

2 COUNCIL PLAN, STRATEGIC RESOURCE PLAN AND COUNCIL PLAN ACTIONS - REVIEWED FOR 2016-17

FILE REFERENCE INT1612073

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RECOMMENDATION

That the following changes to the council plan are adopted and released for public comment:

- Update to the population forecasts
- Update to key challenges with the inclusion of "reducing the impact of family violence on our community"
- Update to the strategic resource plan (SRP) to align with budget papers and;
- Hear any persons that wish to speak in support of their submission made in accordance with Section 223 of the Local Government Act 1989 at a Special Meeting to be held in the Council Chamber on 11 April 2016; and
- The draft Council Plan actions that identify key initiatives to implement the plan are adopted and released to the public.

Attachments

- | | | |
|---|---|----------|
| 1 | Draft amended Council Plan (includes the strategic resource plan) | 11 Pages |
| 2 | Draft Council Plan actions | 25 Pages |

EXECUTIVE SUMMARY

To release the draft amended council plan and associated action plan for public comment.

BACKGROUND

Council Plan

Under the provisions of Section 125 of the Local Government Act Council is required to consider if adjustments are required to the Council Plan. This is part of the annual planning / budgetary cycle. Council has reviewed the existing council plan in conjunction with its annual review of activities, finances and future direction. This review resulted in the changes that are contained in the recommendation.

- Updates to the population forecasts
- Update to key challenges with the inclusion of " reducing the impact of family violence on our community"
- Update to the strategic resource plan to align with budget papers

The purpose of the SRP is to plan the resources required to achieve the Council's strategic objectives detailed in the Council Plan. Council agreed to include this in the plan as an appendix, mirroring the information contained in the budget document.

Council plan actions

Council reviewed the key actions to deliver the Council Plan over the 2016-17 to 2019-20 timeframe as part of the annual planning / budgeting cycle. This review resulted in the attached Council Plan actions being for adoption in Draft form, for public circulation.

POLICY IMPLICATIONS

There are no impacts on existing policy by these changes.

RELEVANCE TO COUNCIL PLAN

This report contains recommended changes to the existing Council Plan.

CONSULTATION/COMMUNICATION

Council considers a variety of information when reviewing the Council Plan and associated actions. These include the views of residents, council management and officers and existing strategy plans. Feedback on key issues was sought via the Big Budget Brainstorm sessions. It is also sought during the public exhibition period.

FINANCIAL AND RESOURCE IMPLICATIONS

There are no direct financial impacts of these amendments as changes are to wording rather than the direction of council.

The Council Plan actions are consistent with the draft budget.

CONCLUSION

That council adopt the recommended changes to the council plan and associated Council Plan actions for release for public comment with the budget and strategic resource plan and consider any public submissions.



Cardinia Shire Council

Creating the future

Council Plan

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Message from your council

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

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



Developing Cardinia Shire

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

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

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

Protecting and enhancing our environment

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

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

Connecting our communities

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

Securing our economy

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

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

Leading the way through our governance

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

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

An exciting future

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

Our vision

Cardinia Shire will be developed in a planned manner to enable present and future generations to live and work in our Shire, enjoying its diverse and distinctive characteristics.

Our commitment

Council will provide leadership, including community engagement with stakeholders, to ensure the long-term sustainability of our communities and townships. We will be mindful of the social, environmental and economic impacts of our decisions and ensure future generations benefit from our decisions. We will practise good governance and meet recognised standards of excellence. Council will work diligently to achieve excellence in every aspect of our activities.

Key challenges

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

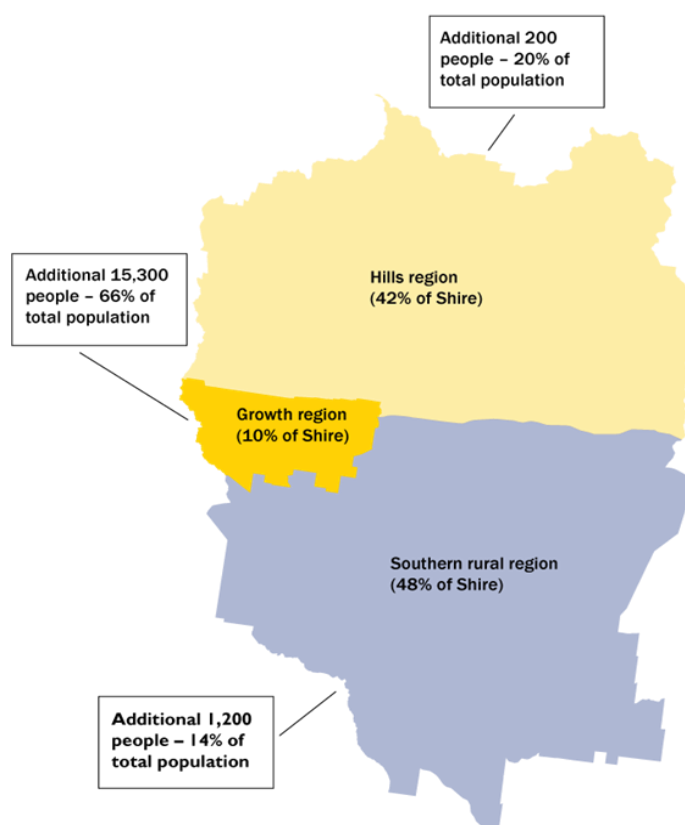
- managing population growth
- managing the natural and built environment, including climate change
- developing a prosperous local economy and creating employment
- reducing the impact of family violence on our community
- long-term financial sustainability
- supporting and increasing agricultural productivity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

Managing population growth

Cardinia Shire is experiencing significant population growth. Our population is predicted to increase by 18 per cent (17,300 people) to 111,600 people by 2020. Our population is located in three distinct areas: the hills, the growth area and southern rural sub-regions.

Over this time the population in our three sub-regions will change at differing rates. Our growth area forms part of the Casey–Cardinia growth corridor which is one of five metropolitan growth areas. By 2020, Cardinia Shire's growth area specifically will increase by about 15,300 people (an increase of 26%) and represent 66 per cent of our population. In the same period, the hills region will increase by about 200 people (1%) and represent 20 per cent of our people. The southern rural region will increase by about 1,200 people (9%) to around 14 per cent of the total population. Council's major challenge is to balance the need for services, facilities and other infrastructure for the growth area with the needs of our existing rural communities.

Population growth 2016–20



Managing the natural and built environment, including climate change

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

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

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

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

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

Developing a prosperous local economy and creating employment

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

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

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

Reducing the impact of family violence on our community

Our community experiences one of the highest reported incidents of family violence in Victoria. In 2014-15, local police attended approximately 25 incidents a week. This unacceptable behaviour impacts on our residents including their children's development and it has economic consequences.

Addressing family violence requires a whole of community approach in both prevention and directly supporting those residents impacted. Council will focus its activities on preventing family violence in Cardinia Shire. We will achieve this by working in partnership with our community and other organisations to challenge current attitudes and behaviours; reduce gender inequity; strengthen social inclusion and build both respect and support for each other. This approach has been shown to reduce the occurrence of family violence.

Long-term financial sustainability

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

Supporting and increasing agricultural productivity

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

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

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

Timely delivery of infrastructure, transport options and services

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

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

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

Encouraging residents to improve their health and wellbeing

Locally and nationally, we are experiencing increasing negative trends in the overall health of the population. Reversing these trends will provide positive benefits for individuals and families. As a society, we will also experience the financial benefits through increased productivity and reduced demand on health and associated services. Council plays an important role through partnerships with other levels of government and direct service providers in raising awareness, changing behaviours and providing a variety of recreational and healthy lifestyle opportunities for our residents.

Encouraging community engagement in Council's decision making

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

Delivering the plan

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

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

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

Measuring our success

We will measure our progress in achieving our plan by:

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

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

Key success indicators

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

1 Our people

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

What we want to achieve and how we will achieve it

1.1 Access to a variety of services for all

- 1.1.1 Continually review services to ensure those provided by Council meet community needs.
- 1.1.2 Routinely review overall community needs for services and either deliver or advocate for others to provide services to meet those needs.
- 1.1.3 Deliver positive ageing initiatives that support older adults to live longer in their own homes.

1.2 Access to support services and programs for young people

- 1.2.1 Ensure Council either provides or advocates for others to provide employment, recreation and leisure opportunities for young people.
- 1.2.2 Advocate for increased locally based health services to support our young people.
- 1.2.3 Investigate opportunities for allied services to be co-located with Council facilities.

1.3 Learning opportunities for all ages and abilities

- 1.3.1 Advocate to the Victorian Government for the development of new and upgraded primary and secondary schools.
- 1.3.2 Advocate to Australian and Victorian governments for post-compulsory and vocational training that meets the needs of local employers and residents.
- 1.3.3 Support the provision of learning opportunities for all ages and abilities.

