

POLICY REPORTS

11 ADOPTION OF COUNCIL PLAN AND COUNCIL PLAN ACTIONS 2018-2022

FILE REFERENCE INT1831952

RESPONSIBLE GENERAL MANAGER Derek Madden

AUTHOR Peter Philp

RECOMMENDATION

That;

1. Council adopt the draft Council Plan for the period 2018-2022.
2. Council adopt the draft Council Plan Actions, subject to the following amendments.

a) Update of the actions for activity 1.2.2, which list the project priorities under the playground strategy and playground renewal program, as per the following table:

2018/2019	2019/2020	2020/2021	2021/2022
Implement priorities within the Playground Strategy and playground renewal program. Project nominated include: Robin Crt, Pakenham, Phillip Crt, Pakenham, Gembrook Adventure Playground, Gembrook. Maryknoll recreation reserve, Maryknoll.	Implement priorities within the Playground renewal program. Projects nominated include: Nar Nar Goon Recreation Reserve, Nar nar Goon. James St, Lang Lang. Dick Jones Reserve, Lang Lang. Tantallon Bvd	Implement priorities within the Playground Strategy and playground renewal program. Projects nominated include; Keith Ewenson, Upper Beaconsfield. Kath Roberts Reserve, Beaconsfield. Redwood Rd Reserve, Gembrook. Jim Parks Reserve, Beaconsfield.	Implement priorities within the Playground strategy and Playground renewal program. Projects nominated include: WB Ronald Reserve, Pakenham. Greenland Ct, Garfield. Mountain Road Recreation Reserve, Cockatoo. Ebony Drive Reserve, Pakenham.

b) Addition of an action, under Activity 1.5.2, for 2018/2019, to 'Continue to investigate an appropriate location, for a permanent home for the Koo Wee Rup and District Motorcycle Club'.

c) Addition of an action, under Activity 4.1.5, for each year of the Council Plan, to 'Advocate to state government regarding the development, of a suitable site within Cardinia Shire, for an airport'.

Attachments

- 1 [↓](#) Draft Council Plan 27 Pages
- 2 [↓](#) Draft Council Plan Actions 17 Pages

EXECUTIVE SUMMARY

To consider adoption of the draft Council Plan and Council Plan Actions, with the amendments noted in the recommendation above, following the public notification process undertaken in accordance with the relevant provisions of the Local Government Act 1989.

BACKGROUND

Council, at a Special Meeting held on Monday 26 March 2018 resolved to release the draft Council Plan 2018-2022, and the corresponding draft Council Plan Actions, for public comment.

No public comments, relevant to the draft Council Plan or the draft Council Plan Actions, were received

Internal review of the draft Council Plan Actions resulted in recommendations to make the amendments listed above

POLICY IMPLICATIONS

The Council Plan is the major policy document for the Council.

RELEVANCE TO COUNCIL PLAN

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

CONSULTATION/COMMUNICATION

The appropriate public notices have appeared in local newspapers advising that the draft Council Plan was available for inspection and the Plan and supporting information was placed on the Council's website.

Copies were also available for inspection at the Shire Office and at the Pakenham, Emerald and mobile libraries and on the Council's website.

FINANCIAL AND RESOURCE IMPLICATIONS

Nil

CONCLUSION

Having complied with the Local Government Act provisions, Council is now in a position to adopt the draft Council Plan and draft Council Plan Actions, subject to the abovementioned amendments for the period 2018-2022.



Cardinia Shire Council

Creating the future

Draft Council Plan 2018

March 2018

© Cardinia Shire Council 2018
(ABN: 32 210 906 807)
20 Siding Avenue, Officer
PO Box 7, Pakenham Vic 3810
Phone: 1300 787 624
Email: mail@cardinia.vic.gov.au
Web: www.cardinia.vic.gov.au

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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 healthy and productive lives and to enjoy the richness of the diverse and distinctive characteristics of the Shire.

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

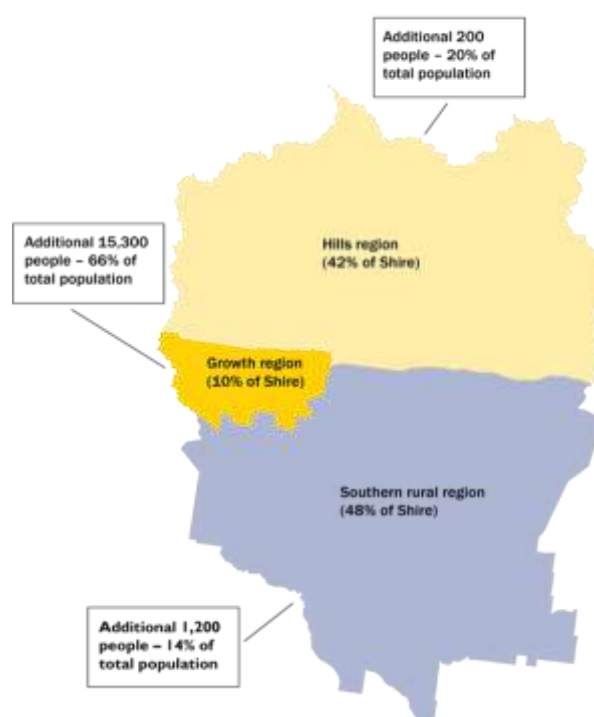
Managing population growth

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 with around 4 serious incidents per day occurring.

The impact of greater awareness, increased family support packages, respect messages in the media and pro-arrest and pro-remand approaches by local police has contributed to a reduction of recidivism for repeat offenders. Child and Family Services operating in the Shire continues to be at capacity as families seek support to deal with issues and many of these requests are not registered with the police, which may suggest that awareness campaigns are influencing people to seek support early.

Addressing family violence requires this whole of community approach in both prevention and directly supporting those residents impacted. Council is focussing its activities on preventing family violence in Cardinia Shire. We will achieve this by working in partnership with family Life and 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 collective impact approach has been shown to reduce the occurrence of family violence. The initiative is called 'Together We Can', and asks the community to align all efforts to the common agenda to 'to stop, prevent and end 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. 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 Ageing Well initiatives that support older adults to live longer in their own homes and reduce social isolation.

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 an increase in locally based health and wellbeing services to support 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 to partner with Council during the development of new 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 health and wellbeing.
- 1.4.2 Develop the new Municipal Public Health and Wellbeing Plan and review annually.
- 1.4.3 Routinely investigate community health and wellbeing issues to inform Council's planning and 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 residents.
- 1.5.2 Increase opportunities for 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 the 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 impacts of emergencies through effective preparation and community planning and education.

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

- Access and Inclusion Policy and Action Plan
- Community Engagement Policy

- Cultural Diversity Policy and action plan
- Domestic Animal Management Plan
- Equestrian Strategy
- Skate and BMX Strategy
- Municipal Emergency Management Plan
- Municipal Public Health and Wellbeing Plan
- Neighbourhood House Policy
- Age Friendly Strategy
- Art and Culture Policy
- Public Art Policy
- Recreation Reserve Facility Standards Policy
- Recreation Reserve Management and Usage Policy
- Regional Soccer Strategy
- Youth Strategy
- Child and Family 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:

- Aquatic and recreation facilities
- Art and Culture programs and services
- Children's services Community recreation
- Community resilience and emergency management
- Compliance services
- Community grants
- Emerald Lake Park – business management
- Health
- Infectious diseases control
- Integrated Child and Family Centres
- Integrated Youth Facility - My Place
- Kindergarten Central Enrolment
- Libraries
- Maternal and Child Health Service
- Neighbourhood Houses
- Recreation planning
- Family Violence Collective Impact Initiative – Together We Can
- 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 emerging community trends to help plan for the needs of residents.
- 2.1.2 Promote access to and encourage, a mix of housing types to cater for the varying needs of people in the Cardinia community.
- 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 the changing community.
- 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 Provide a range of 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 Enhance food literacy and security within the community Support the provision of services by Council or others for people of all abilities.
- 2.4.3 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:

- Access and Inclusion Action Plan
- Age Friendly Strategy
- Arts and Culture Policy and Action Plan
- Cardinia Shire Council Graffiti Policy and Action Plan
- Community Engagement Policy
- Cultural Diversity Policy and action plan
- Municipal Emergency Management Plan
- Municipal Public Health and Wellbeing Plan (Liveability Plan)
- Reconciliation Action Plan
- Food Security Principles

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 and Pakenham Hall

- Communications
- Community facilities
- Community services management
- Community strengthening initiatives and programs
- Cultural development
- Events
- Grants and subsidies.
- Food circles

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.
- 3.3.3 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, particularly food waste.
- 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.
- 3.3.9 Manage agricultural land use by supporting farmers to utilise sustainable farming practises.

