

6.2.2 Community Infrastructure Plan Endorsement

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Recommendation(s)

That Council endorse the Community Infrastructure Plan and Community Infrastructure Implementation Plan that has been finalised following consideration of feedback and findings that were received during the community engagement process.

Attachments

1. Community Infrastructure Plan - Final [6.2.2.1 - 50 pages]
2. Community Infrastructure Implementation Plan - Actions and Recommendations [6.2.2.2 - 6 pages]
3. Cardinia Shire Council CIP Engagement Report [6.2.2.3 - 38 pages]

Executive Summary

The draft Community Infrastructure Plan was placed on public exhibition for 30 days, from 3 November to 3 December 2023. Officers have considered the relevant feedback received from the community following this public exhibition, with the Community Infrastructure Plan now finalised and ready for Council's endorsement.

The Community Infrastructure Plan provides clear guidance for our community's local infrastructure needs and aspirations over the next 10 years. The plan establishes the strategic direction for community infrastructure planning in Cardinia, and includes a data driven and evidence-based community infrastructure audit that will help inform decision making and prioritisation of investment in community infrastructure. We are committed to ensuring existing and future communities have access to council facilities that are sustainable, accessible and inclusive infrastructure.

The recommendations within the Plan focus on specific strategic and operational items that will inform future decision-making on capital priorities. It includes a series of strategic actions, focused on strengthening Council processes and priorities around community infrastructure planning, which is seen to be the first phase of the plan.

The second phase of the plan aims to identify and address shire wide actions, along with specific region-based recommendations that have been determined as the highest level of priority.

Background

Council identified the need for to develop a Community Infrastructure Plan in its Council Plan, to guide the planning and delivery of the community infrastructure required to meet the community services and needs within Cardinia Shire.

Comprehensive community infrastructure planning is crucial for setting direction and making informed decisions that help to shape council's long-term financial plan.

The development of the Community Infrastructure Plan commenced in early 2022 went through a rigorous process which has included:

- Development of the community infrastructure strategy including the vision, objectives and principles that align with Council's key strategic documents and framework.
- Research, assessments, and inspections of over 150 public buildings and facilities.
- Collation and analysis of building condition and functionality data to develop a community infrastructure audit database.
- Development of the key opportunities and challenges related to Community Infrastructure.
- Development of strategic actions and recommendations required to be achieved over the next ten years.
- Community consultation and engagement to ensure the plan effectively responds to community need.

The development of the final Community Infrastructure Plan also includes a Community Infrastructure Implementation Plan which outlines the actions, recommendations, and priorities that Council will achieve over the next 10-year period. The Plan includes a series of shire wide and region-specific actions and recommendations that are based on the findings from the community infrastructure audit, which utilises building condition data from 2019 and functionality/fit for purpose assessment data from 2023. The audit helps to identify gaps and limitations of community infrastructure and will assist in the prioritisation of investment in community infrastructure.

Policy Implications

The Community Infrastructure Plan aligns with the following:

Supports the Council Plan through delivering on:

1. Strong communities: We empower our communities to be healthy, connected and resilient
2. Liveable places: We support the creation of liveable spaces and places

Supports the Liveability Plan through delivering on:

1. Improve mental health and wellbeing
2. Improve social cohesion
3. Improve safety
4. Improve healthy eating and active living
5. Reduce family violence
6. Improve financial wellbeing and resilience
7. Reduce harm from tobacco, alcohol, drugs and gambling

Supports the Liveable neighbourhoods for improved health outcomes by:

- Active travel: increase access to and connectivity of public transport, cycling routes and Footpaths.
- Community infrastructure and services: increase access to community infrastructure and services close to home.
- Environment and open space: increase environmental sustainability; increase access to public open space.

Relevance to Council Plan

1.1 We empower our communities to be healthy, connected and resilient.

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

2.1 We support the creation of liveable spaces and places.

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

Climate Emergency Consideration

The Community Infrastructure Plan has considered actions/recommendations that support Council's approach to the climate change. These include:

1. Ensuring the implementation of Council's ESD Principles in all new and upgraded infrastructure projects.
2. Identifying requirements that facilitate:
 - a) Community facilities being a place of respite for vulnerable community members during extreme weather events, e.g., where adequate heating and cooling may not be available in the home
 - b) Strategically placed community buildings that can be used as emergency relief centres during times of a climate emergency that are safe and accessible to residents who are displaced.

Consultation/Communication

The Community Infrastructure Plan has been developed in close consultation with various internal council stakeholders and working groups that are made up of a cross section of different teams and business units.