1.4 Improved health and wellbeing for all

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

1.5 Variety of recreation and leisure opportunities

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

1.6 Increased awareness of safety

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

1.7 Minimised impact of emergencies

- 1.7.1 Implement plans that support people in times of emergency.
- 1.7.2 Implement effective plans and procedures that minimise the impact of all emergencies in the Shire.
- 1.7.3 Protect against the risks of bushfires and flood through effective preparation.

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

- Access and Inclusion Policy and Action Plan
- Cardinia Growth Corridor Sports Strategy
- Community Engagement Policy
- Cultural Diversity Policy
- Domestic Animal Management Plan

- Equestrian Strategy (Stage 1)
- Municipal Early Years Plan
- Municipal Emergency Management Plan
- Municipal Public Health and Wellbeing Plan
- Positive Ageing Strategy and Action Plan
- Public Art Policy
- Recreation Reserve Facility Standards Policy
- Recreation Reserve Management and Usage Policy
- Regional Soccer Strategy
- Youth Strategy

Visit the [Council strategies and policies web page](#) to view these documents.

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

- Aquatic and recreation facilities
- Children's services
- Community recreation
- Community resilience, risk and emergency management
- Compliance services
- Emerald Lake Park – business management
- Health
- Health promotion
- Infectious diseases control
- Libraries
- Maternal and Child Health
- Outside school hours care
- Recreation planning
- Youth services

2 Our community

We will foster a strong sense of connection between Cardinia Shire's diverse communities.

What we want to achieve and how we will achieve it

2.1 Our diverse community requirements met

- 2.1.1 Monitor and research changes to our community make up to help plan for the needs our residents.
- 2.1.2 Promote access to a mix of housing types to cater for the varying needs of our people.
- 2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities.
- 2.1.4 Plan for the provision of facilities to service and support our changing communities.
- 2.1.5 Work with local communities to review and implement township strategies that contribute to meeting the needs of those communities.

2.2 Engaged communities

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

2.3 Increased levels of community participation

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

2.4 Improved health and wellbeing of our residents

- 2.4.1 Increase the communities understanding of health issues and options to help them make appropriate decisions.
- 2.4.2 Integrate healthy lifestyle programs into Council's role in strengthening communities.
- 2.4.3 Support the provision of services by Council or others for people of all abilities.
- 2.4.4 Help establish partnerships and social infrastructure opportunities that improve health and wellbeing outcomes for residents.

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

- Arts and Culture Policy and Action Plan
- Cardinia Shire Council Graffiti Policy and Action Plan
- Community Engagement Policy
- Municipal Emergency Management Plan
- Municipal Public Health and Wellbeing Plan

Visit the [Council strategies and policies web page](#) to view these documents.

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

- Cardinia Culture Centre
- Communications
- Community facilities
- Community services management
- Community strengthening management and programs
- Cultural development
- Events
- Grants and subsidies.

3 Our environment

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

What we want to achieve and how we will achieve it

3.1 Provision and maintenance of assets on a life-cycle basis

- 3.1.1 Maintain all Council roads and supporting infrastructure in accordance with the *Road Management Act 2004*.
- 3.1.2 Develop new and maintain existing parks, gardens and reserves in a sustainable way.
- 3.1.3 Provide accessible facilities to meet identified community needs.
- 3.1.4 Manage Council's assets like roads, drainage, footpaths and buildings, etc. in a way that ensures they are adequately maintained over their life.

3.2 Transport linkages connecting towns

- 3.2.1 Upgrade Council roads to improve safety while considering the traffic demand of the community.
- 3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.
- 3.2.3 Develop transport networks that incorporate effective public transport.
- 3.2.4 Prioritise multi-use pathways, where practicable, to create networks that connect destinations.
- 3.2.5 Advocate for and facilitate improved public transport options and major arterial roads to help link employment, educational, recreational and retail activities between the Shire's rural and growth areas.

3.3 Enhanced natural environment

- 3.3.1 Adapt to the impacts of climate change by working in partnership with the South East Councils Climate Change Alliance and both Australian and Victorian governments.
- 3.3.2 Review existing and set new greenhouse gas emissions targets as part of Council's greenhouse gas reduction strategy.
- 3.3.3 Reduce Council's energy consumption and help the community to do likewise.
- 3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill.
- 3.3.5 Manage water in an integrated way, including the reduction of potable water consumption by Council and households.
- 3.3.6 Promote water catchment management practices that improve the quality of our waterways.
- 3.3.7 Protect and improve biodiversity by increasing the area of natural ecosystems across the Shire.
- 3.3.8 Preserve and improve our bushland and natural environment by implementing weed management programs and continuing work on high conservation bushland reserves and roadsides.

3.4 Natural and built environments supporting the improved health and wellbeing of our communities

- 3.4.1 Plan and develop built environments that support improved health and wellbeing of our communities.
- 3.4.2 Raise awareness of our environment's impact on people's health and wellbeing.

3.5 Balanced needs of development, the community and the environment

- 3.5.1 Review the Municipal Strategic Statement and the Cardinia Planning Scheme regularly to ensure it continues to meet Council objectives.
- 3.5.2 Plan for the development of the urban growth area with a mix of residential, commercial, employment, recreational and community activities to meet the needs of our growing community in a sustainable way.

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

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

- Asset Management Policy
- Asset Management Strategy
- Beaconsfield Structure Plan
- Buildings and Facilities Maintenance Policy
- Bunyip Township Strategy
- Cardinia Planning Scheme (including, Municipal Strategic Statement)
- Cardinia Road Employment Precinct Structure Plan and Development Contribution Plan
- Cardinia Road Employment Precinct Urban Design Framework
- Cardinia Road Precinct Structure Plan and Development Contribution Plan
- Community Engagement Policy
- Cockatoo Township Strategy
- Emerald District Strategy
- Garfield Township Strategy
- Gembrook Township Strategy
- Graffiti Policy and Action Plan
- Koo Wee Rup Township Strategy
- Lang Lang Township Strategy
- Litter Strategy
- Municipal Public Health and Wellbeing Plan
- Officer Precinct Structure Plan/Development Contribution Plan
- Officer Town Centre Urban Design Framework
- Pakenham Structure Plan
- Pest Plant Management Strategy
- Road Management Plan
- Road Safety Strategy
- Special Charge Scheme Policy
- Sustainable Environment Strategy
- Upper Beaconsfield Township Strategy
- Waste Management Strategy
- Westernport Green Wedge Management Plan

Visit the [Council strategies and policies web page](#) to view these documents.

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

- Asset management
- Bridges
- Building management
- Cleansing
- Development
- Development services and Development Contribution Plans
- Domestic waste water
- Drainage maintenance
- Emerald Lake Park (operations)
- Emergency management
- Engineering services
- Environment maintenance and programs

- Environment management
- Footpaths and street furniture
- General garbage
- Green waste and waste management
- Landscape development
- Operations management
- Parks and gardens operations
- Planning and policy projects
- Sealed roads and bridges
- Strategic planning
- Unsealed roads
- Weed management

4 Our economy

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

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

4.1 Increased business diversity in Cardinia Shire

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

4.2 Maintained strong agricultural activities

- 4.2.1 Support our farmers and growing agricultural industry in adapting to the changing economy and climate.
- 4.2.2 Identify innovative ways to value-add to the region's primary production and transportation.
- 4.2.3 Advocate for the development of roads and infrastructure required for primary production.

4.3 Diverse and resilient business community

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

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

- 4.4.1 Support local workplaces and businesses to improve their employees' health and wellbeing.
- 4.4.2 Support tourism and local businesses that deliver health and wellbeing initiatives.

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

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

Visit the [Council strategies and policies web page](#) to view these documents.

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

- Economic development
- Sustainable communities management

5 Our governance

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

What we want to achieve and how we will achieve it

5.1 An engaged community

- 5.1.1 Develop a policy which details how Council will inform and engage consistently with the community on important matters.
- 5.1.2 Enhance the community's confidence in Council's community engagement.

5.2 Open governance

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

5.3 Long-term financial sustainability

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

5.4 Appropriate funding and support from all levels of government

- 5.4.1 Advocate on behalf of the community to ensure it receives a fair share of funding and support from the Australian and Victorian governments for infrastructure, facilities and services.
- 5.4.2 Work with both interface and regional Councils to strengthen advocacy campaigns to Australian and Victorian governments aimed at increasing awareness and support for joint issues.

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

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

Visit the [Council strategies and policies web page](#) to view these documents.

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

- Corporate management
- Finance management and corporate financials
- Fleet and workshop
- Governance
- Information services
- Mayor and Councillors
- Organisation development
- Performance and innovation
- Purchasing
- Rates and property services
- Risk, health and safety.