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

- 3.4.1 Plan and develop built environments that support improved health and wellbeing of our communities through implementation of the Healthy by Design guidelines.
- 3.4.2 Raise awareness of our environment's impact on people's health and wellbeing by integrating the concept of liveability across all Council business units and including liveability indicators within the municipal public health and wellbeing plan.
- 3.4.3 Advocate for changes in the state planning scheme which support development of local policies which reduce health-detracting environments (gaming, liquor, fast food).

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 Township 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 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
- Healthy by Design Guidelines
- Koo Wee Rup Township Strategy
- Lang Lang Township Strategy
- Litter Strategy
- Municipal Public Health and Wellbeing Plan
- Officer Precinct Structure Plan and Development Contribution Plan
- Pakenham Township 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.
- 4.1.6 Encourage procurement of local products and services.

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.
- 4.2.4 Develop a local food brand for Cardinia Shire in partnership with the community.

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 Lead by example as a health promoting workplace.
- 4.4.3 Support tourism and local businesses that deliver health and wellbeing initiatives.
- 4.4.4 Encourage the procurement and consumption of local food.

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

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

- Cardinia Food Security Principles

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 2022

	Budget 2017- 18 \$'000	Budget 2018- 19 \$'000	Strategic Resource Plan Projections		
			2019-20 \$'000	2020-21 \$'000	2021-22 \$'000
Income					
Rates and charges	81,965	89,271	91,836	94,885	97,798
Statutory fees and fines	4,227	4,466	4,425	4,468	4,612
User fees	2,878	3,197	3,326	3,400	3,475
Grants - Operating	11,928	12,269	12,324	12,381	12,439
Grants - Capital	6,770	4,621	1,171	4,079	1,171
Contributions - monetary	130	78	78	78	78
Capital contributions - monetary	0	0	400	0	0
Development levies - monetary	881	877	895	895	895
Other income	3,269	2,445	3,086	2,862	3,040
Total Income	112,045	117,223	117,542	123,047	123,509
Expenses					
Employee costs	34,025	35,797	37,129	38,694	39,961
Materials and services	42,540	46,763	48,481	49,909	52,121
Bad & doubtful debts	176	176	176	176	176
Depreciation and amortisation	21,843	22,598	23,042	23,039	23,088
Borrowing costs	3,402	4,447	4,189	3,940	3,851
Other expenses	2,395	2,502	2,485	2,513	2,498
Total Expenses	104,381	112,283	115,503	118,272	121,695
Surplus/(deficit) for the year	7,664	4,941	2,039	4,776	1,814
less Capital income & other abnormals	(7,651)	(5,498)	(2,466)	(4,974)	(2,066)
Adjusted underlying result	14	(557)	(427)	(198)	(252)

Balance Sheet

For the four years ending 30 June 2022

	Budget	Budget	Strategic Resource Plan		
	2017-18	2018-19	Projections	2020-21	2021-22
	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets					
Cash and cash equivalents*	44,259	37,542	36,120	34,318	30,810
Trade and other receivables	15,633	16,530	17,043	17,349	17,935
Inventories	16	16	16	16	16
Other assets	560	560	560	560	560
Total current assets	60,468	54,648	53,739	52,243	49,322
Non-current assets					
Trade and other receivables	761	761	761	761	761
Investments in associates and joint ventures	1,432	1,432	1,432	1,432	1,432
Property, infrastructure, plant and equipment	934,076	961,454	959,430	963,750	965,677
Intangible assets	382	382	382	382	382
Total non-current assets	936,651	964,029	962,005	966,325	968,252
Total assets	997,119	1,018,677	1,015,744	1,018,567	1,017,574
Current liabilities					
Trade and other payables	19,170	17,807	15,984	16,875	16,846
Trust funds and deposits	5,405	5,405	5,405	5,405	5,405
Provisions	6,408	6,840	7,302	7,795	8,321
Interest bearing liabilities	5,599	6,686	6,414	6,566	5,843
Total current liabilities	36,582	36,738	35,105	36,641	36,415
Non-current liabilities					
Provisions	1,775	1,839	1,907	1,978	2,052
Interest bearing liabilities	54,550	70,207	66,800	63,241	60,585
Total non-current liabilities	56,325	72,046	68,707	65,219	62,637
Total liabilities	92,907	108,784	103,812	101,860	99,052
Net assets	904,212	909,893	911,932	916,708	918,522
Equity					
Accumulated Surplus	595,051	606,033	609,974	615,755	618,774
Reserves	309,161	303,860	301,958	300,953	299,748
Total equity	904,212	909,893	911,932	916,708	918,522

* Cash and cash equivalents balance has been restated in 2017-18.

Statement of Changes in Equity

For the four years ending 30 June 2022

	Total \$'000	Accumulate d Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018-19				
Balance at beginning of the financial year	904,952	595,791	286,197	22,964
Surplus/(deficit) for the year	4,941	4,941	0	0
Transfer from reserves	0	6,178	0	(6,178)
Transfer to reserves	0	(877)	0	877
Balance at end of the financial year	909,893	606,033	286,197	17,663
2019-20				
Balance at beginning of the financial year	909,893	606,033	286,197	17,663
Surplus/(deficit) for the year	2,039	2,039	0	0
Transfer from reserves	0	2,797	0	(2,797)
Transfer to reserves	0	(895)	0	895
Balance at end of the financial year	911,932	609,974	286,197	15,761
2020-21				
Balance at beginning of the financial year	911,932	609,974	286,197	15,761
Surplus/(deficit) for the year	4,776	4,776	0	0
Transfer from reserves	0	1,900	0	(1,900)
Transfer to reserves	0	(895)	0	895
Balance at end of the financial year	916,708	615,755	286,197	14,756
2021-22				
Balance at beginning of the financial year	916,708	615,755	286,197	14,756
Surplus/(deficit) for the year	1,814	1,814	0	0
Transfer from reserves	0	2,100	0	(2,100)
Transfer to reserves	0	(895)	0	895
Balance at end of the financial year	918,522	618,774	286,197	13,551

