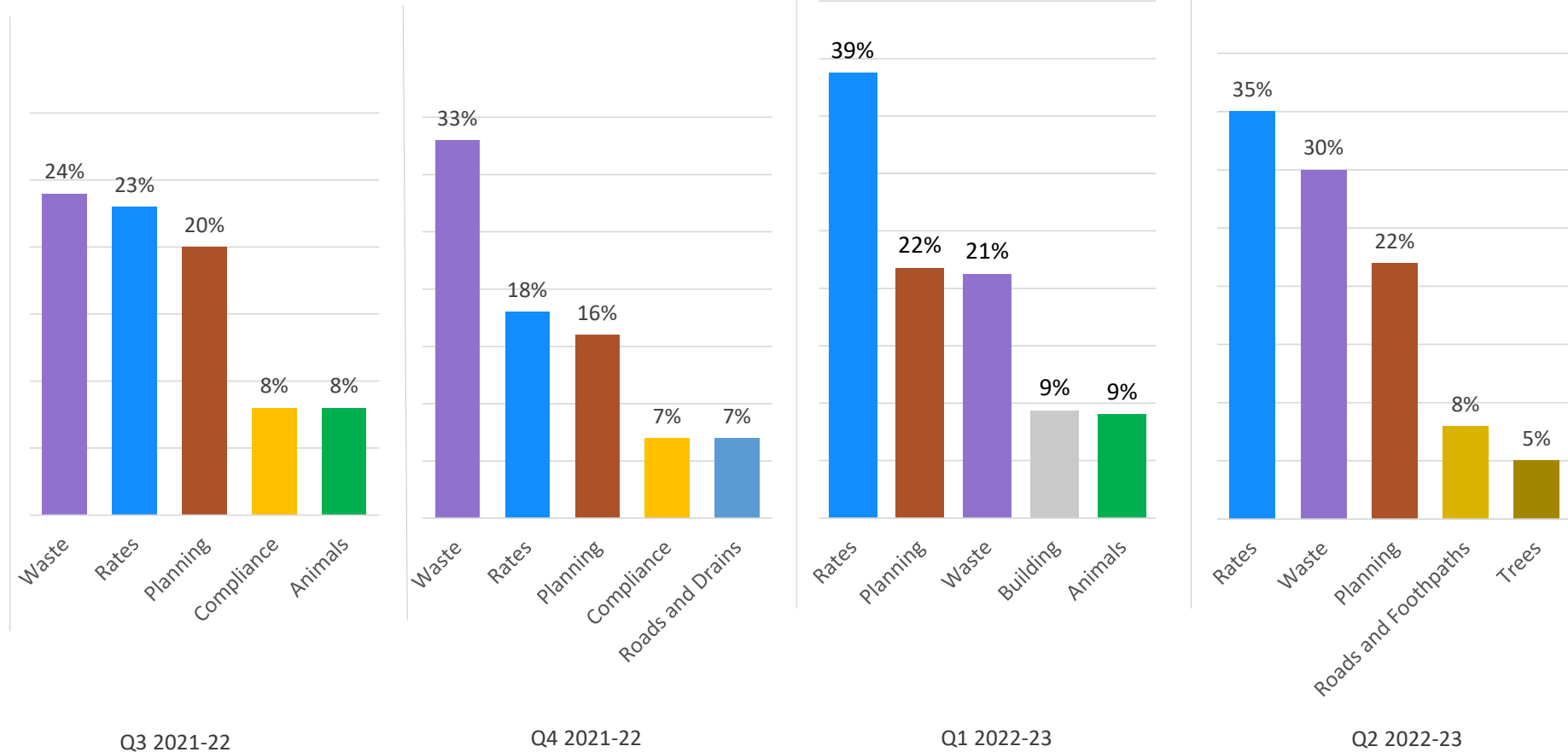
* Enquiry types displayed on above graphs represent 80% or more of classified incoming calls.

Customer Support Digital Performance

Q2 OCT - DEC 2022

Cardinia

PERFORMANCE METRICS

100% *Email Service Level — ⌖ = 100% →	**83%** *Live Chat Service Level — ⌖ ≥ 80% ↑
7,896 Emails Actioned	**223** Chats Answered
Mins Secs **6:57** Average Handle Time — ⌖ ≤ 10 mins ↓	Mins Secs **11:27** Average Handle Time — ⌖ ≤ 10 mins ↑
Hours Mins Secs **6:37:36** Average Email Wait in Queue — ⌖ ≤ 24 hrs. ↓	Mins Secs **2:47** Average Chat Wait in Queue — ⌖ ≤ 5 mins ↓

WHAT DOES THE SERVICE LEVEL MEAN?

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

The Service Level displayed on this report measures the percentage of emails that were answered within one (1) business day and for chats within five (5) minutes.

*Percent of emails actioned within one (1) business day, and percent of chats answered within five (5) minutes.

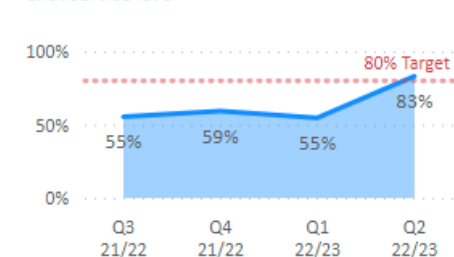## EMAIL & CHAT STATISTICS

Volume of emails actioned

Quarter ● Q1 ● Q2 ● Q3 ● Q4

	2021/22	2022/23
Total	13,021	15,019
Q4	6,197	7,896
Q3	6,824	7,123

Volume of chats answered

Quarter ● Q1 ● Q2 ● Q3 ● Q4

	2021/22	2022/23
Total	643	541
Q4	298	223
Q3	345	318
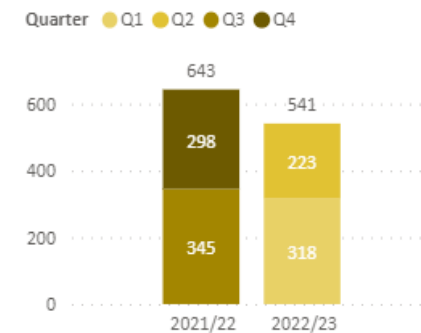
Volume of digital work by enquiry type

Enquiry type	Volume
Waste	3,463
Roads and Footpaths	898
Animals	543
Parks & Streetscapes	490
Drains	345
Trees	324
Compliance	277
Rates	194
Emergency Manage…	137
Building	131

Email service level

100% Target

Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23
96%	95%	95%	100%

Chat service level

80% Target

Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23
55%	59%	55%	83%
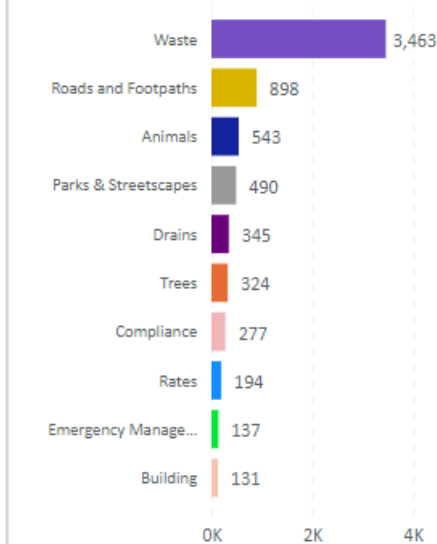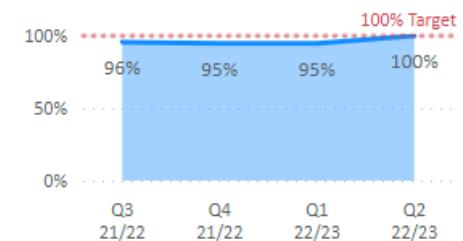
Customer Support After Call Survey