Strategic resource plan

Comprehensive Income Statement

For the four years ending 30 June 2020

	Budget	Budget	Strategic Resource Plan		
	2015-16	2016-17	Projections		
	\$'000	\$'000	2017-18	2018-19	2019-20
			\$'000	\$'000	\$'000
Income					
Rates and charges	72,153	77,468	80,351	83,101	85,920
Statutory fees and fines	2,906	3,006	3,063	3,157	3,236
User fees	2,275	2,322	1,774	1,904	1,957
Grants - Operating	11,401	11,494	11,546	11,600	11,654
Grants - Capital	3,943	2,072	4,174	3,569	2,369
Contributions - monetary	337	118	0	0	0
Capital contributions - monetary	825	5,238	6,150	1,264	2,000
Development levies - monetary	385	842	859	877	895
Contributions - non-monetary	1,100	1,128	0	0	0
Interest income	733	752	508	396	309
Net gain/(Loss) on disposal of property, infrastructure, plant & equipment	0	0	0	0	0
Other income	2,201	2,629	1,078	962	1,126
Total Income	98,260	107,067	109,503	106,830	109,466
Expenses					
Employee costs	29,942	31,855	32,770	34,316	35,517
Materials and services	37,461	40,115	40,412	41,500	42,601
Bad & doubtful debts	168	172	176	180	185
Depreciation and amortisation	16,996	19,070	19,847	20,085	20,306
Borrowing costs	4,183	4,054	3,658	3,486	3,311
Other expenses	2,237	2,479	2,224	2,269	2,316
Total Expenses	90,986	97,744	99,086	101,837	104,235
Surplus/(deficit) for the year	7,274	9,322	10,417	4,993	5,231
less Capital income & other abnormals	(6,253)	(9,279)	(11,183)	(5,710)	(5,264)
Adjusted underlying result	1,021	43	(766)	(717)	(33)

Balance Sheet

For the four years ending 30 June 2020

	Budget 2015-16 \$'000	Budget 2016-17 \$'000	Strategic Resource Plan Projections		
			2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
Current assets	0				
Cash and cash equivalents	37,171	32,267	28,112	17,571	10,379
Trade and other receivables	11,757	13,901	12,629	12,989	13,500
Inventories	33	16	16	16	16
Non-current assets classified as held for sale	11,698	8,726	8,726	8,726	8,726
Other assets	816	560	560	560	560
Total current assets	61,475	55,470	50,043	39,862	33,181
Non-current assets					
Trade and other receivables	0	761	761	761	761
Investments in associates and joint ventures	883	1,432	1,432	1,432	1,432
Property, infrastructure, plant and equipment	709,299	933,538	947,836	960,946	970,398
Intangible assets	0	382	382	382	382
Total non-current assets	710,182	936,113	950,411	963,521	972,973
Total assets	771,657	991,583	1,000,454	1,003,383	1,006,153
Current liabilities					
Trade and other payables	12,340	16,078	16,594	16,633	16,120
Trust funds and deposits	3,916	5,405	5,405	5,405	5,405
Provisions	4,888	6,408	6,840	7,302	7,795
Interest Bearing Loans and Borrowings	5,579	5,579	5,853	5,534	5,629
Total current liabilities	26,723	33,469	34,692	34,874	34,950
Non-current liabilities					
Provisions	1,048	1,781	1,859	1,940	2,026
Interest Bearing Loans and Borrowings	58,531	49,680	46,834	44,507	41,885
Total non-current liabilities	59,579	51,461	48,693	46,448	43,911
Total liabilities	86,303	84,930	83,385	81,321	78,860
Net assets	685,354	906,652	917,069	922,062	927,293
Equity					
Accumulated Surplus	483,870	598,547	611,532	621,205	627,235
Reserves	201,484	308,106	305,538	300,857	300,058
Total equity	685,354	906,652	917,069	922,062	927,293

Statement of Changes in Equity

For the four years ending 30 June 2020

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017				
Balance at beginning of the financial year	897,330	588,308	286,197	22,826
Surplus/(deficit) for the year	9,322	9,322	0	0
Transfer to reserves	0	(842)	0	842
Transfer from reserves	0	1,759	0	(1,759)
Balance at end of the financial year	906,652	598,547	286,197	21,909
2018				
Balance at beginning of the financial year	906,652	598,547	286,197	21,909
Surplus/(deficit) for the year	10,417	10,417	0	0
Transfer to reserves	0	(859)	0	859
Transfer from reserves	0	3,427	0	(3,427)
Balance at end of the financial year	917,069	611,532	286,197	19,341
2019				
Balance at beginning of the financial year	917,069	611,532	286,197	19,341
Surplus/(deficit) for the year	4,993	4,993	0	0
Transfer to reserves	0	(877)	0	877
Transfer from reserves	0	5,558	0	(5,558)
Balance at end of the financial year	922,062	621,206	286,197	14,660
2020				
Balance at beginning of the financial year	922,062	621,206	286,197	14,660
Surplus/(deficit) for the year	5,231	5,231	0	0
Transfer to reserves	0	(895)	0	895
Transfer from reserves	0	1,694	0	(1,694)
Balance at end of the financial year	927,293	627,236	286,197	13,861

Statement of Cash Flows

For the four years ending 30 June 2020

	Budget 2015-16 \$'000 Inflows (Outflows)	Budget 2016-17 \$'000 Inflows (Outflows)	Strategic Resource Plan Projections		
			2017-18 \$'000 Inflows (Outflows)	2018-19 \$'000 Inflows (Outflows)	2019-20 \$'000 Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	70,540	76,932	80,060	82,824	85,636
Statutory Fees and fines	2,906	3,006	3,063	3,157	3,236
User Fees	4,791	1,882	3,337	1,821	1,730
Grants - operating	11,401	11,494	11,546	11,600	11,654
Grants - capital	3,943	2,072	4,174	3,569	2,369
Contributions - monetary	337	118	0	0	0
Capital contributions - monetary	385	5,238	6,150	1,264	2,000
Development levies - monetary	825	842	859	877	895
Interest received	733	752	508	396	309
Other receipts	2,201	2,629	1,078	962	1,126
Employee costs	(29,566)	(31,370)	(32,259)	(33,773)	(34,939)
Materials and services	(39,515)	(41,597)	(42,296)	(43,911)	(45,614)
Net cash provided by operating activities	28,981	31,997	36,220	28,786	28,403
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(30,120)	(33,190)	(35,245)	(34,335)	(30,898)
Proceeds from sale of property, infrastructure, plant and equipment	2,481	2,200	1,100	1,140	1,140
Net cash used in investing activities	(27,639)	(30,990)	(34,145)	(33,195)	(29,758)
Cash flows from financing activities					
Finance costs	(4,183)	(4,054)	(3,658)	(3,486)	(3,311)
Proceeds from Borrowings	4,250	3,250	3,000	3,200	3,000
Repayment of Interest Bearing Loans & Borrowings	(5,135)	(5,107)	(5,572)	(5,846)	(5,527)
Net cash provided by (used in) financing activities	(5,068)	(5,911)	(6,230)	(6,132)	(5,837)
Net change in cash & cash equivalents	(3,726)	(4,904)	(4,155)	(10,541)	(7,193)
Cash & cash equivalents at beginning of year	40,897	37,171	32,267	28,112	17,571
Cash & cash equivalents at end of year	37,171	32,267	28,112	17,571	10,379

Statement of Capital Works

For the four years ending 30 June 2020

	Budget	Budget	Strategic Resource Plan		
	2015-16	2016-17	Projections		
	\$'000	\$'000	2017-18	2018-19	2019-20
			\$'000	\$'000	\$'000
New works					
Property					
Land	4,202	1,200	1,500	1,300	1,500
Buildings	920	1,153	1,363	1,278	2,471
Total Property	5,122	2,353	2,863	2,578	3,971
Plant and equipment					
Plant, machinery and equipment	2,071	2,350	2,270	2,410	2,410
Computers and telecommunications	400	400	410	460	460
Total Plant and equipment	2,471	2,750	2,680	2,870	2,870
Infrastructure					
Roads	5,542	8,210	10,923	7,056	8,023
Bridges	600	600	700	800	500
Footpaths and cycleways	1,268	1,512	2,161	2,552	1,401
Drainage	300	380	400	420	450
Recreation, leisure and community facilities	13,243	17,326	13,550	12,912	10,750
Parks, open space and streetscapes	995	3,030	1,391	4,512	2,214
Off street car parks	200	152	157	165	140
Other infrastructure	380	480	420	470	580
Total Infrastructure	22,528	31,690	29,702	28,887	24,058
Total new works	30,121	36,793	35,245	34,335	30,899
Represented by:					
New asset expenditure	16,235	17,266	15,109	14,455	11,695
Asset renewal expenditure	10,951	11,267	10,887	11,680	10,454
Asset upgrade expenditure	2,935	8,260	9,249	8,201	8,750
Total capital works	30,121	36,793	35,245	34,335	30,899