3.4 Statement of Cash Flows

For the four years ending 30 June 2022

	Budget 2017-18 \$'000 Inflows (Outflows)	Budget 2018-19 \$'000 Inflows (Outflows)	Strategic Resource Plan Projections		
			2019-20 \$'000 Inflows (Outflows)	2020-21 \$'000 Inflows (Outflows)	2021-22 \$'000 Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	81,331	88,074	91,346	94,408	97,335
Statutory Fees and fines	4,227	4,466	4,425	4,468	4,612
User Fees	1,839	3,003	3,134	3,401	3,182
Grants - operating	11,928	12,269	12,324	12,381	12,439
Grants - capital	6,770	4,621	1,171	4,079	1,171
Contributions - monetary	130	78	78	78	78
Interest received	922	792	655	548	563
Capital contributions - monetary	0	0	400	0	0
Development levies - monetary	881	877	895	895	895
Other receipts	2,547	2,438	2,600	2,483	2,646
Employee costs	(33,546)	(35,300)	(36,599)	(38,131)	(39,361)
Materials and services	(42,744)	(50,855)	(52,966)	(51,707)	(54,824)
Net cash provided by operating activities	34,284	30,462	27,464	32,903	28,738
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(44,864)	(55,656)	(25,624)	(28,259)	(25,915)
Proceeds from sale of property, infrastructure, plant and equipment	13,439	6,180	4,606	900	900
Net cash used in investing activities	(31,425)	(49,476)	(21,018)	(27,359)	(25,015)
Cash flows from financing activities					
Finance costs	(3,402)	(4,447)	(4,189)	(3,940)	(3,851)
Proceeds from borrowings	3,000	23,110	3,000	3,000	3,180
Repayment of borrowings	(5,096)	(6,366)	(6,679)	(6,407)	(6,559)
Net cash provided by (used in) financing activities	(5,498)	12,297	(7,868)	(7,347)	(7,230)
Net change in cash & cash equivalents	(2,639)	(6,717)	(1,422)	(1,803)	(3,507)
Cash & cash equivalents at beginning of year	46,898	44,259	37,542	36,120	34,318
Cash & cash equivalents at end	44,259	37,542	36,120	34,318	30,810

of year

Statement of Capital Works

For the four years ending 30 June 2022

	Budget	Budget	Strategic Resource Plan		
	2017-18	2018-19	Projections	2020-21	2021-22
	\$'000	\$'000	\$'000	\$'000	\$'000
New works					
Property					
Land	2,000	1,300	1,500	1,500	500
Buildings	1,413	1,628	2,171	1,972	1,126
Total Property	3,413	2,928	3,671	3,472	1,626
Plant and equipment					
Plant, machinery and equipment	2,070	2,360	1,950	1,850	2,300
Computers and telecommunications	410	460	460	580	580
Total Plant and equipment	2,480	2,820	2,410	2,430	2,880
Infrastructure					
Roads	4,900	24,938	5,653	5,695	6,532
Bridges	700	420	452	463	430
Footpaths and cycleways	2,375	2,770	1,369	1,496	1,456
Drainage	400	421	450	450	452
Recreation, leisure and community facilities	22,393	18,031	8,027	11,653	11,005
Parks, open space and streetscapes	7,595	2,666	2,617	1,862	763
Off street car parks	88	92	96	99	122
Other infrastructure	520	570	880	640	650
Total Infrastructure	38,971	49,908	19,544	22,358	21,410
Total capital works expenditure	44,864	55,656	25,625	28,259	25,916
Represented by:					
New asset expenditure	21,491	20,993	10,132	11,728	10,980
Asset renewal expenditure	11,457	10,544	10,018	12,027	11,786
Asset upgrade expenditure	11,916	24,119	5,475	4,505	3,150
Total capital works expenditure	44,864	55,656	25,625	28,259	25,916
Funding sources represented by:					
Grants	6,770	4,621	1,171	4,080	1,171
Contributions	3,889	5,578	3,050	1,900	2,100
Council cash	31,205	22,347	18,404	19,280	19,465
Borrowings	3,000	23,110	3,000	3,000	3,180
Total capital works expenditure	44,864	55,656	25,625	28,259	25,916

Statement of Human Resources

For the four years ending 30 June 2022

	Budget	Budget	Strategic Resource Plan Projections		
	2017-18	2018-19	2019-20	2020-21	2021-22
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Salaries and Oncosts - operating	33,130	34,880	36,212	37,777	39,044
Total staff expenditure	33,130	34,880	36,212	37,777	39,044
Staff numbers	EFT	EFT	EFT	EFT	EFT
Employees	322.8	336.7	339.2	342.2	344.7
Total staff numbers	322.8	336.7	339.2	342.2	344.7

Summaries of human resources expenditure and Equivalent Full Time (EFT) counts, categorised according to the organisational structure of Council, are included below.

Division	Budget 2018-19 \$'000	Comprises Permanent Full Time \$'000	Part Time \$'000	Casual \$'000	Tempora ry \$'000
Chief Executive Officer	2,387	2,387	-	-	-
Assets & Services	9,852	9,373	446	-	33
Corporate Services	6,684	5,606	1,078	-	-
Community Wellbeing	7,926	4,789	2,872	167	99
Planning & Development	6,171	4,807	1,261	104	-
People & Culture	773	717	57		
Total permanent, casual and temporary staff	33,794	27,678	5,713	272	132
Other staff	1,086				
Total expenditure	34,880				

The amounts in the table above include salaries and oncosts only. The Employee benefits figure in the Comprehensive Income Statement also includes additional items of expenditure, including fringe benefits tax, overtime, trainees and uniform.

Compris

Division	Budget 2018-19 EFT	es Permane nt Full Time	Part Time	Casual	Tempora ry
		\$'000	\$'000	\$'000	\$'000
Chief Executive Officer	11.5	11.5	-	-	-
Assets & Services	108.2	103.0	4.8	-	0.4
Corporate Services	64.3	51.5	12.8	-	-
Community Wellbeing	71.2	42.0	27.1	0.8	1.2
Planning & Development	61.8	46.0	15.2	0.6	-
People & Culture	7.6	7.0	0.6	-	-
Total permanent, casual and temporary staff	324.6	261.0	60.5	1.4	1.6
Other staff	12.2				
Total EFT	336.7				

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	Assess and report on the utilisation of community facilities for the benefit of community	Consult with fathers connected to the universal services around their needs and the accessibility of services for them. Implement improvements to service delivery where possible within budget.	Work with local agencies to identify workforce development opportunities and good practice for universal services in meeting the needs of refugee/asylum seeker/CALD communities	Evaluate and report on the utilisation of facilities (includes My Place and MCH service delivery in the centres)
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building. The Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.	Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building. The Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.	Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building. The Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.	Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building. The Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.		Start the design stage of the Integrated Children's Centre at Brunt Road.	Commence the construction of the Integrated Children's Centre at Brunt Road.	Complete the construction of the Integrated Children's Centre at Brunt Road.
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	Start the design and in part the construction of the Integrated Children's Centre at Timbertop.	Complete the construction, fit-out and opening of the Integrated Children's Centre at Timbertop.		
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	Finalise the construction, fit-out and opening of the Integrated Children's Centre at Comely Banks.			
1 Our People	1.1 Access to a variety of services for all	1.1.1 Continually review services to ensure those provided by Council meet community needs.	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.
1 Our People	1.1 Access to a variety of services for all	1.1.2 Routinely review overall community needs for services and either deliver or advocate for others to provide services to meet those needs.	Implementation of year one of Child, Youth and Family Strategy with a focus on the development of a joint learning and service support model 'Our Place' for the integrated Gum Scrub Creek Child and Family Centre	Report on the outcomes being achieved through the joint learning and service support model 'Our Place' for the integrated Gum Scrub Creek Child and Family Centre and identify where the learning can be applied to the development of the next Child and Family Centre.	Implement year 3 of the Child, Youth and Family strategy taking the learning from years 1 and 2 to inform future development and to set key priorities.	Review achievements of the key priorities within the Youth Strategy Reference Group action plan and report on outcomes and any gaps
1 Our People	1.1 Access to a variety of services for all	1.1.3 Deliver Ageing Well initiatives that support older adults to live longer in their own homes and reduce social isolation.	Report on the progress of the Aged and Disability Service Provider Partnership	Report on the progress of the Aged and Disability Service Provider Partnership	Report on the progress of the Aged and Disability Service Provider Partnership	Report on the progress of the Aged and Disability Service Provider Partnership
1 Our People	1.1 Access to a variety of services for all	1.1.3 Deliver Ageing Well initiatives that support older adults to live longer in their own homes and reduce social isolation.	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	In line with WHO guidelines, work in partnership with older people to develop and deliver the first year of action of the Age Friendly Strategy.	In line with WHO guidelines, work in partnership with older people to develop and deliver the second year of action of the Age Friendly Strategy.