Consultation has been a major focus throughout development of the Plan, with large scale consultation with the community conducted in late 2023. The community consultation methods included:

- Establishment of a Creating Cardinia webpage with targeted questions and opportunities for community to provide feedback via an online survey.
- Invitational emails to a targeted audience of over 350 key community infrastructure stakeholders requesting feedback on any items or queries relating to Community Infrastructure. Stakeholders included Community Asset Committees, Committees of Management, and other key service providers and community user groups.
- Development of a short explainer video providing information on the Plan and encouraging the community to provide feedback on the Plan. This video was posted on multiple Cardinia Shire Council media channels, and then subsequently shared to a variety of pages. The video was shared 25 times and received a total of 447 unique views.
- Online and face to face community workshops which were facilitated by the Community Engagement Consultant.

The attached Community Infrastructure Plan Engagement Report provides a detailed summary of the feedback and findings identified as part of the Community Infrastructure Plan engagement period.

An extensive and diverse range of community feedback was received during this engagement stage, with several key themes identified through the analysis period, which are highlighted below:

- An emphasis on Council responding the challenges and opportunities by working with the community to meet various needs.
- An emphasis on ensuring facilities a
- re more accessible and affordable for the community to use.
- Additional consideration be given to transport and the distance required to travel to access community infrastructure.
- Additional consideration to the specific community infrastructure needs of older adults, people with a disability and First Nations communities.
- Concern throughout Council around meeting the future kindergarten reform requirements and how this can be addressed to help meet community demand.
- Consider current utilisation of existing community infrastructure and how it can be utilised more effectively.

All relative engagement feedback and findings have been thoroughly considered and used to inform the final revision of the Community Infrastructure Plan. Further consultation and engagement on specific actions and recommendations outlined within the Plan will be completed, which will inform future iterations of the Plan.

Financial and Resource Implications

The Community Infrastructure Plan and Community Infrastructure Implementation Plan, including all relevant work such as research, assessment, infrastructure data, and development of the strategic actions and recommendations have been delivered in-house by Council within the existing operating budget.

A Community Engagement Consultant was engaged to oversee and manage the external engagement process.

The strategic actions and recommendations outlined in the Plan, will be costed, and prioritised based on existing Council resources where possible.

It is expected several strategic actions and recommendations identified through the Plan will lead to additional projects or items to be considered as part of future capital budget programs. Council will advocate and seek external grant funding to support the delivery of future community infrastructure projects.

Conclusion

Council has invested two years to develop its first Community Infrastructure Plan and Community Infrastructure Implementation Plan. The Community Infrastructure Plan establishes the strategic direction for community infrastructure planning in Cardinia. The Community Infrastructure Implementation Plan is based on data following a large-scale community infrastructure audit to inform decision making and prioritisation of investment in community infrastructure for the next ten years. A throughout program of community engagement was undertaken in late 2023 to understand the current and future community need and ensure community infrastructure related issues or gaps were identified and considered in the Plan. The Community Infrastructure Plan and Implementation Plan is now finalised and ready for endorsement by Council.

Cardinia Shire Council



Community Infrastructure Plan

February 2024

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Acknowledgements

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

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

Cardinia Shire Council acknowledges the right of Aboriginal peoples, and indeed all Australians, to live according to their values and customs, subject to the law. Council is committed to developing and strengthening relationships through reconciliation.

Council supports the reconciliation process, which promotes mutual respect and understanding of the Aboriginal peoples and of all ethnic groups and their history and culture in our community.

Mayor's Foreword

On behalf of my fellow Councillors, I am delighted to present Cardinia Shire Council's first ever Community Infrastructure Plan.

Our community infrastructure includes any infrastructure required for the provision of community services, programs or needs within Cardinia Shire. This includes consulting rooms, kindergartens, libraries, halls and bookable spaces, public toilets, arts and cultural venues and other facilities that bring people together and enhance community networks.

This plan recognises Council's role in meeting the local infrastructure needs for current and future generations of Cardinia Shire residents. In line with our Community Vision 2040 to '*plan for the growth of our community through consultation with residents and have infrastructure in place to meet the needs of the community*', we sought community feedback on the objectives, principles and recommendations in the plan, including how residents are currently using community infrastructure and how they want to use it in the future.

Based on comprehensive consultation and research, the plan provides clear guidance for our community's local infrastructure needs and aspirations over the next 10 years. The plan also outlines the work that Council, our partners, and community groups undertake to fulfil this vision through the delivery, operation and maintenance of community infrastructure into the future.