Statement of Human Resources

For the four years ending 30 June 2020

	Budget	Budget	Strategic Resource Plan		
	2015-16	2016-17	Projections		
	\$'000	\$'000	2017-18	2018-19	2019-20
			\$'000	\$'000	\$'000
Staff expenditure					
Salaries and Oncosts - operating	29,096	30,939	31,822	33,336	34,502
Total staff expenditure	29,096	30,939	31,822	33,336	34,502
Staff numbers	EFT	EFT	EFT	EFT	EFT
Employees	311.7	315.0	317.5	320.5	323.0
Total staff numbers	311.7	315.0	317.5	320.5	323.0

2016-20 Council Plan Actions DRAFT

Ref No	Key priority Area	Outcome	Activity	Actions 2016-17	Actions 2017-18	Actions 2018-19	Actions 2019-20
1	DRAFT	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs	Review Child and Family Plan and Youth Strategy in-line with the review of Municipal Public Health and Wellbeing Plan and ensure that a range of community service providers, community members, children and young people are able to shape the priority setting and that up-to-date research helps inform the local planning	Develop integrated Child, Youth and Family Strategy 2017-21 which is aligned to Municipal Public Health and Wellbeing Plan with a focus on a) vulnerable children, young people and families have timely access to appropriate services; b) children and young people are able to realise their potential through a range of development opportunities; c) children and young people's health needs are identified early (physical and emotional) to help prevent long term problems; and d) parents are supported to build their parenting skills and confidence	Implementation of year one key actions of the Child, Youth and Family Strategy with a focus on strengthening preventative health and wellbeing outcomes for children and young people and the use of Council facilities and partnerships working to attract services; in particular that there are key actions that align services to the new Pakenham Health Hub	Review Child, Youth and Family plan and ensure it is aligned to the review of Municipal Public Health and Wellbeing Plan and ensure that a range of community service providers, community members, children and young people are able to shape the development of priority setting and that up-to-date research helps inform the local planning - with a focus on the evidence being seen from the Pakenham Health Hub
2				Evaluate Henry Family Children's Centre (Pakenham) in conjunction with Monash Health and in particular the success of the paediatrician and GP model developed in 2015-16 as a model to be adopted within the Pakenham Health Hub	Establish the new Kindergarten provider into Arena Child and Family Centre (Officer) and measure the uptake of the 'wrap around model' of support for working parents	Assess the needs of fathers within children's services and work with them to develop strategies to ensure fathers have access to universal services and feel confident to access them	Work with local agencies to develop workforce development opportunities and good practice for universal services in meeting the needs of refugee/asylum seeker/CALD communities
3				Arena Child and Family Centre (Officer) – complete construction, fit-out and open January 2017			
4					Timbertop Childrens Centre (Officer) design facility and commence construction	Timbertop Childrens Centre (Officer) complete construction	
5				Comely Banks Integrated Childrens Facility (Officer)– design facility and tender construction	Comely Banks Integrated Childrens Facility (Officer)– commence construction of facility	Comely Banks Integrated Childrens Facility (Officer)– complete construction, fit-out and open January 2019	
6				In line with the World Health Organisation Guidelines, work in partnership with older people on an annual basis to develop and implement key actions from the Age Friendly Strategy 2015-2019 for the coming year. The focus for 16-17 will be a place-based project in Lang Lang	In line with the World Health Organisation Guidelines, work in partnership with older people on an annual basis to develop and implement key actions from the Age Friendly Strategy 2015-2019 for the coming year	In line with the World Health Organisation Guidelines, work in partnership with older people on an annual basis to develop and implement key actions from the Age Friendly Strategy 2015-2019 for the coming year	Develop, adopt and launch the Age Friendly Strategy 2020-24 by working with older adults to establish priorities in line with World Health Organisation guidelines in working towards an Age Friendly Community
7		1.2 Access to support service and programs for young people	1.2.2 Advocate for increased locally based health services to support our young people	Undertake playground upgrades at Garfield Recreation Reserve, Rotary Park (Garfield)	Undertake Playground upgrades at Officer Recreation Reserve, Maryknoll Recreation Reserve, Keith Ewenson Park (Upper Beaconsfield)	Undertake Playground upgrades at Holmgarth Reserve half court (Pakenham), Lilypond House Community Centre half court (Pakenham), Barker Road Reserve (Garfield), Mount Cannibal Reserve (Garfield North)	Undertake playground upgrades at – Cardinia Recreation Reserve (Cardinia), Kath Roberts Reserve (Beaconsfield), Kath Roberts Reserve half court (Beaconsfield)
8				Work with the Youth Strategic Reference Group to identify priorities to be reflected in Child, Youth and Family Plan and ensure there is a focus on vulnerable young people and families	Advocate for and facilitate provision of a range of education and development opportunities for young people based on youth and community need	Identify service gaps and then use the 'Services for success' advocacy model to close gaps	Assess the education and development needs of young people in particular through the work of the SELLEN (South East Local Learning and Employment Network) and how it is meeting the needs of young people and their engagement in training and employment opportunities within the Shire

2016-20 Council Plan Actions DRAFT

Ref No	Key priority Area	Outcome	Activity	Actions 2016-17	Actions 2017-18	Actions 2018-19	Actions 2019-20
9	DRAFT		1.2.3 Investigate opportunities for allied services to be co-located with Council facilities	Advocate for the physical, mental and emotional health needs of young people to be considered across government, peak bodies and local agencies and align with the development of Pakenham Health Hub	Measure and report on effectiveness of current integrated service provision for young people in the Shire	Undertake a local review of youth health needs through the Youth Strategic Reference Group and Youth Network to inform future planning	Measure and report on effectiveness of current integrated service provision for young people in the Shire
10		1.3 Learning opportunities for all ages and abilities	1.3.1 Advocate to the Victorian Government for the development of new and upgraded primary and secondary schools	Identify need for new schools annually and advocate to the Victorian Government and local MPs for the allocation of funding in the state budget	Identify need for new schools annually and advocate to the Victorian government and local MPs for the allocation of funding in the state budget	Identify need for new schools annually and advocate to the Victorian government and local MPs for the allocation of funding in the state budget	Identify need for new schools annually and advocate to the Victorian government and local MPs for the allocation of funding in the state budget
11			1.3.2 Advocate to Australian and Victorian governments for post-compulsory and vocational training that meets the needs of local employers and residents	Identify opportunities for increasing post-compulsory and vocational training provision within Cardinia Shire	Work with tertiary training providers and registered training organisations to maximise opportunities for further education across the Shire	Work with tertiary training providers and registered training organisations to maximise opportunities for further education across the Shire	Work with tertiary training providers and registered training organisations to maximise opportunities for further education across the Shire
12			1.3.3 Support the provision of learning opportunities for all ages and abilities	Support neighbourhood houses and U3As to deliver a range of training opportunities at a local level through annual funding and advice on community needs and identified gaps	Support neighbourhood houses and U3As to deliver a range of training opportunities at a local level through annual funding and advice on community needs and identified gaps	Support neighbourhood houses and U3As to deliver a range of training opportunities at a local level through annual funding and advice on community needs and identified gaps	Support neighbourhood houses and U3As to deliver a range of training opportunities at a local level through annual funding and advice on community needs and identified gaps
13		1.4 Improved health and wellbeing for all	1.4.1 Source funding and deliver a range of initiatives that promote healthy living	Deliver a range of healthy living initiatives in the shire with a focus on priorities set in Municipal Health and Wellbeing Plan	Deliver a range of healthy living initiatives in the shire with a focus on priorities set in Municipal Health and Wellbeing Plan	Deliver a range of healthy living initiatives in the shire with a focus on priorities set in Municipal Health and Wellbeing Plan	Deliver a range of healthy living initiatives in the shire with a focus on priorities set in Municipal Health and Wellbeing Plan
14			1.4.2 Routinely review the existing and develop a new Municipal Public Health and Wellbeing Plan	Develop the annual action plan by November 2016 and commence development of the 2017-21 Municipal Public Health and Wellbeing Plan. Ensure that the new priorities align with the Victorian Health and Wellbeing plan but also reflect local needs and priorities	Adopt and launch the Municipal Public Health and Wellbeing Plan 2017-21 by December 2017	Implement the bi-annual action plan by November 2018 and complete an annual review of the Municipal Public Health and Wellbeing Plan by February 2019	Develop the bi-annual action plan by November 2019 and complete an annual review of the Municipal Public Health and Wellbeing Plan by February 2020
15			1.4.3 Routinely review community health and wellbeing issues	Undertake social health research with communities in the growth and rural areas of the Shire	Disseminate the findings of the established areas social health research within Council and the local community to inform service provision and community planning	Undertake bi-annual social health research of the Growth Area to continue to monitor emerging trends, demographic information and resident aspirations to inform Council and community planning	Disseminate bi-annual social health research of the established areas to continue to monitor emerging trends, demographic information and resident aspirations to inform Council and community planning
16			1.4.4 Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities	Identify the outcomes for vulnerable and 'at risk' children being achieved through the work of the Area Partnership and ensure that children and young people in vulnerable situations are kept safe and that council's sport/recreation/youth activities are welcoming and supportive of their needs giving them a sense of connection to their community	Utilise the learning from Better Connections Better Outcomes and the Linking and Learning projects to improve the learning and development outcomes of children 0-12 years and ensure that any additional needs are identified and addressed early through improved assessment and referrals tools developed across kindergartens, schools and service providers	Assess the outcomes for children being achieved through the Best Start program's two outcome indicators: a) increased numbers of vulnerable children into Maternal and Child Health service and b) increased numbers of vulnerable children into kindergarten and ensure that council services respond to the learnings in order to strengthen the universal systems	Ensure that the needs of children and young people with additional needs are clearly represented within the review of the Child, Youth and Family Plan and work in partnership with others to ensure that local service delivery is inclusive of their needs - in particular children and young people from CALD communities and those with a disability
17				New tender in place for the management of the Officer Secondary College Indoor Stadium from 1 July 2016			
18				Comely Banks Reserve (Officer) – develop reserve master plan and work with the developer to complete detailed design			Comely Banks Reserve (Officer) – commence construction of access road, services, drainage and playing fields