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
1 Our People	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.	Advocate for a range of education, training and development opportunities for young people	Review the advocacy efforts for a range of education, training and development opportunities and report on gaps.	Assess local data and evidence with the Youth Strategic Reference Group to assess the needs of young people in securing employment in the Shire and identify gaps and opportunities for advocacy	Implement advocacy around identified gaps to secure employment for young people
1 Our People	1.2 Access to support services and programs for young people	1.2.2 Advocate for an increase in locally based health and wellbeing services to support young people.	Implement priorities within the Playground Strategy and playground renewal program. Project nominated include: Robin Crt, Pakenham, Phillip Crt, Pakenham, Gembrook Adventure Playground, Gembrook, Maryknoll recreation reserve, Maryknoll.	Implement priorities within the Playground renewal program. Projects nominated include: Nar Nar Goon Recreation Reserve, Nar nar Goon, James St, Lang Lang, Dick Jones Reserve, Lang Lang, Tantallon Bvd Detention Basin, Beaconsfield.	Implement priorities within the Playground Strategy and playground renewal program. Projects nominated include: Keith Ewenson, Upper Beaconsfield, Kath Roberts Reserve, Beaconsfield, Redwood Rd Reserve, Gembrook, Jim Parks Reserve, Beaconsfield.	Implement priorities within the Playground strategy and Playground renewal program. Projects nominated include: WB Ronald Reserve, Pakenham, Greenland Ct, Garfield, Mountain Road Recreation Reserve, Cockatoo, Ebony Drive Reserve, Pakenham.
1 Our People	1.2 Access to support services and programs for young people	1.2.2 Advocate for an increase in locally based health and wellbeing services to support young people.	Identify service gaps and utilise the 'Services for Success' model to advocate for additional infrastructure.	Measure and report on effectiveness of current integrated service provision for young people in the Shire	Undertake a local review of youth needs through the Youth Forum Survey in partnership with local steering committees and networks	Share findings of Youth Forum Survey and develop action plan in partnership with key stakeholders.
1 Our People	1.2 Access to support services and programs for young people	1.2.3 Investigate opportunities for allied services to be co-located with Council facilities	Explore options for expansion or relocation of My Place to cater for increased services for young people.	Continue to support agencies from across the region to locate in Cardinia with consideration to My Place capacity.	Continue to support agencies from across the region to locate in Cardinia with consideration to My Place capacity.	Continue to support agencies from across the region to locate in Cardinia with consideration to My Place capacity.
1 Our People	1.3 Learning opportunities for all ages and abilities	1.3.1 Advocate to the Victorian Government to partner with Council during the development of new 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
1 Our People	1.3 Learning opportunities for all ages and abilities	1.3.2 Advocate to Australian and Victorian governments for post-compulsory and vocational training that meets the needs of local employers and residents	Work with education providers to enhance opportunities for further education for residents of all ages.	Work with education providers to enhance opportunities for further education for residents of all ages.	Work with education providers to enhance opportunities for further education for residents of all ages.	Work with education providers to enhance opportunities for further education for residents of all ages.
1 Our People	1.3 Learning opportunities for all ages and abilities	1.3.3 Support the provision of learning opportunities for all ages and abilities.	Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses, senior citizens centres.	Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses, senior citizens centres.	Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses, senior citizens centres.	Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses, senior citizens centres.
1 Our People	1.4 Improved health and wellbeing for all	1.4.1 Source funding and deliver a range of initiatives that promote health and wellbeing.	Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in Liveability Plan	Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in Liveability Plan	Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in Liveability Plan	Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in Liveability Plan

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
1 Our People	1.4 Improved health and wellbeing for all	1.4.2 Develop the new Municipal Public Health and Wellbeing Plan and review annually.	Implement the 'Action Agenda' by November 2018 of the Liveability Plan and complete an annual progress report.	Implement the 'Action Agenda' by November 2019 of the Liveability Plan and complete an annual progress report.	Implement the 'Action Agenda' by November 2020 of the Liveability Plan and complete an annual progress report. Undertake a four year review of the Liveability Plan.	Implement the 'Action Agenda' by November 2021 of the Liveability Plan and complete an annual progress report.
1 Our People	1.4 Improved health and wellbeing for all	1.4.3 Routinely investigate community health and wellbeing issues to inform Council's planning and activities.	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning	Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning
1 Our People	1.4 Improved health and wellbeing for all	1.4.4 Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities.	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	Completion and activation of the Pakenham Hills Parentzone Hub and the provision of parenting advice, education and support	Assess and report on the progress of the State Government Early Years 10 year Compact priorities for children and families
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 residents.	Pepi's Land (Emerald) Master Plan – construction of path to Hamilton and revegetation planting			
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 residents.	Work with user groups to design and construct Gembrook Reserve Pavilion			
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 residents.			Design extension to Bunyip Indoor Stadium	
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 residents.	Present options to Council for the potential redevelopment and expansion of Cardinia Life. If approved, proceed with detailed design.			
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 residents.	Complete construction of netball courts, car parking and pavilion at Pepi's Land Emerald			
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 residents.	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	Deep Creek Reserve (Pakenham) – commence construction of Indigenous plant nursery	
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 residents.	Lang Lang Community and Recreation Precinct - Finalise Stage 1 civil works including the ovals, car parks and roads.	Lang Lang Community and Recreation Precinct - Commence building pavilion	Lang Lang Community and Recreation Precinct - Build rail trail from Lang Lang town & Finalise building pavilion	

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
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 residents.	Resurface and upgrade current Recreation Sports Ovals - Officer (ROC) Oval	Resurface and upgrade current Recreation Sports Ovals - Cora Lynn Oval	Resurface and upgrade current Recreation Sports Ovals - Bunyip Reserve Soccer Pitches	Resurface and upgrade current Recreation Sports Ovals - Perc Allison Reserve Beaconsfield
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 residents.	James Bathe Recreation Reserve - Finalise civil works of ovals and car parks	James Bathe Reserve (Pakenham) – commence construction of pavilion	James Bathe Reserve (Pakenham) – complete construction of pavilion	James Bath Reserve (Pakenham) - complete outstanding items identified in the masterplan
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 residents.	PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park	PB Ronald Reserve (Pakenham) – Relocation of fire brigade running track		
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 residents.	Construction Bunyip Soccer Stadium			
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 residents.	Construct redevelopment of Cora Lyn Reserve Pavilion			
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 residents.	Commence the design of the Worrell Reserve Sports Pavilion.	Commence the construction of the Worrell Reserve Sports Pavilion.	Complete the construction of the Worrell Reserve Sports Pavilion.	
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 residents.	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
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.2 Increase opportunities for residents to participate in a range of sport, recreation and leisure activities.	Advocate to State Government for funds for development of Comely Banks Reserve.	Comely Banks Reserve - commence construction of playing fields and associated works. Design pavilion.	Comely Banks Reserve - complete construction of Stage 1.	
1 Our People	1.5 Variety of recreation and leisure opportunities	1.5.2 Increase opportunities for residents to participate in a range of sport, recreation and leisure activities.	Continue to investigate an appropriate location for a permanent home for the Koo Wee Rup and District Motorcycle Club.			
1 Our People	1.6 Increased awareness of safety	1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.	Support continued implementation of family violence projects in the shire at a local, regional and state level including . 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 . 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 . 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 . Together We Can initiative and White Ribbon Accreditation