However, Council alone cannot meet the infrastructure needs of all residents; all levels of government, businesses and community groups must work together to fulfil our Community Vision. Accordingly, this plan aims to align priorities and coordinate efforts to ensure that we make the best use of local resources to meet community needs.

I look forward to seeing the continuous improvement of community infrastructure across Cardinia Shire now and into the future.

Cr Jack Kowarzik
Cardinia Shire Mayor 2023-2024

Introduction

The Community Infrastructure Plan will guide the planning and delivery of community infrastructure required to accommodate services required for the growing and changing population of Cardinia Shire. Using a place-based and data-driven approach, supported by community engagement and in partnership with government, business, community and developers, the plan will identify infrastructure requirements and the opportunity to improve the performance of existing infrastructure across the Shire. Enhancing the delivery and management of community infrastructure will optimise current and future generations access to essential community services that contribute to strong, healthy and connected communities.

Scope

The Community Infrastructure Plan focuses on the infrastructure required to meet community services and needs within Cardinia Shire.

The infrastructure categories considered in this Plan are included in Table 1. Future versions of the Community Infrastructure Plan may consider review and or expansion of the scope of services or infrastructure to respond to changing community need and Council's priorities.

Table 1: List of infrastructure categories in the Community Infrastructure Plan

Infrastructure category	Description
Consult rooms	May be used for the purposes of maternal and child health consultations, as well as other allied health or support service consultations for any population cohort.
Kindergarten rooms	May be used for the provision of kindergarten services, where these spaces may also be used for other early years services such as occasional care or playgroups.
Hireable community/meeting spaces of varying sizes	May be used for the provision of a variety of services, programs, or activities.
Computer or IT training rooms	May be used for the provision of a variety of services, programs or activities relating to training and skill development.
Library	Traditional library spaces and community spaces for learning, studying, accessing technology and services, and connecting with others.
Kitchen facilities	May include basic, commercial grade, or training kitchen facilities to directly provide or support delivery of services, programs, and activities.
Public toilets	Public amenities, where there is a reasonable expectation of community use.
Other	All other spaces or facilities where Council has a role in providing funding or facilitating use and development of community infrastructure. This includes arts, cultural or specialised use spaces.

The core objectives of the Community Infrastructure Plan is to:

- set the methodology and approach to community infrastructure planning,
- confirm this with the Cardinia community,
- identify initial findings and recommendations, and
- validate these initial findings

Out of Scope

The following types of community infrastructure are not considered in scope of the Community Infrastructure plan:

- Buildings or Facilities utilised solely for sport and recreation purposes,
- Sport and Recreation Reserves,
- Parks, bushlands, or open spaces,
- Roads, footpaths, or bike lanes
- State or federal operated or managed infrastructure
- Primary or Second school facilities,
- Privately owned assets or other infrastructure

These types of infrastructure and areas are covered within other Council plans and documents, or are outside of Council's control or influence.

Community Infrastructure in Cardinia Shire

There are over 150 public buildings across Cardinia Shire that provide community services within the scope of community infrastructure, as identified in this Plan.

The portfolio of community infrastructure is rapidly increasing to meet the growing needs of our population. This growth is driven both by increasing population and increasing demand for services. Much of the new community infrastructure is being delivered in the urban areas of the Shire where new residential development is occurring.

Council also has a significant portfolio of ageing community infrastructure with varying degrees of condition, functionality (performance), and utilisation. Many of these are 'stand-alone', or single-use facilities. These facilities can be costly to maintain and may not meet modern standards. While these facilities served a purpose in their time, many are now outdated, in poor condition and/or not able to meet the service needs of the population today. This presents an opportunity to reconsider our infrastructure within the Shire and align this to the services needs of the community.

The Community Infrastructure Plan includes facilities where Council has an existing role in providing, funding of facilitating use and development, for the purposes of community service provision. The facilities are owned or managed by Council, other levels of government, contractors or volunteers.

For purposes of the Community Infrastructure Plan the Shire has been considered in four regions: Growth, Hills, East and Southern Rural. This allows Council to consider the needs of unique characteristics of each of these areas of the Shire and that services are delivered where the demand exists.

Figure 1: community infrastructure planning regions



Note: The community infrastructure planning regions are under review as part of reviewing Council's demographic resources portfolio and are subject to change.