Q2 OCT - DEC 2022

SURVEY METRICS

6.15%
Response Rate

8,799
Total Surveys Sent

541
Total Responses Received

SURVEY RESULTS

Wait Time Score
1.00   4.00   4.34   5.00

Knowledge Score
1.00   4.00   4.63   5.00

Professionalism Score
1.00   4.00   4.74   5.00

Satisfaction with outcome of contact
No 44 (8.75%)
Yes 459 (91.25%)
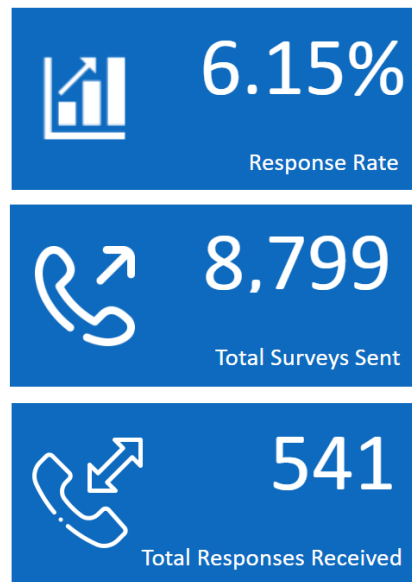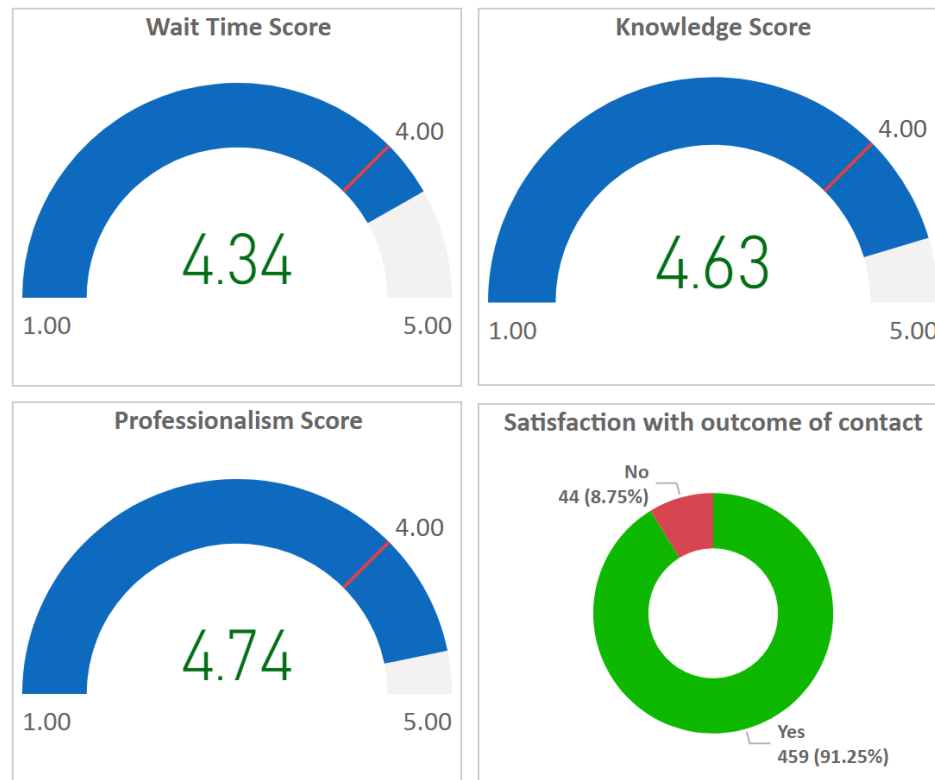
HOW IS THE SURVEY DONE?

Surveys are offered after calls and chats and invite customers to give feedback on how they felt the interaction went. The questions we ask are:

- *Using a scale of 1 to 5 where 5 is Very Satisfied, how satisfied were you with the time you waited on hold before speaking with an officer?*

- *Using a scale of 1 to 5 where 5 is Very Satisfied, how satisfied were you with our officer's level of knowledge about your inquiry?*

- *Using a scale of 1 to 5 where 5 is Very Satisfied, how satisfied were you with our officer's professionalism and the time they took to handle your inquiry?*

- *Are you satisfied with the outcome of your call? Yes or No.*

LGPRF Service Measures

Q2 OCT - DEC 2022

Cardinia

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 *Local Government Victoria w*ebsite. Below is a selection of LGPRF service measures that are able to be reported on a quarterly basis.


Time taken to action animal requests

5.17 days

3.22 — 3.45 — 4.53 — 5.17

19/20 20/21 21/22 22/23

Animals reclaimed

37.5%

37.6% — 36.0% — 46.6% — 37.5%

19/20 20/21 21/22 22/23

Time taken to action foods complaints

1.58 days

1.37 — 1.36 — 1.52 — 1.58

19/20 20/21 21/22 22/23

Council decisions closed to public

2.8%

4.6% — 2.9% — 3.5% — 2.8%

19/20 20/21 21/22 22/23

Councilor meeting attendance

94.4%

84.9% — 82.2% — 91.1% — 94.4%

19/20 20/21 21/22 22/23

Sealed roads maintained to standards

99.0%

97.8% — 98.7% — 98.8% — 99.0%

19/20 20/21 21/22 22/23

LGPRF Service Measures

Q2 OCT - DEC 2022

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 *Local Government Victoria w*ebsite. Below is a selection of LGPRF service measures that are able to be reported on a quarterly basis.
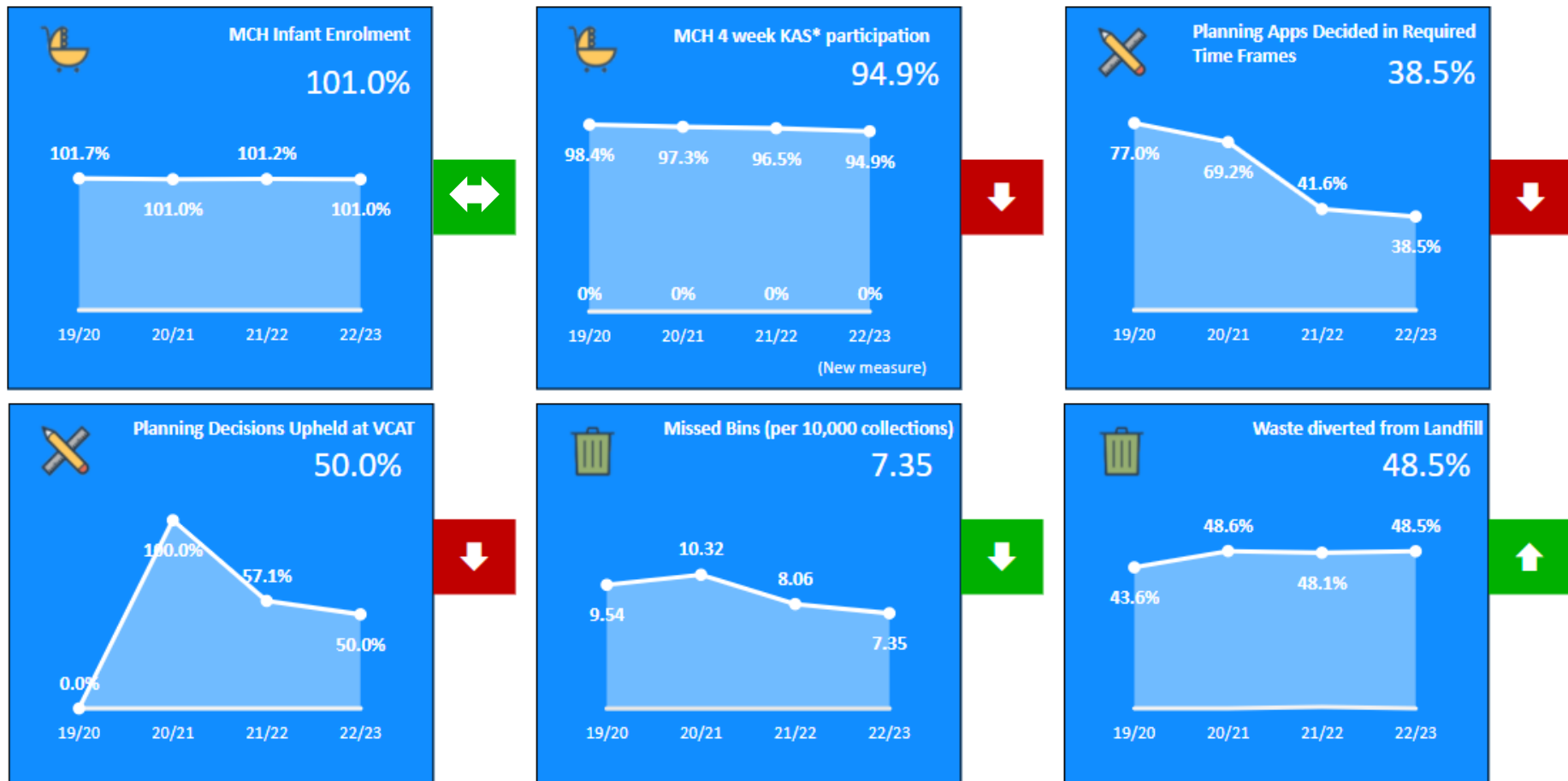
19/20 - VCAT was not required to make any decisions during this year.