2016-20 Council Plan Actions DRAFT

Ref No	Key priority Area	Outcome	Activity	Actions 2016-17	Actions 2017-18	Actions 2018-19	Actions 2019-20
19	1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.1 Provide active and passive recreation facilities to meet the needs of our residents	Pepi's Land (Emerald) Master Plan – develop boardwalks, pathways and bird hides around dam	Pepi's Land (Emerald) Master Plan – commence construction of path linkage to Hamilton Road and revegetation planting along watercourse	Pepi's Land (Emerald) Master Plan – complete construction of path to Hamilton and revegetation planting	
20				Henry Road (Pakenham) Stage 2 Regional Soccer Facility – commence construction of pavilion and synthetic playing surfaces as identified in master plan	Henry Road (Pakenham) Stage 2 Regional Soccer Facility – complete pavilion construction		
21				Deep Creek Reserve (Pakenham) - Finalise detailed design of Eco Centre/Golf Club House along with all abilities play space for funding applications	Deep Creek Reserve (Pakenham) - Master Plan – undertake earth works, service installation and commence building construction	Deep Creek Reserve (Pakenham) - Complete Eco Centre/Golf Club House construction along with all abilities play space	Deep Creek Reserve (Pakenham) - Master Plan – Construct retarding basin, wetlands, pathways and landscaping
22					PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park	PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park	PB Ronald Reserve (Pakenham) – Relocation of fire brigade running track
23				Lang Lang sporting facility – Construct access road, preliminary earth works and services to the site. Commence construction of playing fields	Lang Lang sporting facility – Complete construction of playing fields and design pavilion	Lang Lang sporting facility – commence construction of the pavilion	Lang Lang sporting facility – completion of pavilion and sportsfields
24				Heatherbrae Recreation Reserve (Officer) – complete project by finalising the construction of the pavilion			
25				Complete construction of the civil works and pavilion for the Pepi's Land (Emerald) netball facility			
26				Refurbish the Chandler Reserve pavilion (Avonsleigh) in accordance with Council's facility standards			
27				Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups	Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups
28				Implement actions identified in Equestrian Strategy adopted in 2013-14, including Wrights Forrest (Cockatoo) perimeter track and road crossing in Huxtable Road Reserve (Pakenham) precinct	Implement further actions identified in Equestrian Strategy adopted in 2013-14 including audit and replacement of signage, and formalise trail along Army Road to Reynolds Road Reserve (Pakenham Upper)	Implement further actions identified in Equestrian Strategy adopted in 2013-14, including investigation of opportunities for a multi-use trail on Vic Track Land to connect railway towns	Undertake a desktop review of the Equestrian Strategy to check the priority of actions according to changing community need and available funding. Decide on priority actions for 19-20 year
29			1.5.2 Increase opportunities for our residents to participate in a range of sport, recreation and leisure activities	James Bathe Reserve (Pakenham) – undertake detailed design for civil works at the reserve	James Bathe Reserve (Pakenham) – commence construction of civil works	James Bathe Reserve (Pakenham) – complete construction of civil works	James Bathe Reserve (Pakenham) – commence design of pavilion
30							Gin Gin Bin Reserve (Officer) – complete master plan and undertake civil design for the reserve
31				On adoption by Council, advocate for external funds to assist with the implementation of the priorities of the Cardinia Shire Pedestrian and Cycle Strategy	Implement the Cardinia Shire Pedestrian and Cycle Strategy	Implement the Cardinia Shire Pedestrian and Cycle Strategy	Implement the Cardinia Shire Pedestrian and Cycle Strategy

2016-20 Council Plan Actions DRAFT

Ref No	Key priority Area	Outcome	Activity	Actions 2016-17	Actions 2017-18	Actions 2018-19	Actions 2019-20
32	DRAFT	1.6 Increased awareness of safety	1.6.1 Work with the Police, Victorian Government and our community to improve safety in homes, businesses, public places and roads	Support implementation of family violence projects in the shire at a local, regional and state level including the Challenge Family Violence project, Together We Can initiative and White Ribbon Accreditation	Support continued implementation of family violence projects in the shire at a local, regional and state level including the Challenge Family Violence project, Together We Can initiative and White Ribbon Accreditation	Evaluate Council's White Ribbon Accreditation and its impacts and the role of Council's 'Family Violence Action Team'	Continue to work in partnership with other agencies to deliver projects aimed at the prevention of family violence
33				Refer planning applications to Vic Police for comment on Crime Prevention Through Environmental Design (CPTED) and traffic safety issues	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of new buildings and public spaces	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of new buildings and public spaces	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of new buildings and public spaces
34				Establish the Safer Communities Committee and begin the development of the action plan in direct response to the consultation report	Lead the development, implementation and evaluation of the Cardinia Safer Communities Framework. Work with Safer Communities Committee to develop key actions to address safety issues within the shire. Submit application to achieve WHO designation as an International Safer Community	Lead the development, implementation and evaluation of the Cardinia Safer Communities Framework. Work with Safer Communities Committee to implement key actions to address safety issues within the shire. Conduct real-time evaluation of implementation/effectiveness of key actions contained within Safer Communities Framework	Lead the development, implementation and evaluation of the Cardinia Safer Communities Framework. Work with Safer Communities Committee to undertake a broad-scale community engagement campaign to validate key actions and gather current perceptions of safety within the community
35		1.7 Minimised impact of emergencies	1.6.2 Improve awareness of township safety in local communities	Facilitate community fire safety education programs and support Community Fireguard groups in fire-prone areas	Promote resilience building and community preparation through the Emergency Management Video series. Hold annual community resilience forum Promote safety awareness through Connect, Bounce newsletter, social media etc	Promote resilience building and community preparation through the Emergency Management Video series. Hold annual community resilience forum Promote safety awareness through Connect, Bounce newsletter, social media etc	Promote resilience building and community preparation through the Emergency Management Video series. Hold community resilience forum Promote safety awareness through Connect, Bounce newsletter, social media etc.
36			1.7.1 Implement plans that support people in times of emergency	Lead the regular review and exercising of the various elements of Cardinia Shire Council's Municipal Emergency Management arrangements to ensure its relevance to its risk profile. Development of – Municipal Flood and Storm Emergency Plan Municipal Pandemic Plan Municipal Animal Welfare Plan Municipal Emergency Communications Plan Review of – Municipal Fire Management Plan (subject to guidance from Victorian Government) Assist Victoria Police with Emergency Traffic Modelling	Lead the regular review and exercising of the various elements of Cardinia Shires Municipal Emergency Management arrangements to ensure their relevance to its risk profile. Review – Annual CERA (Community Emergency Risk Assessment) Annual Victorian Fire Risk Register (VFRR) risk assessment	Lead the regular review and exercising of the various elements of Cardinia Shires Municipal Emergency Management arrangements to ensure their relevance to its risk profile. Review – Municipal Emergency Management Plan (including CERA -Community Emergency Risk Assessment) Municipal Relief and Recovery Plan Municipal Heat Health Plan	Lead the regular review and exercising of the various elements of Cardinia Shires Municipal Emergency Management arrangements to ensure their relevance to its risk profile. Review – Municipal Flood and Storm Emergency Plan Municipal Pandemic Plan Municipal Animal Welfare Plan Municipal Emergency Communications Plan Municipal Fire Management Plan (including VFRR - Victorian Fire Risk Register)
37			1.7.2 Implement effective plans and procedures that minimise the impact of all emergencies in the shire	Development of the Settlement Protection Policy in consultation with Councillors and key community stakeholders	Implement the Settlement Protection Policy whilst continuing to refine the boundaries of the settlement buffer zones	Implement the Settlement Protection Policy whilst continuing to refine the boundaries of the settlement buffer zones	Implement the Settlement Protection Policy whilst continuing to refine the boundaries of the settlement buffer zones