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
1 Our People	1.6 Increased awareness of safety	1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.	Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.
1 Our People	1.6 Increased awareness of safety	1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.	To continue to work with the Cardinia Safer Communities Strategic Committee and action groups to address safety issues within the shire. Conduct real-time evaluation of implementation/effectiveness of key actions contained within Safer Communities Framework	To continue to work with the Cardinia Safer Communities Strategic Committee and action groups 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	To continue to work with the Cardinia Safer Communities Strategic Committee and action groups 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	To continue to work with the Cardinia Safer Communities Strategic Committee and action groups 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
1 Our People	1.6 Increased awareness of safety	1.6.2 Improve awareness of township safety in local communities.	Promote resilience and community preparations for emergencies by engaging with communities to assist the development of localised plans and actions. Initial focus will be on Upper Beaconsfield community. Link this work with the Resilient Melbourne initiative.	Engage with communities to understand and share knowledge on known risks within the Shire. Deliver a bi-annual community resilience forum or series of workshops to promote emergency safety and awareness. Link this work with the Resilient Melbourne initiative.	Community led programs/plans in the shire are supported by Council. Community safety messaging is promoted by Council in conjunction with key stakeholders.	Promote resilience building and community preparation for emergencies through community engagement and education. Work with vulnerable groups and associated services to understand their particular needs associated with emergency management planning.
1 Our People	1.7 Minimised impact of emergencies	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's Municipal Emergency Management arrangements to ensure their relevance to its risk profile. Review – Municipal Relief and Recovery Plan and Municipal Heat Health Plan	Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their relevance to its risk profile. Review –Municipal Pandemic Plan Municipal Emergency Animal Welfare Plan	Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their relevance to its risk profile. Review the Municipal Relief and Recovery plan	Lead the regular review and exercise of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their relevance to its risk profile.
1 Our People	1.7 Minimised impact of emergencies	1.7.2 Implement effective plans and procedures that minimise the impact of all emergencies in the Shire.	Implement the long term plan for burning in Council reserves. Review the Municipal Emergency Management Plan (including CERA -Community Emergency Risk Assessment), Annual review VFRR Undertake Municipal Emergency Management Plan audit. Conduct annual fire inspection program.	Implement the long term plan for burning in Council reserves. Review the Municipal Flood and Storm Emergency Plan, Municipal Fire Management Plan (including VFRR - Victorian Fire Risk Register).Conduct annual fire inspection program.	Implement the long term plan for burning in Council reserves. Review the VFRR, Bushfire Risk Profile Cardinia, Municipal Emergency Management Plan, Community Emergency Risk Assessment .Conduct annual fire inspection program.	Implement the long term plan for burning in council reserves. Review the VFRR and conduct annual fire inspection program.

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
1 Our People	1.7 Minimised impact of emergencies	1.7.3 Protect against the impacts of emergencies through effective preparation and community planning and education.	Support community initiatives (i.e.. Ready to Go) and assist communities to develop community emergency management plans. Utilise social media and publications to promote awareness of safety measures to support residents in the areas of heat health, thunderstorm asthma, fire preparation activities etc.	Support community initiatives (i.e.. Ready to Go) and assist communities to develop community emergency management plans. Utilise social media and publications to promote awareness of safety measures to support residents in the areas of heat health, thunderstorm asthma, fire preparation activities etc.	Support community initiatives (i.e.. Ready to Go) and assist communities to develop community emergency management plans. Utilise social media and publications to promote awareness of safety measures to support residents in the areas of heat health, thunderstorm asthma, fire preparation activities etc.	Support community initiatives (i.e.. Ready to Go) and assist communities to develop community emergency management plans
2 Our Community	2.1 Our diverse community requirements met	2.1.1 Monitor and research emerging community trends to help plan for the needs of residents.	Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database(i.e. Factsheets, Population projection updates and Social health Profile)	Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database(i.e. Factsheets, Population projection updates and Social health Profile)	Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database(i.e. Factsheets, Population projection updates and Social health Profile)	Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database(i.e. Factsheets, Population projection updates and Social health Profile)
2 Our Community	2.1 Our diverse community requirements met	2.1.2 Promote access to and encourage, a mix of housing types to cater for the varying needs of people in the Cardinia community.	Advocate and work with local housing provider to monitor the impact of social housing	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	Undertake a social housing project in partnership with a housing association, local housing providers and social support services
2 Our Community	2.1 Our diverse community requirements met	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 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.	In conjunction with the Public Art Coordination team, deliver public art works in Port Ward	In conjunction with the Public Arts Coordination team, determine locations and plan public art works at prominent sites across shire with a focus on Central Ward.
2 Our Community	2.1 Our diverse community requirements met	2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities.	Complete construction of the Cardinia Arts Space at CCC.	Activate the Cardinia Art Space in conjunction with a range of hub and spoke activities to bring art to the community.	Activate the Cardinia Art Space in conjunction with a range of hub and spoke activities to bring art to the community.	Activate the Cardinia Art Space in conjunction with a range of hub and spoke activities to bring art to the community.
2 Our Community	2.1 Our diverse community requirements met	2.1.4 Plan for the provision of facilities to service and support the changing community.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.	Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.
2 Our Community	2.1 Our diverse community requirements met	2.1.5 Work with local communities to review and implement township strategies that contribute to meeting the needs of those communities.	Complete the economic review of the railway townships and develop a program for land use strategies in priority locations	Incorporate planning strategies and controls into the planning scheme from studies.	Incorporate planning strategies and controls into the planning scheme from studies.	Incorporate planning strategies and controls into the planning scheme from studies.
2 Our Community	2.2 Engaged communities	2.2.1 Provide a range of opportunities that encourage community participation in Council policy and strategy development.	Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies. Begin planning and preparation of the new Community Plan.	Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies. Begin development of the Cardinia Shire Community Plan.	Develop the first Community Plan for Cardinia in accordance with Local Government Act. Finalise and promote the Cardinia Community Plan.	Continue to oversee the aspiration of Community Plan
2 Our Community	2.2 Engaged communities	2.2.2 Communicate the activities and decisions of Council to the residents in a variety of ways.	Development of new Digital Communications Strategy	Identify opportunities to expand online and social media transactions.	Identify opportunities to expand online and social media transactions.	Identify opportunities to expand online and social media interactions with the community

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
2 Our Community	2.2 Engaged communities	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. Evaluate and assess the current Community Leadership Program.	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
2 Our Community	2.3 Increased levels of community participation	2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.	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	Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy
2 Our Community	2.3 Increased levels of community participation	2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.	Development of new Cultural Diversity Action Plan	Implement the Cultural Diversity Policy and Action Plan	Implement the Cultural Diversity Policy and Action Plan	Implement the Cultural Diversity Policy and Action Plan
2 Our Community	2.3 Increased levels of community participation	2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.	Implement the Disability - Access and Inclusion action plan	Implement the Disability - Access and Inclusion action plan	Implement the Disability - Access and Inclusion action plan	Implement the Disability - Access and Inclusion action plan
2 Our Community	2.3 Increased levels of community participation	2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.	Development of a new Reconciliation Action Plan	Implement the Reconciliation Action Plan	Implement the Reconciliation Action Plan	Implement the Reconciliation Action Plan
2 Our Community	2.3 Increased levels of community participation	2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.	Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	Participate in programs linked to the Resilient Melbourne Initiative where appropriate.	Participate in programs linked to the Resilient Melbourne Initiative where appropriate.
2 Our Community	2.3 Increased levels of community participation	2.3.2 Recognise, support and promote the value of volunteerism in our communities.	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 volunteers
2 Our Community	2.3 Increased levels of community participation	2.3.3 Strengthen Council's community engagement through the development, implementation and promotion of effective practices.	Provide training and support to staff across the organisation regarding the Community Engagement Framework and toolkit to enhance the community's participation	Review and update Community Engagement Framework and toolkit	Provide training and support to staff across the organisation regarding the Community Engagement Framework and toolkit to enhance the community's participation	Review and Update Community Engagement Framework and toolkit
2 Our Community	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.	Plan and deliver a Community Summit in line with the Community Wellbeing Grants	Plan and deliver a Community Summit in line with the Community Wellbeing Grants	Plan and deliver a Community Summit in line with the Community Wellbeing Grants	Plan and deliver a Community Summit in line with the Community Wellbeing Grants