* Key Ages and Stages (KAS)

CRMS Service Standards

Q2 OCT - DEC 2022

Cardinia

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

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

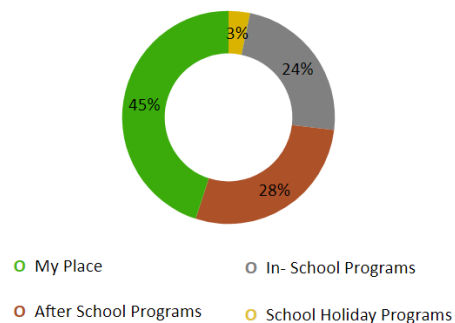| Request Category	Request Type	Details	Service Standard (days)
Waste - Kerbside Bin Issue	Damaged Garden 120L	Request for the replacement or repair of a 120L garden bin that has been damaged.	10
Waste - Kerbside Bin Issue	Damaged Garden 240L Damaged Recycling 240L Damaged Rubbish 120L Damaged Rubbish 80L	Request for the replacement or repair of any size waste, recycling or green bin that has been damaged.	15
Waste - Kerbside Bin Issue	Missing Garden 120L	Request for the replacement of a 120L garden bin that has gone missing.	10
Waste - Kerbside Bin Issue	Missing Garden 240L Missing Recycling 240L Missing Rubbish 120L Missing Rubbish 80L	Request for the replacement of any size waste, recycling or green bin that has gone missing.	15
Waste - Kerbside Bin Issue	Not Emptied Garden Bin Not Emptied Recycling Bin Not Emptied Rubbish Bin	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 Bin Information	Service Information Enquiry	Request for general bin information from the Waste Collection team.	15
Waste - Kerbside Bin Issue	Driver issues, Speeding, Damage Claims	Service performance issues related to the waste and recycling contractor, including driver issues and damage to property.	3
Waste – New Additional or Cancelled Service	Service Issue - Driver issues, Speeding, Damage Claims	Service performance issues related to the green waste contractor, including driver issues and damage to property.	15
Waste – Kerbside Bin Change	Request for free additional medical	Based on medical grounds, free bins can be provided to residents who require extra bin capacity.	5
Roads - UNSEALED	Corrugation or Pothole Complaint	Request to repair an unsealed due to corrugation or pothole(s).	8
Roads - UNSEALED	Other Complaint	Request to grade an unsealed road.	8
Roads - UNSEALED	Slippery Surface Complaint	Request to safeguard and repair unsealed road.	8
Drains	Pits	Request to investigate and rectify drainage pit issue.	15
Drains	Surface Drain	Request to investigate and rectify drainage pit issue.	15
Drains	Underground Drain	Request to investigate and rectify drainage pit issue.	15

Youth Engagement Performance
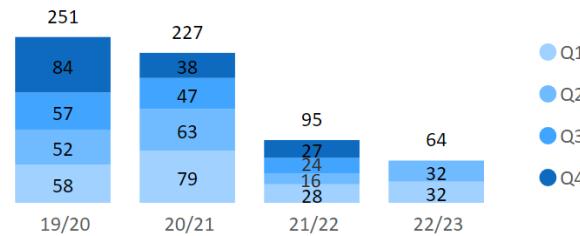
Cardinia

Q2 OCT - DEC 2022

PERFORMANCE METRICS

3,540
Interactions with young people

+98%
(compared to same time last year)
Interactions with young people

+45%
(compared to same time last year)
Youth support program attendance
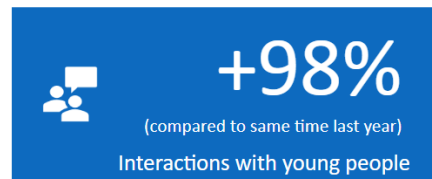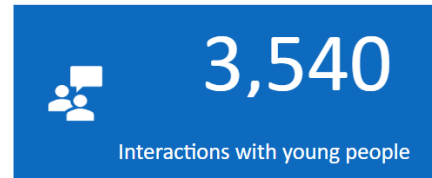
HOW DO OUR YOUTH INTERACT WITH US?

3%
24%
45%
28%

- My Place
- In- School Programs
- After School Programs
- School Holiday Programs

YOUTH PROGRAM SUPPORT STATISTICS

Number of young people offered support

251
84
57
52
58

227
38
47
63
79

95
27
24
16
28

64
32
32

19/20   20/21   21/22   22/23

- Q1
- Q2
- Q3
- Q4

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 STATICTICS

My Place volumes

3,920
257
1,273
1,132
1,258

2,678
1,389
839
329
121

7,586
2,603
2,489
2,006
488

4,809
2,301
2,508

19/20   20/21   21/22   22/23

- Q1
- Q2
- Q3
- Q4
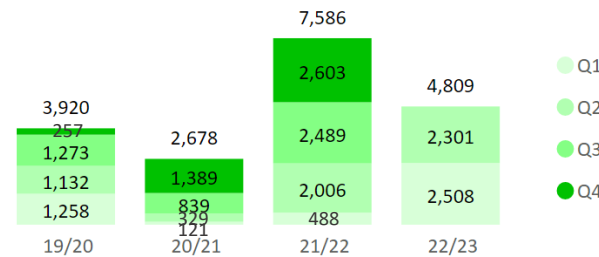
In- School program/workshops volumes

3,041
908
1,383
750

1,600
690
450
70
390

2,340
902
610
708
120

3,000
2,120
880

19/20   20/21   21/22   22/23

- Q1
- Q2
- Q3
- Q4
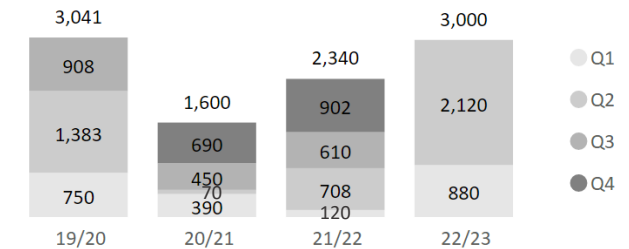
After school program volumes

2,201
240
534
674
753

1,419
530
310
290
289

5,484
1,802
1,602
1,190
890

2,750
1,420
1,330

19/20   20/21   21/22   22/23

- Q1
- Q2
- Q3
- Q4

School holiday program

520
12
198
56
254

354
95
240
19

375
145
140
20
70

125
0
125

19/20   20/21   21/22   22/23

- Q1
- Q2
- Q3
- Q4

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GROWTH REPORT
Q2 OCT– DEC 2022
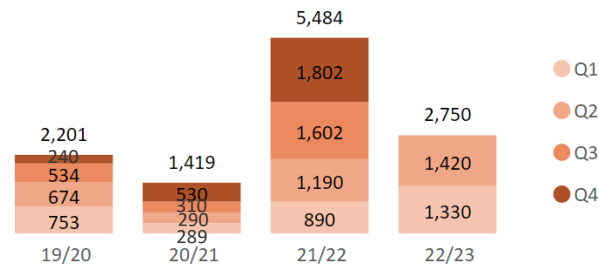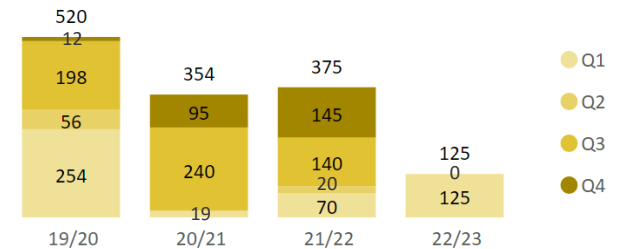
# Growth Projections

Q2 OCT – DEC 2022

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 2023	Population 2041	Change 2023-41
129,896	182,833	40.75 %

Cardinia Shire Population Forecast

Source: https://forecast.id.com.au/cardinia
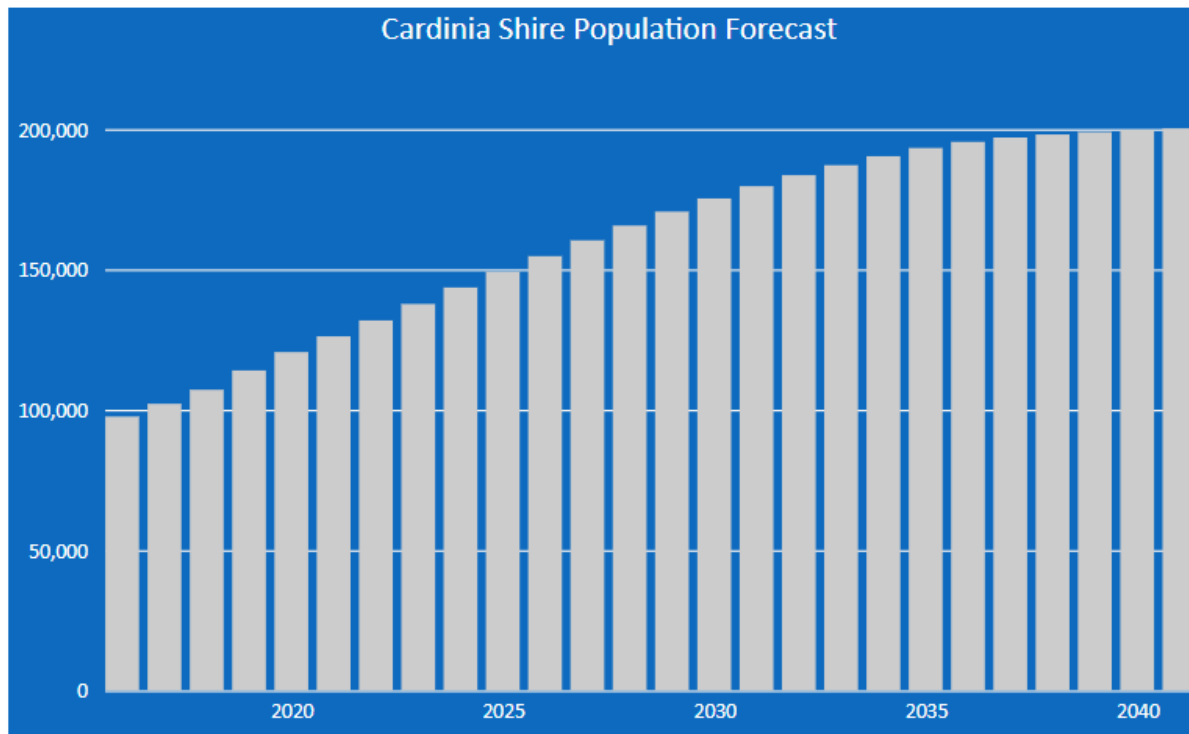
HOUSEHOLD GROWTH