2016-20 Council Plan Actions DRAFT

Ref No	Key priority Area	Outcome	Activity	Actions 2016-17	Actions 2017-18	Actions 2018-19	Actions 2019-20
38			1.7.3 Protect against the risks of bushfires and floods through effective preparation	Work with VICSES to convert the risk profile for all hazards to the CERA (Community Emergency Risk Assessment) framework. Develop fuel management strategy of the Season Preparation Plan	Annual implementation of fuel management strategy	Annual implementation of fuel management strategy	Annual implementation of fuel management strategy
39			2.1.1 Monitor and research demographic trends to assist in planning for resident needs	Undertake and update demographic data and trends annually. Revise website on demographic data and trends. Continue to update CardStats so all data is current and relevant	Identify and collate information pertaining to demographic information, social, health statistics and emerging trends. Develop the Centre Social Research and Statistics (CardStats) portal to house external databases and internal consultation and community research data	Identify and collate information pertaining to demographic information, social, health statistics and emerging trends. Develop the Centre Social Research and Statistics (CardStats) portal to house external databases and internal consultation and community research data	Identify and collate information pertaining to demographic information, social, health statistics and emerging trends. Develop the Centre Social Research and Statistics (CardStats) portal to house external databases and internal consultation and community research data
40		2.1 Our diverse community requirements met	2.1.2 Promote access to a mix of housing types to cater for the varying needs of people	Identify partnership opportunities and commence development of a demonstration social housing project in the shire	Undertake a demonstration social housing project in partnership with a housing association, local housing providers and social support services	Advocate and work with local housing provider to monitor the impact of social housing	Advocate and work with local housing provider to monitor the impact of social housing
41			2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities	In conjunction with the Public Art Coordination team, deliver public art works at prominent sites across shire with a focus on Central Ward	In conjunction with the Public Art Coordination team, plan for public artworks to be delivered in Ranges Ward	In conjunction with the Public Art Coordination team, deliver public art works in Ranges Ward	In conjunction with the Public Art Coordination team, determine suitable locations and plan public art works at prominent sites across shire with a focus on Port Ward.
42				Cardinia Arts Facility - Seek external funding to support the construction program	Cardinia Arts Facility - Construct Stage 1 of the facility	Cardinia Arts Facility - Construct Stage 2 of the facility	Cardinia Arts Facility - Construct Stage 3 of the facility
43		2.2 Engaged communities	2.2.1 Promote opportunities for community participation in Council policy and strategy development	Coordinate a range of community engagement activities in the shire. Undertake a Cockatoo collective impact initiative to meet community needs	Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies	Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies	Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies
44			2.2.3 Embrace and support community leadership	Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders	Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders	Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders	Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders
45				Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian and Bicycle Strategy including continuation of footpath along the Princes Highway, Officer	Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy	Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy	Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy
46		2 Our Community		Implement the Diversity Action Plan including delivery of 'Taste of Harmony' event and work in partnership with community service organisations to deliver an annual Refugee Week event	Implement the Diversity Action Plan including delivery of 'Taste of Harmony' event and work in partnership with community service organisations to deliver an annual Refugee Week event	Implement the Diversity Action Plan including delivery of 'Taste of Harmony' event and work in partnership with community service organisations to deliver an annual Refugee Week event	Implement the Diversity Action Plan including delivery of 'Taste of Harmony' event and work in partnership with community service organisations to deliver an annual Refugee Week event
47			2.3.1 Promote initiatives by the community and Council that	Implement actions in the Access and Inclusion Plan which include the development of an employment pathway program and one township access map	Review existing Access and Inclusion Policy and action plan. Develop new 2017-21 Access and Inclusion Policy and action plan in accordance with current legislation	Once adopted by council, begin implementation of the short term priorities of the Access and Inclusion action plan	Once adopted by council, begin implementation of the medium term priorities of the Access and Inclusion action plan

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Ref No	Key priority Area	Outcome	Activity	Actions 2016-17	Actions 2017-18	Actions 2018-19	Actions 2019-20
48	2.3 Increased levels of community participation	2.3 Increased levels of community participation	connect and strengthen our communities	Implement actions identified in the Access and Inclusion Action Plan adopted in 2014 including initiate a volunteer matching program to provide people with disabilities the opportunity to volunteer at local sporting clubs			
49				Implement the Reconciliation Action Plan 2015-19 through the focus areas of relationships, respect and opportunities by increasing knowledge of Aboriginal culture across the organisation and community. Actions include to define when, where and how Welcome and/or Acknowledgement takes place and to consider appropriate signage/cultural symbols for council infrastructure	Implement the Reconciliation Action Plan 2015-19 through the focus areas of relationships, respect and opportunities by increasing knowledge of Aboriginal culture across the organisation and community. Actions include to partner with local organisations to acknowledge and/or celebrate days and events of Aboriginal cultural significance	Implement the Reconciliation Action Plan 2015-19 through the focus areas of relationships, respect and opportunities by increasing knowledge of Aboriginal culture across the organisation and community. Actions include to liaise with local schools, agencies, community and Koori Engagement Support Officer in order to increase promotion to and engagement with aboriginal families and young people	Continue to implement the Reconciliation Action Plan 2015-19 through building relationships with the local Aboriginal community and develop a new plan for 2020-24. Actions include to increase inclusivity of Aboriginal people, families and groups in local initiatives and activities and to share knowledge across organisations to enhance outcomes for local Aboriginal residents and families
50			2.3.2 Recognise support and value volunteerism	Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire	Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire	Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire	Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire
51			2.3.3 Strengthen Council's community engagement through development, implementation and promotion of an effective community engagement policy	Review and update Community Engagement Framework and toolkit	Promote community engagement framework in various community settings across the shire	Promote community engagement framework in various community settings across the shire	Review and update Community Engagement Framework and toolkit
52			3.1.1 Maintain all Council roads and supporting infrastructure in accordance with the Roads Management Act 2004Recognise support and value volunteerism	Inspections and maintenance of the road network in accordance with the Road Management Plan. Enhanced monitoring and reporting of road conditions using new Maintenance Management System	Inspections and maintenance of the road network in accordance with the Road Management Plan	Inspections and maintenance of the road network in accordance with the Road Management Plan	Inspections and maintenance of the road network in accordance with the Road Management Plan
53			3.1.2 Develop new and maintain existing parks, gardens and reserves in a sustainable way	Finalise the Open Space Developer Guideline Handbook to ensure sustainable development. - Commence the delivery of first stage of the McBride Street (Cockatoo) laneway development - Complete infrastructure renewal/upgrade at Thwaites Park (Lang Lang), including park furniture, feature fence and the rotunda. - Complete infrastructure renewal of the picnic area within RJ Chambers Reserve (Upper Pakenham) - Complete erosion control and vegetation renewal with Bob Burgess Reserve (Beaconsfield)	Finalise the evaluation of open space areas to determine appropriate service standards across the shire's suite of reserves in preparation for tendering the new open space contract in 18/19. - Complete renewal of Emerald Lake Park Playground	Finalise the upgrading program at Emerald Lake Park Arboretum - Complete path and road renewal works within Emerald Lake Park including desilting of lake.	Commence the new Parks and Gardens Maintenance Contract on the 1st of November 2019.