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
2 Our Community	2.4 Improved health and wellbeing of our residents	2.4.2 Enhance food literacy and security within the community. Support the provision of services by Council or others for people of all abilities.	Coordinate and implement the Food Circles Collective Impact project (e.g., Develop a Local Food Strategy)	Support the local food network to implement the Local Food Strategy.	Support the local food network to implement the Local Food Strategy.	Support the local food network to implement the Local Food Strategy.
2 Our Community	2.4 Improved health and wellbeing of our residents	2.4.3 Help establish partnerships and social infrastructure opportunities that improve health and wellbeing outcomes for residents.	Work with partners to ensure local health and wellbeing priorities are delivered through the Pakenham Health Centre	Work with partners to ensure local health and wellbeing priorities are delivered through the Pakenham Health Centre	Work with partners to ensure local health and wellbeing priorities are delivered through the Pakenham Health Centre	Work with partners to ensure local health and wellbeing priorities are delivered through the Pakenham Health Centre
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.1 Maintain all Council roads and supporting infrastructure in accordance with the Roads Management Act 2004.	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	Inspections and maintenance of the road network in accordance with the road management plan
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.1 Maintain all Council roads and supporting infrastructure in accordance with the Roads Management Act 2004.	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.2 Develop new and maintain existing parks, gardens and reserves in a sustainable way.	Finalise the upgrading program at Emerald Lake Park Arboretum - Complete path and road renewal works within Emerald Lake Park including desilting of lake. Complete review of service standards for the open space contract.	Commence the new Parks and Gardens Maintenance Contract on the 1st of November 2019.		
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	Continue construction of Hills Hub with a view to completing in 2019. Provide regular communication updates to the community, SLT and Council. Work with user group to develop new management structure.	Formally open the Hills Hub and commence operations with stakeholders. Implement new management and governance structure for the facility after negotiations with DEWLP.	Continue operations and development of programs to be delivered from the Hills Hub. Review and evaluate operating model and governance and management structures.	
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	Upgrade of the Gembrook Reserve Sports Pavilion.			

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse Community. Our works will meet enhanced and over and above Disability Discrimination Act requirements. Typically each year anywhere between 4 to 6 or so buildings and associated grounds are prioritised for such improvements, which include ramps to entry areas of buildings, car parking for the disable, hand railing, tactile markers, toilet for the disable, etc.	Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse Community. Our works will meet enhanced and over and above Disability Discrimination Act requirements. Typically each year anywhere between 4 to 6 or so buildings and associated grounds are prioritised for such improvements, which include ramps to entry areas of buildings, car parking for the disable, hand railing, tactile markers, toilet for the disable, etc.	Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse Community. Our works will meet enhanced and over and above Disability Discrimination Act requirements. Typically each year anywhere between 4 to 6 or so buildings and associated grounds are prioritised for such improvements, which include ramps to entry areas of buildings, car parking for the disable, hand railing, tactile markers, toilet for the disable, etc.	Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse Community. Our works will meet enhanced and over and above Disability Discrimination Act requirements. Typically each year anywhere between 4 to 6 or so buildings and associated grounds are prioritised for such improvements, which include ramps to entry areas of buildings, car parking for the disable, hand railing, tactile markers, toilet for the disable, etc.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	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.		
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	3.1.3 Provide accessible facilities to meet identified community needs.	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 & Pakenham Upper - Installation of sub-surface irrigation and bore.	Conduct a program of resurfacing of playing surfaces at recreation reserves – Bunyip Soccer Pitches - Installation of sub-surface drainage and irrigation.	Conduct a program of resurfacing of playing surfaces at recreation reserves – Beaconsfield Recreation Reserve installation of sub-surface drainage and irrigation. Re-shaping of oval.
3 Our Environment	3.1 Provision and maintenance of assets on a life-cycle basis	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.	Review of Open Space Asset Management Plan	Review of Road Asset Management Plan Review of Bridges Asset Management Plan	Review of Drainage Asset Management Plan	Review of Buildings Asset Management Plan
3 Our Environment	3.2 Transport Linkages connecting towns	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	Implement recommendations from revised Road Safety Strategy, including cyclist awareness program	Implement recommendations from revised Road Safety Strategy, including cyclist awareness program	Implement recommendations from revised road safety strategy, including cyclist awareness program
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.1 Upgrade Council roads to improve safety while considering the traffic demand of the community.	Implementation of the Lang Lang Bypass from Westernport Road to McDonalds Track	Implementation of the Lang Lang Bypass from Westernport Road to McDonalds Track		
3 Our Environment	3.2 Transport Linkages connecting towns	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 Review SCS Program in conjunction with Policy update.	Boronia Cr, Caroline Ave, Rouen Rd, and Bell St (Cockatoo) – Road and Drainage Scheme construction		
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.	Commence construction of a special charge scheme for O'Sullivan Road, Hill Street and Peet Street (Pakenham) and finalise statutory process	Construct O'Sullivan Road, Hill Street and Peet Street (Pakenham) including associated works.	Complete construction of O'Sullivan Road, Hill Street and Peet Street (Pakenham) including associated works.	

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.	Review SCS Program in conjunction with Policy update.		Joffre Pde, Kitchener Pde (Cockatoo) - Road and Drainage Scheme planning phase and preliminary design	Implement the special charge scheme if adequate land owners support is achieved.
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.3 Develop transport networks that incorporate effective public transport.	Proposed Implementation of Road Development Program to seal rural collector roads	Proposed Implementation of Road Development Program to seal rural collector roads		
3 Our Environment	3.2 Transport Linkages connecting towns	3.2.4 Prioritise multi-use pathways, where practicable, to create networks that connect destinations.	Implementation of the footpaths identified in the Pedestrian Bicycle Strategy	Implementation of the footpaths identified in the Pedestrian Bicycle Strategy	Implementation of the footpaths identified in the Pedestrian Bicycle Strategy	Implementation of the footpaths identified in the Pedestrian Bicycle Strategy
3 Our Environment	3.2 Transport Linkages connecting towns	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 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	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.
3 Our Environment	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.	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce community energy use)	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce Council energy use)	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce Council energy use)	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce community energy use)
3 Our Environment	3.3 Enhanced natural environment	3.3.3 Reduce Council's energy consumption and help the community to do likewise.	1) Finalise the development of a formal ESD strategy for all new and existing Council buildings and commence implementation. 2) Continue to work in conjunction with Planning & Development Division and Environment unit on Sustainable Design Assessment in the Planning Process (SDAPP), to assist them to review planning applications against required sustainability standards to be achieved, including reductions of carbon emissions.	1) Continue to implement ESD strategy for all new and existing Council buildings 2) Continue to work in conjunction with Planning & Development Division and Environment unit to develop a local policy to formalise Sustainable Design Assessment in the Planning Process (SDAPP) through the undertaking of a planning scheme amendment.	Continue to work in conjunction with Planning & Development Division and Environment Unit to meet any requirements to have a local policy gazetted to formalise Sustainable Design Assessment in the Planning Process (SDAPP) through the undertaking of a planning scheme amendment.	The local planning policy will be gazetted to amend the planning scheme to formalise Sustainable Design Assessment in the Planning Process (SDAPP) in Cardinia.
3 Our Environment	3.3 Enhanced natural environment	3.3.3 Reduce Council's energy consumption and help the community to do likewise.	Implement the Aspirational Energy Transition plan including phase two of the decorative street lighting retrofit with energy efficient lighting	Implement the Aspirational Energy Transition plan including energy saving retrofits for smaller Council facilities such as Hollins Children's Services Centre and Emerald Library	Implement the Aspirational Energy Transition plan including energy audits of council facilities, energy saving retrofits and renewable energy	Implement the Aspirational Energy Transition Plan including solar power for council facilities