YTD comparison to last year

Growth Indicator

Number of households moving into the Shire per day

4

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.

New garbage bin request

-1% ⇩

19/20	20/21	21/22	22/23
366	376	335	
324	269	297	
559	331	340	354
578	316	374	355

Future Development

Cardinia
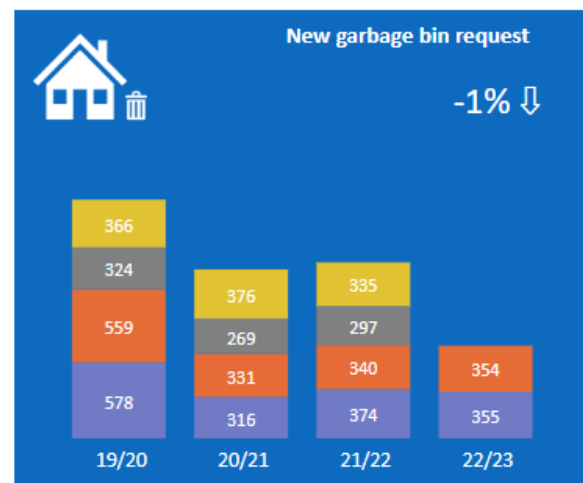
Q2 OCT – DEC 2022

RESIDENTIAL LAND ACTIVITY METRICS *YTD comparison to last year*

Lot Development

18,326
38,456
20,130
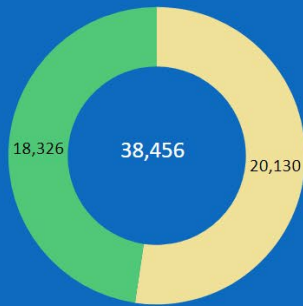
● Developed Lots ● Undeveloped Lots

Distribution of Undeveloped Lots

Cardinia Road Emplo... 7%
Cardinia Ro... 15%
Pakenham Precinct 6%
Pakenham East Pr... 39%
Officer Precinct 33%
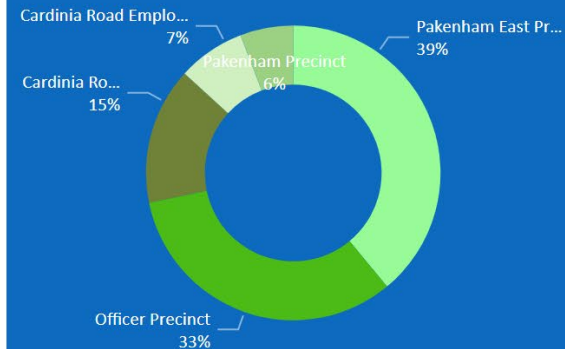
Lot Development by Precinct

Precinct	Developed Lots	Undeveloped Lots
Cardinia Road Employ... Precinct	680	1,354
Cardinia Road Precinct	9,022	2,755
Officer Precinct	4,917	6,002
Pakenham East Precinct	7,148	
Pakenham Precinct	5,511	1,067

● Developed Lots ● Undeveloped Lots
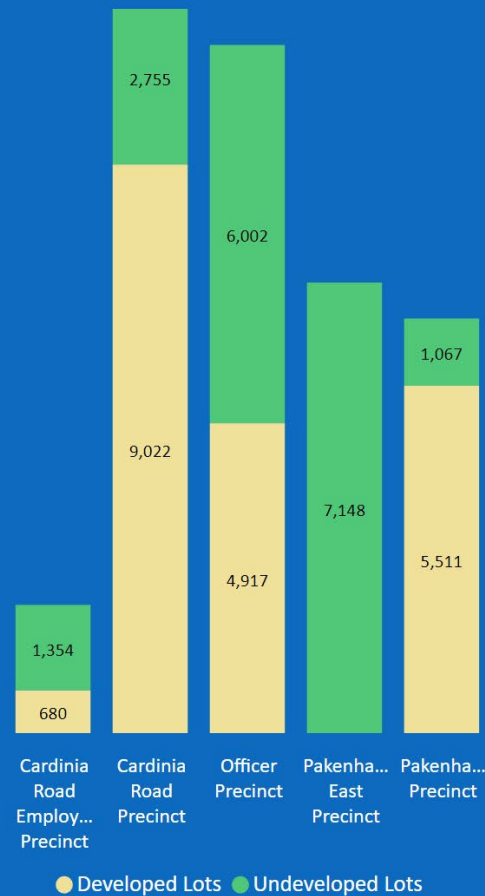
SUBDIVISION METRICS *YTD comparison to last year*

Residential Lots - Applications

53% ⇧

	19/20	20/21	21/22	22/23
Yellow	306	896	461	
Grey	266	428	143	
Orange	485	318	338	590
Purple	233	355	361	482
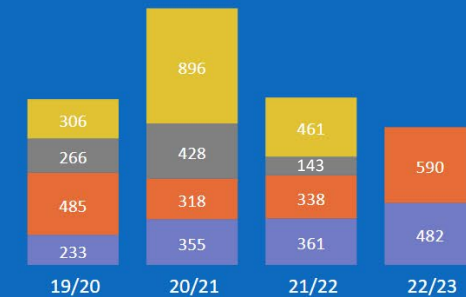
Residential Lots - Statement of Compliance

33% ⇧

	19/20	20/21	21/22	22/23
Yellow	389	397	205	
Grey	522	226	180	
Orange	252	429	218	369
Purple	287	222	290	308
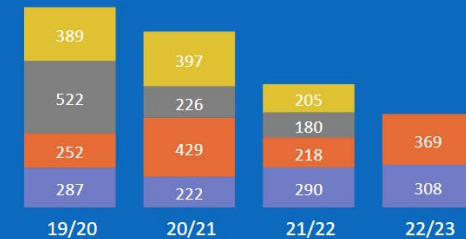
Current Activity