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Ref No	Key priority Area	Outcome	Activity	Actions 2016-17	Actions 2017-18	Actions 2018-19	Actions 2019-20
54	DRAFT	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs	As part of the Council buildings plan, improve accessibility and meet enhanced Disability Discrimination Act requirements for 2016-17 – program to be determined by outcomes of building audits and recommendations from the Access and Inclusion Committee including Garfield, Nar Nar Goon and Cockatoo Community Centres	As part of the Council buildings plan, improve accessibility and meet enhanced Disability Discrimination Act requirements for 2017-18 – program to be determined by outcomes of building audits and recommendations from the Access and Inclusion Committee	As part of the Council buildings plan, improve accessibility and meet enhanced Disability Discrimination Act requirements for 2018-19 – program to be determined by outcomes of building audits and recommendations from the Access and Inclusion Committee	As part of the Council buildings plan, improve accessibility and meet enhanced Disability Discrimination Act requirements for 2019-20 – program to be determined by outcomes of building audits and recommendations from the Access and Inclusion Committee
55				Hills Hub (Emerald) Redevelopment – undertake construction and fit-out of the facility. Pakenham Health Hub – work with Monash Health to deliver the multi-agency integrated Pakenham Health Centre in Pakenham – opening in late 2016	Hills Hub (Emerald) Redevelopment – open the facility and commence operations		
56				Depot Master Plan (Pakenham) – commence Stage 3 – further establishment of ground floor and construction of second floor mezzanine in former laundry building to cater for operational staff and construction of under-cover canopy between existing amenities block and new administration centre (note: this stage will be completed over 2016-17 and 2017-18)	Depot Master Plan (Pakenham) – complete Stage 3 – further establishment of ground floor and construction of second floor mezzanine in former laundry building to cater for operational staff and construction of under-cover canopy between existing amenities block and new administration centre (note: this stage will be completed over 2016-17 and 2017-18)	Depot Master Plan (Pakenham) – Stage 4 – development of amenities, lunchroom and training/toolbox facilities in former laundry facility	Depot Master Plan (Pakenham) – stages 5 and 6 – construction of plant and light fleet sheds, consolidation of handyman crew, sign crew, workshop functions and compliance issues
57				Pakenham Health Hub – work with Monash Health to deliver the multi-agency integrated Pakenham Health Centre in Pakenham – opening in late 2016			
58			3.1.4 Manage Council's assets like roads, drainage, footpaths and buildings, etc. in a way that ensures they are adequately maintained over their life	Conduct a program of resurfacing of playing surfaces at recreation reserves – Mountain Road Reserve (Cockatoo) – drainage, irrigation and shaping including athletics	Conduct a program of resurfacing of playing surfaces at recreation reserves – Worrell Reserve (Emerald) – reshaping drainage and irrigation	Conduct a program of resurfacing of playing surfaces at recreation reserves – Officer Reserve oval 2 (complete redevelopment)	Conduct a program of resurfacing of playing surfaces at recreation reserves – Cora Lynn Reserve oval irrigation and shaping
59		3.2 Upgrade Council roads to improve safety while considering the traffic demand of the community	3.2.1 Upgrade Council roads to improve safety while considering the traffic demand of the community				Implement recommendations from revised Road Safety Strategy including cyclist awareness program
60			3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs			Boronia Cr, Caroline Ave, Rouen Rd, and Bell St (Cockatoo) – Road and Drainage Scheme planning phase and preliminary design	Boronia Cr, Caroline Ave, Rouen Rd, and Bell St (Cockatoo) – Road and Drainage Scheme construction
61				Wadsley Avenue (Pakenham) - Finalisation of scheme costs and statutory process			
62				Consult and undertake the statutory process for the construction of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham)	Pending approval commence the construction of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham)	Complete the construction of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham) and finalise statutory process	
63				Wheeler's Road (Maryknoll) - Construction of Wheeler's Road	Wheeler's Road (Maryknoll) - Finalisation of scheme costs and statutory process		

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Ref No	Key priority Area	Outcome	Activity	Actions 2016-17	Actions 2017-18	Actions 2018-19	Actions 2019-20
64	3 Our Environment	3.2 Transport Linkages connecting towns			Nar Nar Goon - Commence statutory process for implementing the Nar Nar Goon Drainage Scheme	Commence construction of a drainage special charge scheme in Nar Nar Goon.	Completion of construction of a drainage special charge scheme in Nar Nar Goon and finalise statutory process.
65					Madigan Way (Emerald) - Consult and commence the statutory process and the construction of a special charge scheme	Madigan Way (Emerald) - Complete construction of a special charge scheme and finalise statutory process.	
66				3.2.3 Develop transport networks that incorporate effective public transport	Advocate for a new park and ride railway station facility in Officer	Officer and Beaconsfield Structure Plan areas to provide for public transport, primarily bus circulation and connections	New developments in Pakenham East to provide for public transport primarily bus circulation connections
67				3.2.4 Prioritise multi-use pathways, where practicable, to create networks that connect destinations	Cockatoo-Gembrook Trail – prepare tender documentation for construction of the trail and complete land acquisition	Cockatoo-Gembrook Trail – commence construction	Cockatoo-Gembrook Trail – complete construction
68				3.2.5 Advocate for and facilitate improved public transport options and major arterial roads to help link employment, educational, recreational and retail activities between the shire's rural and growth areas	Provide information when required to the Interface Councils' Group and South Eastern Metro Integrated Transport Group as part of aim to enhance the frequency and coverage of public transport within Cardinia and the south-east region	Provide information when required to the Interface Councils' Group and South Eastern Metro Integrated Transport Group as part of aim to enhance the frequency and coverage of public transport within Cardinia Shire and the south-east region	Provide information when required to the Interface Councils' Group and South Eastern Metro Integrated Transport Group as part of aim to enhance the frequency and coverage of public transport within Cardinia Shire and the south-east region
69		3.3 Enhanced natural environment	DRAFT	3.3.1 Adapt to the impacts of climate change by working in partnership with the South East Councils Climate Change Alliance and both Australian and Victorian governments	Support the South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. expanding the Save it for the Game project)	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. implementing the outcomes of the Financial Risk Adaptation planning project)	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce community energy use)
70				3.3.3 Reduce Council's energy consumption and help the community to do likewise	Implement the Aspirational Energy Transition plan including completion of phase 1 of the decorative street lighting retrofit with energy efficient lighting	Implement the Aspirational Energy Transition plan including projects such as environmental upgrades at Koo Wee Rup Pool and Pakenham Library, Hall and U3A	Implement the Aspirational Energy Transition plan including phase two of the decorative street lighting retrofit with energy efficient lighting
71				3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill	Liaise with and support schools in the areas of waste minimisation, litter and recycling	Liaise with and support schools in the areas of waste minimisation, litter and recycling	Liaise with and support schools in the areas of waste minimisation, litter and recycling
72					Introduce flexible plastics recycling into the kerbside recycling collection. Continue and review initiatives including the provision of 80-litre garbage bins and subsidised compost bins. Continue Council's e-waste drop off recycling and kerbside green waste collection service	Review effectiveness of kerbside flexible plastics recycling initiative and further promote to the community. Review Council's e-waste collection service	Look to intergrate food waste into kerbside green waste collection as part of the south-east organics regional contract
73					Continue working with Metropolitan Waste Resource Recovery Group and Sustainability Victoria and partnering councils to advocate advances in resource recovery	Promote and expand recycling of less common items (i.e. batteries, light globes etc) to accessible community locations, such as libraries and community hubs	Advocate for increased regional waste facilities and services through Metropolitan Waste Resource Recovery Group and Sustainability Victoria
							Look to partner with Metropolitan Waste Resource Recovery Group and potential partnering councils for cost-effective waste contracts