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	Provide education material and support to schools and ELC to improve engagement and resource recovery	Provide education material and support to schools and ELC to improve engagement and resource recovery	Provide education material and support to schools and ELC to improve engagement and resource recovery	Provide education material and support to schools and ELC to improve engagement and resource recovery
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	Begin review and development of system for diverting food waste from landfill. To include • review best practice of food waste collection system at the kerbside and learn from other examples • identify collection service change requirements and review service specifications • develop behaviour change program and identify support required • identify resources required for 2 year implementation.	Undertaken tender process for kerbside garbage/recycling/organics waste collection services and recycling processing, considering outcomes of food diversion review. Prepare for communication program delivery for behaviour change.	Prepare to implement a system and roll out behaviour change program that reduce food waste to landfill	Implement a system for diverting food waste from landfill and review system for effectiveness
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	Build on success of new resource recovery facilities by advocating for improved resource recovery and reuse options (such as e-waste/detox your home/SV programs/new streams/reuse opportunities/education)	Build on success of new resource recovery facilities by advocating for improved resource recovery and reuse options (such as e-waste/detox your home/SV programs/new streams/reuse opportunities/education)	Build on success of new resource recovery facilities by advocating for improved resource recovery and reuse options (such as e-waste/detox your home/SV programs/new streams/reuse opportunities/education)	Build on success of new resource recovery facilities by advocating for improved recovery and reuse options (such as e-waste/detox your home/SV programs/new streams/reuse opportunities/education)
3 Our Environment	3.3 Enhanced natural environment	3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.	Collaborate on regional project with south east councils and MWRRG to procure landfill and alternative to landfill services, including pre sort options for commencement post 2021.	Collaborate on regional project with south east councils and MWRRG to procure landfill and alternative to landfill services, including pre sort options for commencement post 2021.	Collaborate on regional project with south east councils and MWRRG to procure landfill and alternative to landfill services, including pre sort options for commencement post 2021. Prepare to deliver and take-up new service.	Evaluate diversion from landfill achieved through new waste contracts and initiatives and develop Waste and resource recovery strategy Action plan 2022-2026
3 Our Environment	3.3 Enhanced natural environment	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 the continued implementation of water-efficiency measures recommended in the water audits at Cardinia Life and Holm Park Reserve	Implement the Integrated Water Management Plan including completing further water efficiency audits and installing sediment pits near key waterways	Implement the Integrated Water Management Plan including implementation of water efficiency measures recommended in previous water audits	Implement the Integrated Water Management Plan including continued implementation of water efficiency measures recommended in previous water audits
3 Our Environment	3.3 Enhanced natural environment	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. Advocate to South East Water for the timely delivery of the Officer Township backlog program.	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program. Advocate to South East Water for the timely delivery of the Officer Township backlog program.	Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program. Advocate to Yarra Valley Water for the timely delivery of Emerald South and Clematis backlog program	Reduce off-site discharges by advocating to water authorities to complete the backlog sewer program. Advocate to Yarra Valley Water for the timely delivery of Emerald South and Clematis backlog program.
3 Our Environment	3.3 Enhanced natural environment	3.3.7 Protect and improve biodiversity by increasing the area of natural ecosystems across the Shire.	Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives	Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives	Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives	Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
3 Our Environment	3.3 Enhanced natural environment	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.	Preserve and improve natural environment by undertaking weed management and indigenous plantings	Preserve and improve natural environment by undertaking weed management and indigenous plantings	Preserve and improve natural environment by undertaking weed management and indigenous plantings	Preserve and improve natural environment by undertaking weed management and indigenous plantings
3 Our Environment	3.3 Enhanced natural environment	3.3.9 Manage agricultural land use by supporting farmers to utilise sustainable farming practises.	Facilitate investment in farm practises and work with State Government to review the regulatory system whilst implementing the Westernport green wedge management plan	Facilitate investment in farm practises and work with State Government to review the regulatory system whilst implementing the Westernport green wedge management plan	Facilitate investment in farm practises and work with State Government to review the regulatory system	Facilitate investment in farm practises and work with State Government to review the regulatory system
3 Our Environment	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.1 Plan and develop built environments that support improved health and wellbeing of our communities through implementation of the Healthy by Design guidelines.	Promote the development and implementation of water sensitive urban design elements into infrastructure works			
3 Our Environment	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.1 Plan and develop built environments that support improved health and wellbeing of our communities through implementation of the Healthy by Design guidelines.		Implementation of environmental sustainable design elements into infrastructure works and new buildings		
3 Our Environment	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.2 Raise awareness of our environment's impact on people's health and wellbeing by integrating the concept of liveability across all Council business units and including liveability indicators within the municipal public health and wellbeing plan.	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives	Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives
3 Our Environment	3.4 Natural and built environments supporting the improved health and wellbeing of our communities	3.4.3 Advocate for changes in the state planning scheme which support development of local policies which reduce health-detracting environments (gaming, liquor, fast food).	Complete review of Council's Municipal Strategic Statement into the Planning scheme.	Commence developing planning policies coming out of the MSS review.	Continue to review the planning scheme and undertake amendments as required.	Continue to review the planning scheme and undertake amendments as required.

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
3 Our Environment	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.	Undertake consultation as part of the review of Councils Municipal Strategic Statement and the Cardinia Planning scheme.	Complete review of Councils Municipal Strategic Statement into the Planning scheme.	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
3 Our Environment	3.5 Balanced needs of development, the community and the environment	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.	Ongoing review of PSP's and DCP's and complete the Pakenham East & Pakenham South PSPs. Commence Officer South PSP with the VPA.	Ongoing review of PSP's and DCP's and complete Officer South PSP with the VPA.	Ongoing review of PSP's and DCP's	Ongoing review of Precinct Structure Plans, Development Contribution Plans and Infrastructure Contribution Plans
3 Our Environment	3.5 Balanced needs of development, the community and the environment	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 including implementing developer contributions in an orderly manner.	Implement approved structure plans for the growth area including implementing developer contributions in an orderly manner.	Implement approved structure plans for the growth area including implementing developer contributions in an orderly manner.	Implement approved structure plans for the growth area including implementing developer contributions in an orderly manner.
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.3 Provide for the sustainable development of rural townships while taking into account their existing character and community needs	Review of township strategies in line with the adopted program	Review of township strategies in line with the adopted program	Review of township strategies in line with the adopted program	Review of planning strategies in line with adopted program
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.3 Provide for the sustainable development of rural townships while taking into account their existing character and community needs	Implement the Westernport Green wedge Management plan and Continue advocacy for Green Wedge Management Plan for the remainder of Cardinia Shire.	Implement the Westernport Green wedge Management plan and Continue advocacy for Green Wedge Management Plan for the remainder of Cardinia Shire.	Implement the Westernport Green wedge Management plan and Continue advocacy for Green Wedge Management Plan for the remainder of Cardinia Shire.	Review existing Green Wedge Management Plan
3 Our Environment	3.5 Balanced needs of development, the community and the environment	3.5.4 Ensure the planning of rural (green wedge) areas protects and enhances important agricultural, environmental, natural resource, infrastructure and recreational values.	Implement the Westernport Green wedge Management plan and Continue advocacy for Green Wedge Management Plan for the remainder of Cardinia Shire. Implement the ESO for bandicoot corridors.	Implement the Westernport Green wedge Management plan and Continue advocacy for Green Wedge Management Plan for the remainder of Cardinia Shire.	Implement the Westernport Green wedge Management plan and Continue advocacy for Green Wedge Management Plan for the remainder of Cardinia Shire.	