Q2 OCT – DEC 2022
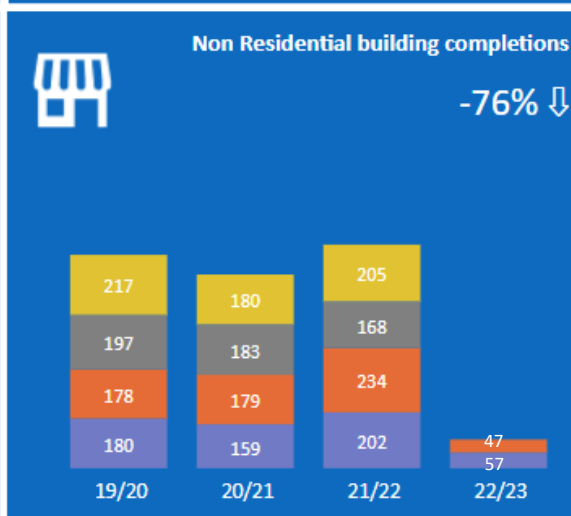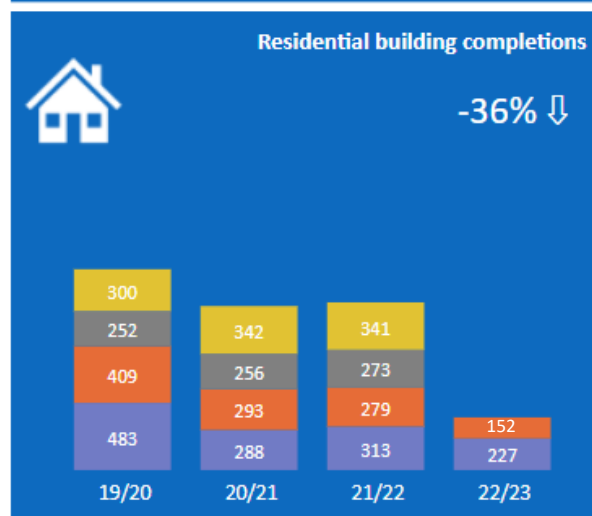
PROPERTY METRICS *YTD comparison to last year*
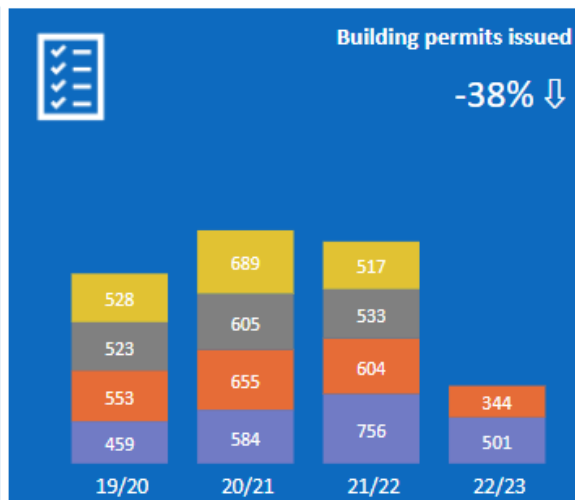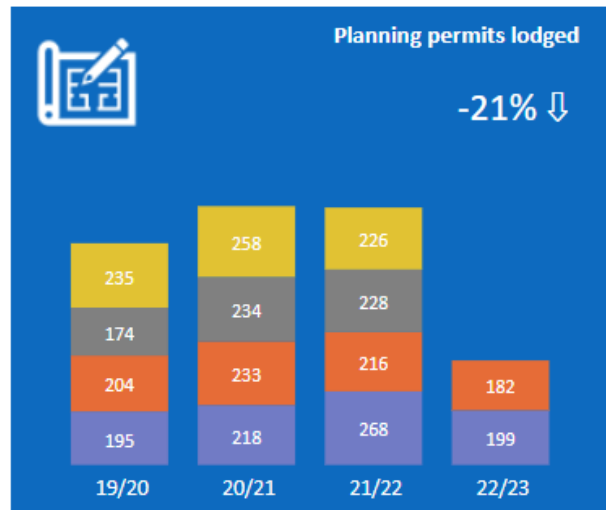
Planning permits lodged

-21% ⇩

	19/20	20/21	21/22	22/23
Yellow	235	258	226	
Grey	174	234	228	
Orange	204	233	216	182
Purple	195	218	268	199

Building permits issued

-38% ⇩

	19/20	20/21	21/22	22/23
Yellow	528	689	517	
Grey	523	605	533	
Orange	553	655	604	344
Purple	459	584	756	501

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.

Residential building completions

-36% ⇩

	19/20	20/21	21/22	22/23
Yellow	300	342	341	
Grey	252	256	273	
Orange	409	293	279	152
Purple	483	288	313	227

Non Residential building completions

-76% ⇩

	19/20	20/21	21/22	22/23
Yellow	217	180	205	
Grey	197	183	168	
Orange	178	179	234	47
Purple	180	159	202	57

Land Information certificates issued

-23% ⇩

	19/20	20/21	21/22	22/23
Yellow	937	1,680	1,261	
Grey	1,142	1,306	1,276	
Orange	1,056	1,047	1,417	982
Purple	1,065	1,139	1,517	1,289

Current Activity

Q2 OCT – DEC 2022

INFRASTRUCTURE METRICS *YTD comparison to last year*
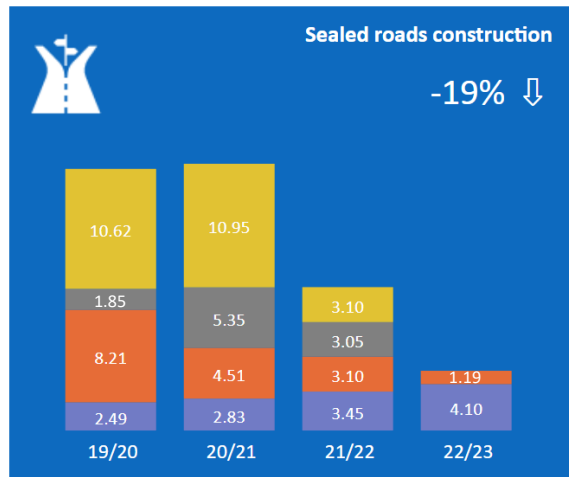
Sealed roads construction

-19% ⇩

|			
10.62	10.95		
1.85	5.35	3.10	
8.21	4.51	3.05	1.19
2.49	2.83	3.10	4.10
		3.45	
19/20	20/21	21/22	22/23

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.
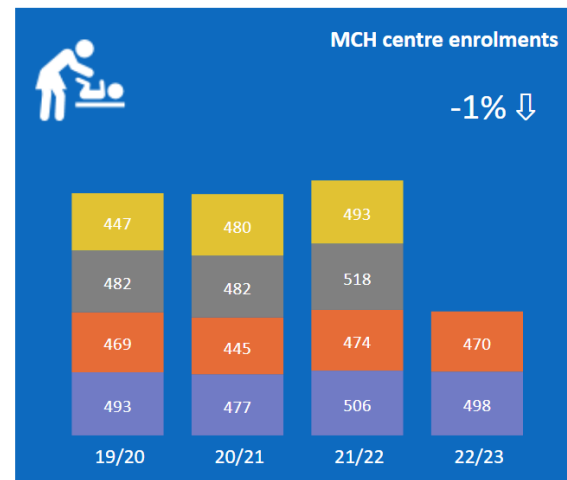
Footpath construction

-53% ⇩

9.19	9.54		
2.90	8.79	4.78	
14.00	6.77	1.70	2.30
5.20	4.29	4.82	3.23
		6.96	
19/20	20/21	21/22	22/23
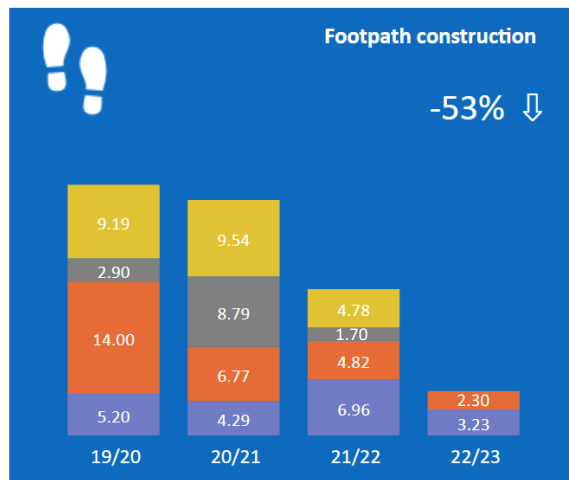
Footpath growth is due to a combination of footpaths constructed from subdivision development and Council's capital works program.

MATERNAL AND CHILD HEALTH METRICS *YTD comparison to last year*
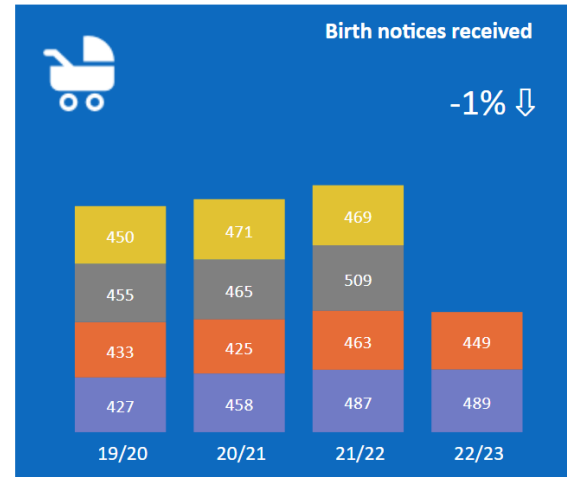
Birth notices received

-1% ⇩

450	471	469	
455	465	509	
433	425	463	449
427	458	487	489
19/20	20/21	21/22	22/23

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

MCH centre enrolments

-1% ⇩

447	480	493	
482	482	518	
469	445	474	470
493	477	506	498
19/20	20/21	21/22	22/23

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.