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Ref No	Key priority Area	Outcome	Activity	Actions 2016-17	Actions 2017-18	Actions 2018-19	Actions 2019-20
74	3.3 Environmental and community 3.3.5 Manage water in an integrated way, including the reduction of potable water consumption by Council and households	3.3.5 Manage water in an integrated way, including the reduction of potable water consumption by Council and households	3.3.5 Manage water in an integrated way, including the reduction of potable water consumption by Council and households	Implement the Integrated Water Management Plan including completing water-efficiency audits at Cardinia Life (Pakenham) and Cardinia Cultural Centre (Pakenham)	Implement the Integrated Water Management Plan including implementing water-efficiency measures recommended in the water audits at Cardinia Life (Pakenham) and Cardinia Cultural Centre (Pakenham)	Implement the Integrated Water Management Plan including the continued implementation of water-efficiency measures recommended in the water audits at Cardinia Life (Pakenham) and Cardinia Cultural Centre (Pakenham)	Implement the Integrated Water Management Plan including completing water-efficiency audits at KWR outdoor pool and Pakenham Tennis Centre
75			3.3.6 Promote water catchment management practices that improve the quality of our waterways	Meet with water authorities to discuss mandated property connections			
76			3.3.6 Promote water catchment management practices that improve the quality of our waterways	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program and mandate property connection in 2016-17	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program, and mandate property connection in 2017-18	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program and mandate property connection in 2018-19	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program and mandate property connection in 2019-20
77			3.3.7 Project and enhance biodiversity by increasing the area of natural ecosystems across the shire	Enhance biodiversity across the shire including liaising with DELWP (Department of Environment, Land, Water and Planning) to become the committee of management for Toomuc Creek	Enhance biodiversity across the shire e.g. works at Emerald Quarry	Enhance biodiversity across the shire by participating in the Yellingbo Project	Enhance biodiversity across the shire by participating in the Yellingbo Project
78			3.3.8 Preserve and improve our bushland and natural environment by implementing weed management strategies and programs and continuing activities on high conservation bushland reserves and roadsides	Improve high conservation roadsides by participating in the Emerald Starbush Partnership	Preserve and improve natural environment by undertaking weed management and planting in accordance with offset management plans	Improve and preserve natural environment by preparing and distributing additional good neighbour brochures to two bushland reserves	Complete weed management audit to ascertain the impact of weed management programs
79	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.1 Plan and develop built environments that support improved health and wellbeing	3.4.1 Plan and develop built environments that support improved health and wellbeing	Advocate to implement the Healthy by Design framework into planning review processes	Advocate to implement sustainable design assessment in the planning process.	Promote the development and implementation of water sensitive urban design elements into infrastructure works	Implementation of environmental sustainable design elements into infrastructure works and new buildings
80			3.4.2 Raise awareness of our environment's impact on people's health and wellbeing	Deliver the Sustainability Expo in conjunction with local suppliers and exhibitors to be held in Pakenham	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	Deliver the Sustainability Expo in conjunction with local suppliers and exhibitors	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives
81	3.5 Balanced needs of development, the community and the environment	3.5.1 Review the Municipal Strategic Statement and the Cardinia Planning Scheme regularly to ensure it continues to meet Council objectives	3.5.1 Review the Municipal Strategic Statement and the Cardinia Planning Scheme regularly to ensure it continues to meet Council objectives	Undertake an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme	Undertake a review of the Municipal Strategic Statement	Undertake an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme	Undertake an amendment of the Cardinia Planning Scheme to correct anomalies and streamline the scheme
82			3.5.2 Plan for the development of the urban growth area with a mix of residential, commercial, employment, recreational and community activities to meet the needs of our growing community in a sustainable way	Complete planning scheme amendments for the Pakenham East Precinct Structure Plan			
83			3.5.2 Plan for the development of the urban growth area with a mix of residential, commercial, employment, recreational and community activities to meet the needs of our growing community in a sustainable way	Introduce schedules for the new residential zones in Beaconsfield Upper			
84			3.5.2 Plan for the development of the urban growth area with a mix of residential, commercial, employment, recreational and community activities to meet the needs of our growing community in a sustainable way	Implement approved structure plans for the growth area. Progress acquisition of land required for district open space in the Officer Precinct Structure Plan	Implement approved structure plans for the growth area. Review of Cardinia Road Precinct Structure Plan	Implement approved structure plans for the growth area	Implement approved structure plans for the growth area
85			3.5.2 Plan for the development of the urban growth area with a mix of residential, commercial, employment, recreational and community activities to meet the needs of our growing community in a sustainable way	Review the Emerald township strategy	Review the Bunyip township strategy	Review the Upper Beaconsfield township strategy	Review the Gembrook Township Strategy
86				Review the Cockatoo township strategy	Review the Garfield township strategy	Review the Lang Lang township strategy	Potentially review the Koo Wee Rup Township Strategy

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Ref No	Key priority Area	Outcome	Activity	Actions 2016-17	Actions 2017-18	Actions 2018-19	Actions 2019-20
87	4 Our Economy	4.1 Increased business diversity in Cardinia Shire	3.5.3 Provide for the sustainable development of rural townships while taking into account their existing character and community needs	Finalise Tynong Township Strategy			
88				Finalise the Westernport Green Wedge Management Plan and commence Precinct Structure Amendment	Implementation plan for the Westernport Green Wedge Management Plan		
89			4.1.2 Support the development of existing and new businesses within the shire	Work with the Lending and Real Estate industries to facilitate investment			
90			4.1.3 Plan for a staged development of the Officer-Pakenham employment precinct	Develop conceptual framework for Officer South Precinct	Commence preparation of Officer South Precinct Structure Plan and Development Contribution Plan	Complete Officer South Precinct Structure Plan and Development Contribution Plan and prepare amendment to incorporate into the Cardinia Planning Scheme	Finalise amendment to incorporate Officer South Precinct Structure Plan into the Cardinia Planning Scheme
91					Commence preparation of Officer South Developer Contribution Plan	Finalise Officer South Developer Contribution Plan	
92				Finalise planning scheme amendment to incorporate Pakenham South Precinct Structure Plan into the Cardinia Planning Scheme	Implement the Pakenham South Precinct Structure Plan	Prepare Pakenham West Employment Precinct Structure Plan	Incorporate Pakenham West employment Precinct Structure Plan into the Cardinia Planning Scheme
93				Finalise car parking strategy for Pakenham Town Centre. Work with ISPT to facilitate the development of the mixed use precinct adjoining Pakenham Railway Station			
94			4.1.4 Facilitate the development of Officer and Pakenham town centres	Facilitate development in accordance with the Officer Town Centre Urban Design Framework. Work with Places Victoria to facilitate development with the Officer Town Centre	Facilitate development of key sites in the core commercial area in Siding Avenue (Officer)		
95			4.1.5 Advocate to State and Federal governments and industry to develop more local employment opportunities	Identify and advocate on infrastructure issues to support the business community and facilitate investment			
96				Work with Southern Regional Development Australia, Department of State Development, Business and Innovation, Melbourne South East and Casey Cardinia Investment Strategy to advocate for our region			
97		4.2 Maintain strong	4.2.1 Support our farmers and growing agricultural industry in adapting to the changing economy and climate	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy following the review. Further develop the staging of a Bunyip Food Belt proposal	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy following the review	Review the actions of the Casey Cardinia Investment Attraction Framework	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy following the review

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Ref No	Key priority Area	Outcome	Activity	Actions 2016–17	Actions 2017–18	Actions 2018–19	Actions 2019–20
98		4.3.1 Encourage the establishment of tourism and hospitality in appropriate areas of the shire	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension. Partner with The Gippsland Transport Group to collaborate	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension and Food Markets for Primary Producers	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension	
99		4.3.2 Encourage the establishment of tourism and hospitality in appropriate areas of the shire	Implement actions from the Tourism Strategy adopted in 2014 as prioritised in conjunction with the Tourism Advisory Committee. Work with Tourism Advisory Committee to prioritise improvements from Mystery Shopper Program	Implement actions from the Tourism Strategy adopted in 2014 and review Strategy and priorities with the Tourism Advisory Committee			
100		4.3.3 Advocate for the delivery of small and large scale projects that enhance and drive economic activity	Assist businesses to develop in the Casey–Cardinia region	Assist businesses to develop in the Casey–Cardinia region	Assist businesses to develop in the Casey–Cardinia region	Assist businesses to develop in the Casey–Cardinia region	
101		4.3.4 Collaborate with other organisations to enhance economic activity and attract new enterprises	Take a delegation of business to Sydney for National Manufacturing Week	Work with the Casey Cardinia Business Group and the Department of Economic Development, Jobs, Transport and Resources to attract new enterprises and enhance the economic activity in the region			
102		4.3.5 Support business and organisations to enhance their skills	Seek and promote training opportunities for local businesses. Provide business breakfast series and conduct 3 business forums in relation to industry developments.				
103		5 Our Governance	5.2 Open governance	Monitor compliance with statutory reporting requirements	Monitor compliance with statutory reporting requirements	Monitor compliance with statutory reporting requirements	Monitor compliance with statutory reporting requirements
104	5.2.1 Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential		Maintain and update the register of information to be available to the public	Maintain and update the register of information to be available to the public	Maintain and update the register of information to be available to the public	Maintain and update the register of information to be available to the public	
105	5.2.2 Govern and make decisions in the best interests of the Cardinia Shire community		Following adoption of the Councillor Code of Conduct and Protocols, monitor adherence to commitments and take appropriate action if required	Following adoption of the Councillor Code of Conduct and Protocols monitor adherence to commitments and take appropriate action if required	Following adoption of the Councillor Code of Conduct and Protocols, monitor adherence to commitments and take appropriate action if required	Following adoption of the Councillor Code of Conduct and Protocols, monitor adherence to commitments and take appropriate action if required	
106	5.3.1 Make financial decisions that will address long-term financial consequences		Develop annual budget and Five-year Financial Plan which will deliver on the actions presented in the Council plan and maintain long-term financial goals	Develop annual budget and Five-year Financial Plan which will deliver on the actions presented in the Council plan and maintain long-term financial goals	Develop annual budget and Five-year Financial Plan which will deliver on the actions presented in the Council plan and maintain long-term financial goals	Develop annual budget and Five-year Financial Plan which will deliver on the actions presented in the Council plan and maintain long-term financial goals	
107	5.3.2 Make financial decisions that are fair and ethical and balance costs and benefits between present and future generations		Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor	Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor	
108		5.3.3 Manage the municipality's finances and assets in a responsible way	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council	