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.1 Plan for and support local employment opportunities.	Undertake review of Cardinia Road Employment precinct to encourage investment & employment opportunities and commence the Officer South PSP. Finalise the Pakenham South PSP.	Complete the review of Cardinia Road Employment precinct to encourage investment & employment opportunities and commence the Officer South PSP.		
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.2 Support the development of existing and new businesses within the shire.	Facilitate business networking opportunities through Casey Cardinia and individuals	Facilitate business networking opportunities through Casey Cardinia and individuals	Facilitate business networking opportunities through Casey Cardinia and individuals	Facilitate business networking opportunities through Casey Cardinia and individuals
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.3 Plan for a staged development of the Officer-Pakenham employment precinct.	Work with the VPA in the preparation of Officer South Precinct Structure Plan and Infrastructure Contribution Plan	Work with the VPA to complete the Officer South Precinct Structure Plan and Infrastructure Contribution Plan		
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.3 Plan for a staged development of the Officer-Pakenham employment precinct.	Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Infrastructure Contribution Plan	Work with the VPA to complete the Pakenham South Employment Precinct Structure Plan and Infrastructure Contribution Plan		
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.4 Plan the development of Officer and Pakenham town centres.	Facilitate development of key sites in the core commercial areas in Officer and Pakenham.	Facilitate development of key sites in the core commercial areas in Officer and Pakenham.	Facilitate development of key sites in the core commercial areas in Officer and Pakenham.	Facilitate development of key sites in the commercial areas of existing Precinct Structure Plans
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.4 Plan the development of Officer and Pakenham town centres.	Work with the VPA in the preparation of Pakenham East Precinct Structure Plan and Infrastructure Contribution Plan	Work with the VPA to complete the Pakenham East Precinct and Pakenham South Structure Plan and Infrastructure Contribution Plan		
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.4 Plan the development of Officer and Pakenham town centres.	Work with VPA to complete the review of Officer Town Centre as part of the Officer PSP			
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.5 Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy, whilst working with the South Eastern Metropolitan Partnership to attract jobs and investment to the region.	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy, whilst working with the South Eastern Metropolitan Partnership to attract jobs and investment to the region.	Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy, whilst working with the South Eastern Metropolitan Partnership to attract jobs and investment to the region.	Review the actions of the Casey Cardinia Attracting Employment and Investment Strategy
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.5 Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.	Advocate to state government regarding the development, of a suitable site within Cardinia Shire, for an airport.	Advocate to state government regarding the development, of a suitable site within Cardinia Shire, for an airport.	Advocate to state government regarding the development, of a suitable site within Cardinia Shire, for an airport.	Advocate to state government regarding the development, of a suitable site within Cardinia Shire, for an airport.
4 Our Economy	4.1 Increased business diversity in Cardinia Shire	4.1.6 Encourage procurement of local products and services.	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.1 Support our farmers and growing agricultural industry in adapting to the changing economy and climate.	Implement the actions of the Green Wedge Management Plan	Implement the actions of the Green Wedge Management Plan	Implement the actions of the Green Wedge Management Plan	Implement the actions of the Green Wedge Management Plan
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.2 Identify innovative ways to value-add to the region's primary production and transportation.	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	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

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.3 Advocate for the development of roads and infrastructure required for primary production.	Advocate to the relevant authority for the development of the priority roads identified to support primary production	Advocate to the relevant authority for the development of the priority roads identified to support primary production	Advocate to the relevant authority for the development of the priority roads identified to support primary production	
4 Our Economy	4.2 Maintained strong agricultural activities	4.2.4. Develop a local food brand for Cardinia Shire in partnership with the community.				
4 Our Economy	4.3 Develop a local food brand for Cardinia Shire in partnership with the community. Diverse and resilient business community	4.3.1 Support small businesses to remain viable in rural townships.	Continue to work with local businesses within the shire to improve viability.	Continue to work with local businesses within the shire to improve viability.	Continue to work with local businesses within the shire to improve viability.	Continue to work with local businesses within the shire to improve viability.
4 Our Economy	4.3 Develop a local food brand for Cardinia Shire in partnership with the community. Diverse and resilient business community	4.3.2 Encourage the establishment of tourism and hospitality in appropriate areas of the Shire.	Implement the Casey Cardinia Tourism Strategy and establish a tourism board to guide future development of the sector	Implement the Casey Cardinia Tourism Strategy	Implement the Casey Cardinia Tourism Strategy	Review Casey Cardinia Tourism Strategy
4 Our Economy	4.3 Develop a local food brand for Cardinia Shire in partnership with the community. Diverse and resilient business community	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
4 Our Economy	4.3 Develop a local food brand for Cardinia Shire in partnership with the community. Diverse and resilient business community	4.3.4 Work with others to grow economic activity and attract new enterprises.	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	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	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	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
4 Our Economy	4.3 Develop a local food brand for Cardinia Shire in partnership with the community. Diverse and resilient business community	4.3.5 Support business and organisations to enhance their skills.	Council will help facilitate training opportunities for local businesses	Council will help facilitate training opportunities for local businesses	Council will help facilitate training opportunities for local businesses	Council will help facilitate training opportunities for local businesses
4 Our Economy	4.4 A local economy supporting the improved health and wellbeing of our communities	4.4.1 Lead by example as a health promoting workplace.				

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
4 Our Economy	4.4 A local economy supporting the improved health and wellbeing of our communities	4.4.3 Support tourism and local businesses that deliver health and wellbeing initiatives.	Implement the Casey Cardinia Tourism Strategy and establish a tourism board to guide future development of the sector	Implement the Casey Cardinia Tourism Strategy and support a tourism board to guide future development of the sector	Implement the Casey Cardinia Tourism Strategy and support a tourism board to guide future development of the sector	
4 Our Economy	4.4 A local economy supporting the improved health and wellbeing of our communities	4.4.4 Encourage the procurement and consumption of local food.	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services	Tender documentation and consideration includes weighting for local products and services
5 Our Governance	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.	Implementation of new 5-year communications strategy	Implement key outcomes and actions of the Communications Strategy	Implement key outcomes and actions of the Communications Strategy	Implement key outcomes and actions of the Communications Strategy
5 Our Governance	5.1 An engaged community	5.1.2 Enhance the community's confidence in Council's community engagement.	Council will continue to increase its use of online platforms to educate, inform and engage the community. This includes the use of the Shire's website and social media channels to promote community engagement activities, initiatives and outcomes.	Council will continue to increase its use of online platforms to educate, inform and engage the community. This includes the use of the Shire's website and social media channels to promote community engagement activities, initiatives and outcomes.	Council will continue to increase its use of online platforms to educate, inform and engage the community. This includes the use of the Shire's website and social media channels to promote community engagement activities, initiatives and outcomes.	Council will continue to increase its use of online platforms to educate, inform and engage the community. This includes the use of the Shire's website and social media channels to promote community engagement activities, initiatives and outcomes.
5 Our Governance	5.2 Open governance	5.2.1 Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential.	Monitor compliance with statutory reporting requirements	Monitor compliance with statutory reporting requirements	Monitor compliance with statutory reporting requirements	Monitor compliance with statutory reporting requirements
5 Our Governance	5.2 Open governance	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	Ensure public registers are updated as required
5 Our Governance	5.2 Open governance	5.2.2 Govern and make decisions in the best interests of the Cardinia Shire community.	Monitor adherence to commitments contained in Councillor Code of Conduct	Monitor adherence to commitments contained in Councillor Code of Conduct	Develop code of conduct with new council, within statutory time period.	Monitor adherence to commitments contained in Councillor Code of Conduct
5 Our Governance	5.3 Long-term financial sustainability	5.3.1 Make financial decisions that achieve the objectives of Council and long-term financial sustainability.	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
5 Our Governance	5.3 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.	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

Key priority Area	Outcome	Activity	Actions 2018-19	Actions 2019-20	Actions 2020-21	Actions 2021-22
5 Our Governance	5.3 Long-term financial sustainability	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
5 Our Governance	5.3 Long-term financial sustainability	5.3.4 Identify and implement programs to achieve Council's debt reduction policy.	Adopt Debt Management Policy	Adopt Debt Management Policy	Adopt Debt Management Policy	Adopt Debt Management Policy
5 Our Governance	5.3 Long-term financial sustainability	5.3.5 Identify ways to contain Council's cost base by a focus on innovation and efficiency.	Develop and maintain 'internal consulting' ability within Service Planning and Improvement Team, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions	Develop and maintain 'internal consulting' ability within Service Planning and Improvement Team, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions	Develop and maintain 'internal consulting' ability within Service Planning and Improvement Team, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions	Develop and maintain 'internal consulting' ability within Service Planning and Improvement Team, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions
5 Our Governance	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.	Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community	Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community	Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community	Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community
5 Our Governance	5.4 Appropriate funding and support from all levels of government	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.	Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.	Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.	Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.	Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.

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