Cardinia

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Cardinia Initiative Performance Report

Cardinia Shire Council

Applied Filters
Date Select: 01-Jul-2022 - 31-Dec-2022
Hierarchy: ORG Hierarchy
Hierachy Level: Organisational
Hierachy Node: Organisation
Initiative Filter: Council Plan Initiatives

cammsstrategy.com

INITIATIVE SUMMARY

BY PERFORMANCE

2 OFF TRACK

36 ON TRACK

0 NO TARGET SET

38
Initiatives

| Cardinia Shire Council | Cardinia Initiative Performance Report |

Customer, People and Performance

Communications and Engagement

Communications and Engagement Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
5.1.1.4 CPI - Implement the Community Engagement Policy, exceeding legislative requirements for community engagement	Kat Hodgins - Coordinator Communications & Engagement	01-07-2022	30-06-2023	In Progress	50	GREEN

Progress Comments: Council continued to deliver community engagement based on its Community Engagement Policy and in line with the Local Government Act. A number of engagement projects were delivered this quarter, including extensive engagement opportunities on the development of the 2023/24 Council Budget, 2023 Playground Renewals, Bonette Reserve in Beaconsfield, and multiple roads projects.

Last Updated - 19/12/2022

Customer and Service Improvement

Customer and Service Improvement Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
5.1.3.2 CPI - Publicly report the organisation's performance on a quarterly basis, including customer service outcomes	Peter Philp - Manager Customer and Service Improvement	01-07-2022	30-06-2023	In Progress	50	GREEN

Progress Comments: Quarterly Performance and Growth Report preparation and presentation is progressing as planned.

Last Updated - 16/09/2022

Finance

Finance Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
5.1.2.21 CPI - Develop a long-term financial plan that ensures financial sustainability	Scott Moore - Chief Finance Officer	01-07-2022	30-06-2023	In Progress	33	GREEN

Progress Comments: 09.12.22: During the second quarter, four councillor budget workshops and several officer workshops were held, first draft capital works program developed, resource business cases prepared, and key budget system worksheets commenced. These are operating and capital budget planning components of the long-term financial plan update process

Last Updated - 03/01/2023

Cardinia Shire Council   **Cardinia Initiative Performance Report**

Office of the General Manager - Customer, People and Performance

General Manager – Customer, People and Performance

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
5.1.4.5 CPI - Develop a strategy aimed at alternative revenue streams	Jenny Scicluna - General Manager - Customer, People and Performance	01-07-2022	30-06-2023	In Progress	50	🔴🟡🟢 **GREEN**

Progress Comments: The project brief for this initiative has been advertised and a consultant has been appointed to undertake the project. Project will begin in February 2023 with a conclusion prior to the end of the financial year.

Last Updated - 19/12/2022

Cardinia Shire Council

Cardinia Initiative Performance Report

Governance, Facilities and Economy

Arts, Advocacy and Economy

Arts, Advocacy and Economy Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
1.1.2.2 CPI - Support the delivery of an annual calendar of events and programs that celebrate our diverse community, its arts and culture	James Fischer - Coordinator Arts and Creative Industries	01-07-2022	30-06-2023	In Progress	50	GREEN
Progress Comments: 2023 programming at Cardinia Cultural Centre is now on sale on the centre's new website - initially focusing on Jan-Jun, with monthly evening feature shows for general public; monthly weekday Sip n See shows for Seniors; weekly arts workshops and school holiday shows and films for children and families; as well as arts exhibitions in the main Gallery space. At Hills Hub programming is continuing in the arts space with regular exhibitions, as well as artist activations and networking. A calendar of Artist Opportunities for 2023 is currently being prepared, with Artist Networking Nights scheduled for February and August. A recent highlight has been the showcase of student artwork at Hills Hub Art Space and the Christmas exhibitions at the Cardinia Cultural Centre. The Christmas "Sip and See" event was also a big success. Last Updated - 16/12/2022						
4.1.2.5 CPI - Advocate for a South East Melbourne Airport	Andrew Pomeroy - Manager Arts, Advocacy, and Economy	01-07-2022	30-06-2023	In Progress	75	GREEN
Progress Comments: Cardinia Council staff are engaged with the creation of a Greater South East Melbourne Regional Group for this project and are actively involved in championing this advocacy. The GSEM group has recently formed and consists of representatives from across the greater region. The first meeting of this group was held earlier in September of this year and will come together regularly to provide governance over the project and to ensure that progress continues. Last Updated - 19/12/2022						
4.1.2.6 CPI - Develop an Investment Attraction Plan for Cardinia Shire employment precincts	Tim Cooper - Coordinator Economic Development	01-07-2022	30-06-2023	In Progress	51	GREEN
Progress Comments: Council officers are currently incorporating the Investment Attraction plan into the Economic Development strategy as a pillar within that strategy. A draft of this plan will be presented to Council in February 2023. Last Updated - 14/12/2022						
4.1.2.7 CPI - Facilitate investment in our townships to support businesses and vibrant communities	Tim Cooper - Coordinator Economic Development	01-07-2022	30-06-2023	In Progress	50	GREEN
Progress Comments: Council continues to support and facilitate investment opportunities in our townships and employment precincts. We have been working in partnership with the Victorian Planning authority to develop and finalize the Officer South Precinct Structure Plan. We continue to meet with new and existing businesses to facilitate establishment and expansion opportunities through planning support and general advice. Economic Development is working with our Strategic Planning & Urban design team to undertake an Economic Impact Assessment for our hills townships that will inform land use planning and future economic development opportunities for our hills townships. Last Updated - 14/12/2022						

Cardinia Shire Council

Cardinia Initiative Performance Report

Arts, Advocacy and Economy Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
4.1.4.1 CPI - Develop a Business Innovation Strategy	Andrew Pomeroy - Manager Arts, Advocacy, and Economy	01-07-2022	30-06-2023	In Progress	75	GREEN
Progress Comments: A "Clever Cardinia" (Smart Cities) statement has been developed as part of the Economic Development strategy. This statement, combined with the Economic Development strategy, will guide the Business Innovation Strategy which is to be developed later this financial year. Last Updated - 19/12/2022						
4.1.5.2 CPI - Develop and deliver initiatives within the Economic Development Strategy, including the visitor economy and tourism	Tim Cooper - Coordinator Economic Development	01-07-2022	30-06-2023	In Progress	50	GREEN
Progress Comments: Council is delivering a wide range of initiatives within the Economic Development strategy. These include the establishment of the Cardinia Tourism Advisory committee and the continued promotion and marketing of our local tourism and hospitality businesses through the What's On Cardinia website. We have entered into an Memorandum of Understanding with relevant partners to explore the establishment of a Business/Education 'Centre of Excellence' within the Officer South Precinct Structure Plan. We continue to advocate for the delivery of Thompson's Road to accelerate the activation of our State Significant Industrial Precinct (SSIP). Economic development is supporting a region wide Jobs & Skills summit and continues to link our local employers with Job Service Agencies and State & Federal Government support services to close the skills and employment gaps currently being experience by Cardinia businesses. We have recently established the Casey Cardinia Jobs network, delivered a business breakfast featuring Headstart and exploring a joint program with Circular Economy Victoria. Last Updated - 14/12/2022						
5.1.4.3 CPI - Implement the Cardinia Shire Advocacy Plan and work with strategic partners on shared advocacy initiatives	Andrew Pomeroy - Manager Arts, Advocacy, and Economy	01-07-2022	30-06-2023	In Progress	80	GREEN
Progress Comments: Council officers have completed the advocacy materials for the upcoming state election 12 weeks out from the State election date, these materials were distributed to candidates and sitting members highlighting Councils priorities leading into the late November State election. These materials and programs include an Advocacy website with all priorities highlighted, advocacy sheets for each project and an Advocacy campaign that will ran until the election date. Last Updated - 19/12/2022						

Governance

Governance Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
5.1.5.14 CPI - Publicly report on Council decisions made and their implementation to demonstrate transparent decision making	Doug Evans - Manager Governance	01-07-2022	30-06-2023	In Progress	51	GREEN
Progress Comments: Quarterly reports are presented to Council which details all councils decisions and action taken to implement. The quarterly reports are also published on Councils website. Last Updated - 21/09/2022						

| Cardinia Shire Council | Cardinia Initiative Performance Report |

Regulatory Services

Regulatory Services Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.1.5.5 CPI - Provide the community with tools to assist in the management of natural threats and emergencies	Owen Hardidge - Manager Regulatory Services	01-07-2022	30-06-2023	In Progress	75	🔴🟠🟢 **GREEN**

Progress Comments: Council officers have been working with the community to ensure they have an understanding in the event of an emergency. These include such tools as Ready Get Go Bag Program session, Launch Bushfire Prepare Program online modules, Get Ready Get Techy Program session and three Community Information Engagements sessions.

Last Updated - 21/09/2022

Cardinia Shire Council   **Cardinia Initiative Performance Report**

Infrastructure and Environment

Community Infrastructure Delivery

Community Infrastructure Delivery Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
2.1.1.10 CPI - Advocate to the State and Federal Governments for increased investment for all transport modes, including road safety treatments	David Fice - Manager Community Infrastructure Delivery	01-07-2022	30-06-2023	In Progress	50	GREEN

Progress Comments: 16/12/2022 - A shire-wide advocacy pack was adopted by Council to promote investment within Cardinia. This includes advocacy for 'Better, Safer roads' and 'Better public transport', and includes a request for a bus network service review, investment in the Thompsons Rd upgrade project, as well as other major road safety upgrades including the M1 Princes Hwy project, Lang Lang truck bypass project, Racecourse Road Duplication and further Princes Hwy Intersection upgrades. Further advocacy work has been undertaken with Mayor Radford, and David Fice (Manager of Community Infrastructure Delivery) travelling to Canberra on Monday, November 28, 2022, to meet with The Hon. Catherine King, Chief of Staff, to discuss the progress of the Sealing the Hills Program. Councillor Jim Childs, the Mayor of Yarra Ranges, also attended this meeting. Council Officers have also advocated to DoT and submitted applications for a number of projects to be considered for Active Transport funding, with an expected decision on the funding to be made in early 2023.

Last Updated - 13/01/2023

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
2.1.2.2 CPI - Develop and upgrade shared pathways and walking tracks across the shire	Roland Rozario - Coordinator Community Infrastructure	01-07-2022	30-06-2023	In Progress	50	GREEN

Progress Comments: 16/12/2022 -The Eastern Dandenong Ranges Trail (EDRT) was successful for GSF Funding. A design has now been completed, with approvals being sourced through DoT and Puffing Billy Railway. Works are scheduled to commence in early 2023.

Last Updated - 13/01/2023

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
2.1.4.1 CPI - Advocate for increased public transport services, frequency and multi-modal connectivity within the shire and greater south east region	David Fice - Manager Community Infrastructure Delivery	01-07-2022	30-06-2023	In Progress	50	GREEN

Progress Comments: 16/12/2022 - A shire-wide advocacy pack was adopted by Council to promote investment within Cardinia. This includes advocacy for 'Better, Safer roads' and 'Better public transport', and includes a request for a bus network service review. Meetings have also been undertaken with state departments (DoT) to highlight the importance of supporting advocacy for transport in the south-eastern region, with advocacy work to continue in 2023.

Last Updated - 16/12/2022

Cardinia Shire Council

Cardinia Initiative Performance Report

Community Infrastructure Delivery Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
2.1.5.3 CPI - Plan and deliver infrastructure upgrades to our road network to meet the needs of the current and future population	David Fice - Manager Community Infrastructure Delivery	01-07-2022	30-06-2023	In Progress	50	GREEN

Progress Comments: 16/12/2022 - Under the umbrella of the Better Local Roads Program, all major road infrastructure is planned for and delivered through three major roads programs. These are the Sealing the Hills program, the Strategic Roads program, and the Princes Highway Intersection Upgrade program.
For the Sealing the Hills program, advocacy work is being undertaken with Council seeking clarification from the Australian Government about the future of funding status of the program.
Contracts were recently awarded for the Naughton Catchment, Caroline / Boronia Catchment, and First-Grenville Phase 1 package with a combined value of over $12M for works to commence in 2023.
For the Strategic Roads program, road construction has now been completed for LL & Armytage roads in Officer, and construction is nearing completion for McGregor Rd, Solider Rd and Hobsons Rd in Rythdale.
For the Princes Highway Intersection Upgrade Program, works continue on both the Princes Highway, Bayview Rd and Tivendale Rd intersections.

Last Updated - 16/12/2022

Environment and Heritage

Cardinia Shire Council　　　　　　　　　　　　　　　　　　　**Cardinia Initiative Performance Report**

Environment and Heritage Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.1.1.2 CPI - Implement initiatives in the Aspirational Energy Strategy	Desiree Lovell - Manager Environment & Heritage	01-07-2022	30-06-2023	In Progress	50	GREEN
Progress Comments: Progress towards implementation: 1. Completed installation of a 30kW solar energy system on the hills hub. Over the past 12 months the system has produced approximately 36,000 kWh of electricity, which equates to an energy cost saving of approximately $7000. 2. LED street lighting upgrades have commenced to replace mercury vapour globes with suitable LED alternatives. Last Updated - 12/12/2022						
3.1.3.3 CPI - Implement initiatives in the Biodiversity Conservation Strategy	Desiree Lovell - Manager Environment & Heritage	01-07-2022	30-06-2023	In Progress	50	GREEN
Progress Comments: Progress toward implementation 1. Delivered 6 presentations to the community on the Biolink Plan and Sounds of Forest community meditative project. 2. Delivered environmental community network event to 64 participants 3. Undertook planning for the delivery of the Biolink Plan in 2023/24 financial year 4. Secured funding for Peri Urban Weed Management Initiative, Peri Urban Deer Control and Helmeted Honey Eater Recover Plan 5. Coordinated staff tree planting with 32 officers planting 475 plants along Toomuc Creek biolink. 6. Initiated the Biodiversity Monitoring Project on private and public land including establishing monitoring sites, internal consultation and drafted project brief. The project is scheduled to commence in February. Last Updated - 12/12/2022						
3.1.4.2 CPI - Implement initiatives in the Integrated Water Management Plan	Desiree Lovell - Manager Environment & Heritage	01-07-2022	30-06-2023	In Progress	50	GREEN
Progress Comments: Progress towards implementation: Progressed discussions internally to ensure integrated water outcomes are considered as part of the Active Cardinia Strategy. Last Updated - 12/12/2022						

Cardinia Shire Council   **Cardinia Initiative Performance Report**

Environment and Heritage Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
4.1.5.2 CPI - Actively protect key heritage sites within the shire	Desiree Lovell - Manager Environment & Heritage	01-07-2022	30-06-2023	In Progress	50	GREEN

Progress Comments: Review of Council's annual Heritage Grant program continues to progress. Improvements will include a more streamlined application process and changes to required supporting information. The next round of the Heritage Grants program will be launched in April 2023.

Last Updated - 12/12/2022

Infrastructure Services

Infrastructure Services Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.1.2.1 CPI - Develop the next five-year action plan for the Waste and Resource Recovery Strategy.	Misty Johannsen - Manager Infrastructure Services	01-07-2021	02-07-2022	Completed	100	GREEN

Progress Comments: SLT endorsed and approved the new Action Plan in October 2022. A broader update on the Action Plan, future initiatives and Kerbside reform planning was presented at Councillor Briefing in November 2022.

Last Updated - 13/01/2023

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.1.2.3 CPI - Implement the five-year action plan for the Waste and Resource Recovery Strategy	Misty Johannsen - Manager Infrastructure Services	01-07-2022	30-06-2023	In Progress	55	GREEN

Progress Comments: SLT endorsed and approved the new Action plan in October. A broader update on the action plan, future initiatives and Kerbside reform planning was presented to Council Briefing in November. The action plan contains many initiatives carried over from the previous action plan, including education on correct recycling behaviours, food waste services, waste reduction rebates, addressing dumped rubbish, progressing alternatives to landfill, and waste processing services. These are independently reported on via the quarterly Environment Council initiative reports. Some highlights include the engagement of a Litter Prevention Officer commencing in November 2022. The advanced waste project is continuing to progress.

Last Updated - 13/01/2023

| **Cardinia Shire Council** | **Cardinia Initiative Performance Report** |

Major Projects

Major Projects Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
2.1.5.1 CPI - Design Pakenham town centre streetscape upgrades.	Narelle Bulleid - Program Manager Major Projects	01-07-2021	02-07-2022	In Progress	75	⬤⬤⬤ RED
Progress Comments: 16/12/2022 - Council funding grant to the State Government's Growing Suburbs Fund, to revitalise Main Street Pakenham, was successful and will assist Council to upgrade road infrastructure in Pakenham. Milestone dates are in the process of being amended since the appointment of the Project Coordinator this month. Works will commence 2023 after public consultation and this will be a crucial part of the project. Council has prepared a draft Public Realm Strategy for the Pakenham Activity Centre. Last Updated - 13/01/2023						
2.1.5.2 CPI - Commence Pakenham town centre streetscape upgrades	Narelle Bulleid - Program Manager Major Projects	01-07-2022	30-06-2023	Not Started	0	⬤⬤⬤ RED
Progress Comments: 16/12/2022 - Coordinator recently appointed and work plan is progressing with clearer dates for delivery to be completed in the first quarter of 2023. Last Updated - 13/01/2023						

Cardinia Shire Council
Cardinia Initiative Performance Report

Liveable Communities

Active and Connected Communities

Active and Connected Communities Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
2.1.1.7 CPI - Plan and deliver accessible and inclusive recreation and community facilities	Kristen Jackson - General Manager Liveable Communities	01-07-2022	30-06-2023	In Progress	50	GREEN

Progress Comments: Projects progressed this quarter include: Officer District Park - The tender process undertaken in 2022 was unsuccessful and has delayed the start of construction. A revised stage 1 tender will be released in 2023. Alma Treloar Masterplan implementation project - installation of park furniture including seating, picnic tables, shelter, BBQ's is now complete. The project for the the upgrade of the amphitheatre will be re tendered in 2023. Playground renewal program 22/23 - community engagement for all playground renewal projects is now complete. The final designs as chosen by the community are available on the Creating Cardinia website. Equestrian Strategy review - the trail and facilities data analysis is in progress and the Strategy content is currently being reviewed and updated. Gembrook Recreation Reserve football / cricket pavilion redevelopment has been completed. Toomuc Recreation Reserve northern, southern, baseball and athletics pavilions have been completed. Construction has commenced on the Nar Nar Goon oval resurfacing project, the Cockatoo tennis court project, and the Bunyip Reserve soccer pitch redevelopment. The Garfield netball pavilion project is out for public tender, closing in February. The Cardinia Life redevelopment scope and staging priorities have been endorsed by Council at the September Council meeting. A detailed business case for the project is being undertaken, expected to be completed 2023. A draft Crown Land policy has been presented to Council and crown land community committees of management for feedback. An audit and analysis of recreation assets has been undertaken, with review of the results underway.

Last Updated - 13/01/2023

2.1.2.1 CPI - Develop an Open Space Strategy and Recreation / Sports Plan for Cardinia.	Kristen Jackson - General Manager Liveable Communities	01-07-2021	30-06-2023	In Progress	70	GREEN

Progress Comments: The preparation of Cardinia Shire's Open Space Strategy is progressing with the draft Strategy scheduled for community engagement in March - April 2023. Similarly, the Active Cardinia Strategy is progressing with the draft Strategy scheduled for community engagement in February - March 2023.

Last Updated - 20/12/2022

Cardinia Shire Council

Cardinia Initiative Performance Report

Community and Family Services

Community and Family Services Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
1.1.4.2 CPI - Implement and monitor the Safer Communities Strategy	Mark Carter - Coordinator Community Safety & Inclusion	01-07-2022	30-06-2023	In Progress	75	GREEN

Progress Comments: The current Safer Communities Strategy has 36 actions aligned with the objectives from Cardinia Shire's Liveability Plan. This includes the following focus areas, increasing road pedestrian and cyclist safety, improving perceptions of safety, preparedness for climate hazard events and reducing crime and anti-social offending. Some key achievements during this quarter include hosting a Victorian Safer Communities Network workshop with esteemed international safety experts Shrikant Bangdiwala and Andres Villaveces. This workshop brought together 16 representatives of the Safer Communities Partnership Committee and Council to talk through safety issues facing Cardinia, how they can be tackled. This included evaluation methods for identified actions.

Last Updated - 09/01/2023

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
1.1.5.3 CPI - Develop the next phase of the Together We Can initiative, with an increased focus on gender equality and financial literacy	Mark Carter - Coordinator Community Safety & Inclusion	01-07-2022	30-06-2023	In Progress	50	GREEN

Progress Comments: This quarter Council recognised the International Day for the Elimination of Violence against Women, which comprises 16 days of activism, a campaign that calls for change, and reminds us all that preventing violence starts with changing the culture that allows it to happen.
In line with the Family Violence Action Agenda 250 community members marched through the main street of Pakenham to highlight the need to stop, prevent and end family violence and violence against women in Cardinia Shire. The march concluded at the Pakenham Hall where guest speakers and activities were on offer for participants along with a BBQ delivered by Pakenham Rotary. A new action plan to reduce family violence, an outcome in Cardinia Shire's Liveability Plan is being developed.

Last Updated - 19/12/2022

Future Communities

Cardinia Shire Council

Cardinia Initiative Performance Report

Future Communities Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
1.1.1.3 CPI - Implement the endorsed Liveability Plan Action Agenda 2021-25	Tracey Parker - Manager - Future Communities	01-07-2022	30-06-2023	In Progress	50	GREEN

Progress Comments: The Liveability Partnership Steering Group continues to meet on a regular basis. The internal cross-functional Backbone Team (governance team) has been established and will monitor completion of success measures over the next four years. Two Action Teams have been established, to progress outcomes including the Family Violence and Safety Teams, with a further three (Financial Wellbeing, Mental Health & Healthy Eating and Active Living) being established.

Last Updated - 09/01/2023

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
1.1.1.4 CPI - Continue to drive the Services for Success initiative to attract health and social services, including mental health services	Tracey Parker - Manager - Future Communities	01-07-2022	30-06-2023	In Progress	50	GREEN

Progress Comments: Council officers continue to meet with new services providers. New service introduced in the last quarter include "Mothers Legal Help" and "bestchance child therapy". Council officers are also negotiating the continued lease agreement for Monash Health operating out of Homegarth Child and Family center.

Last Updated - 22/09/2022

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
1.1.3.1 CPI - Advocate for funding to construct a multicultural centre in Cardinia Shire	Tracey Parker - Manager - Future Communities	01-07-2022	30-06-2023	In Progress	50	GREEN

Progress Comments: Council included advocacy for the Multicultural Hub in its Advocacy Campaign for the State Government election.

Last Updated - 19/12/2022

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
2.1.1.3 CPI - Develop a municipal-wide community infrastructure plan, and include relevant projects in the 10-year capital program	Tracey Parker - Manager - Future Communities	01-07-2022	30-06-2023	In Progress	50	GREEN

Progress Comments: Development of the Community Infrastructure Plan is progressing well and includes audits of existing community infrastructure building condition and functionality. Planning is underway for community engagement to occur in 2023.

Last Updated - 10/01/2023

Cardinia Shire Council　　　　　　　　　　　　　　　　　**Cardinia Initiative Performance Report**

Future Communities Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
2.1.3.1 CPI - Work with the Victorian Government and relevant stakeholders to encourage sustainable supply of social and affordable housing across the shire	Pieta Bucello - Coordinator Health and Social Planning	01-07-2022	30-06-2023	In Progress	50	GREEN
Progress Comments: Council is currently advocating to the Victorian Government for an increased supply of social and affordable housing and housing support services. Work is currently underway to explore opportunities for investment in Cardinia Shire through the Victorian Government's 'Big Housing Build'. A review of the Social and Affordable Housing Strategy's Action Plan 2018-25 is currently underway, to share what has been achieved since 2018 and identify any emerging actions to be considered over the next 3 years. Last Updated - 16/12/2022						
4.1.1.2 CPI - Implement the Cardinia Community Food Strategy and Action Plan	Tracey Parker - Manager - Future Communities	01-07-2022	30-06-2023	In Progress	50	GREEN
Progress Comments: This quarter Council submitted an EOI to join the VicHealth Local Government Partnership with a focus on the 'Building Better Food Systems' module. VicHealth will announce the successful EOI early in 2023. Council has also been listed as a finalist in the VicHealth Health Promotion Awards for research into local food insecurity undertaken in partnership with Monash University. After signing the Victorian Consensus Statement: towards a healthy, regenerative and equitable food system last quarter, Council continues to advocate for a state-wide food system strategy and provided a submission to the Federal inquiry into Food Security in Australia. Last Updated - 16/12/2022						

Cardinia Shire Council

Cardinia Initiative Performance Report

Planning and Design

Planning and Design Initiatives

Initiative	Responsible Officer	Start Date	End Date	Status	% Complete	Performance
3.1.3.2 CPI - Incorporate the Environmentally Sustainable Design Policy into the planning scheme	Luke Connell - Manager Planning and Design	01-07-2022	30-06-2023	In Progress	50	GREEN
Progress Comments: The Environmentally Sustainable Design (ESD) Policy is now a draft policy. Preparation of the Planning Scheme Amendment has progressed and the draft ESD policy has been developed. We're bench marking with other Councils and the Department of Environment, Land, Water and Planning to understand what process will be supported through the planning scheme amendment and to ensure we are following best practice. Last Updated - 19/12/2022						
4.1.1.1 CPI - Advocate for the development of green wedge management plans	Luke Connell - Manager Planning and Design	01-07-2022	30-06-2023	In Progress	50	GREEN
Progress Comments: The Strategic Planning team together with the four other Councils located within the Southern Green Wedge (Knox, Casey, Dandenong & Yarra Ranges) have set up a working group to advocate for the commencement of the Southern Ranges Green Wedge Management Plan. The Council has and will continue to advocate to State Government to fund the development of a Green Wedge Management Plan that covers all five Council areas. Last Updated - 13/01/2023						
4.1.3.1 CPI - Advocate for the growth of local education opportunities that improve skills and employment pathways	Luke Connell - Manager Planning and Design	01-07-2022	30-06-2023	In Progress	50	GREEN
Progress Comments: Through the development of the Precinct Structure Plans in Cardinia Shire Council, all of our new growth areas have educational facilities through primary schools, secondary schools, private schools, and council kindergartens. As development occurs Council's planning and community development teams work with the state government agencies to facilitate delivery of the educational facilities in a timely manner. Last Updated - 19/12/2022						