Our Plans and Strategies

The Community Infrastructure Plan is one of Council's key strategic documents that is informed by the Community Vision 2040, Council Plan 2021-25, Liveability Plan 2017-29, and Municipal Strategic Statement.

The Community Vision 2040 states that: *We plan for the growth of our community through consultation with residents and have infrastructure in place to meet the needs of the community.* Planning and infrastructure for community growth is a Community Vision priority area.

The Community Infrastructure Plan responds to Council Plan Priority 2 Liveable Places: We support the creation of liveable spaces and places. Development of the Community Infrastructure Plan is an action in the Council Plan 2021-25 (2.1.1); *to develop a municipal-wide community infrastructure plan and include relevant projects in the 10-year capital program.*

Council's Liveability Plan 2017-29 (municipal public health and wellbeing plan) includes a key liveability indicator related to community infrastructure: *Increase access to community infrastructure and services close to home.*

Services for Success is Cardinia Shire Council's service attraction philosophy, underpinned by the Liveability Plan 2017-29. Council remains committed to attracting services required to meet our communities needs through leadership, partnerships, advocacy, and where funding permits the provision of resources to attract service

partners. Council can and has made community spaces available to service partners for the provision of priority services.

The Municipal Strategic Statement seeks: *To provide residents with a reasonable level of access to a range of community services and facilities and to ensure that these services and facilities are provided in response to community needs* (Clause 21.05-6).

The Community Infrastructure Plan also seeks to respond to related State policies, as follows:

Plan Melbourne 2050	<p><i>Policy 5.3.1 – Facilitate a whole-of-government approach to the delivery of social infrastructure</i></p> <p><i>Policy 5.3.3 – Support not-for-profit community services to build social capital and stronger communities</i></p> <p><i>Policy 6.1.1 – Support a network of vibrant activity centres</i></p> <p><i>Policy 6.2.1 – Mitigate exposure to natural hazards and adapt to the impacts of climate change</i></p> <p><i>Policy 6.2.2 – Require climate change risks to be considered in infrastructure planning</i></p>
Victoria's Infrastructure Strategy	<p><i>Section 2.1 – Integrated land use and infrastructure planning</i></p> <p><i>Section 2.4 – Adapt infrastructure for modern needs</i></p> <p><i>Section 3.3 – Align social infrastructure with better service delivery</i></p> <p><i>Section 3.4 – Plan for growth areas</i></p>

Table 2 outlines results relating to community participation and community connection from the 2021 Liveability Survey, based on the four regions of Cardinia Shire. The Liveability Survey is conducted using a representative survey of randomly selected households to ensure representation across different household types across the urban and rural areas of the Shire.

The results on the next page are based on percentages of survey participants in each region. The Liveability Survey is conducted every two years and helps Council to monitor progress in achieving the seven long-term goals in the Liveability Plan 2017-29.

Table 2: Measures of community engagement by region from 2021 Liveability survey

		South	Hills	East	Growth
Participate in:	Art exhibitions	8%	23%	17%	29%
	Local library	17%	41%	31%	41%
	Cultural events	18%	30%	29%	38%
Feel no / slight connection to local community		42%	35%	34%	58%
Not enough connection to local community		16%	19%	11%	28%

Our Community

Cardinia Shire is located on the traditional lands of the Bunurong/Boon Wurrung and Wurundjeri people of the Kulin Nation. Located 55 kilometres south-east of Melbourne's central business district, Cardinia Shire is one of 10 'interface councils' around the perimeter of metropolitan Melbourne, where urban and rural areas meet.

Cardinia Shire covers an area of 1,280km² and has a rich diversity of both natural and cultural sites, from the waters of Western Port Bay to the foothills of the Dandenong Ranges, comprising places of local and state significance. These heritage places reflect the different periods and people who have shaped the Shire's landscape, from Aboriginal Australians, the first people to use the rugged landscape, to the logging and gold mining of the foothills, the draining of the former Koo Wee Rup Swamp, and pastoral settlement. The landscape is again under a period of change as new development and new people move into the area every week.

The Victorian Government has nominated the Casey-Cardinia Region as one of five regions around the fringe of metropolitan Melbourne where new housing and population growth is to be concentrated. The main areas of growth in Cardinia Shire are Beaconsfield, Officer and Pakenham. Outside this growth area, Cardinia Shire's large rural population is centred around 27 townships.

It is one of the fastest growing local government areas in Victoria with an average of three families moving into the area every day. As of 2023, Cardinia Shire's estimated population is 129,896 and is expected to increase by approximately 42,361 over the next 10 years.

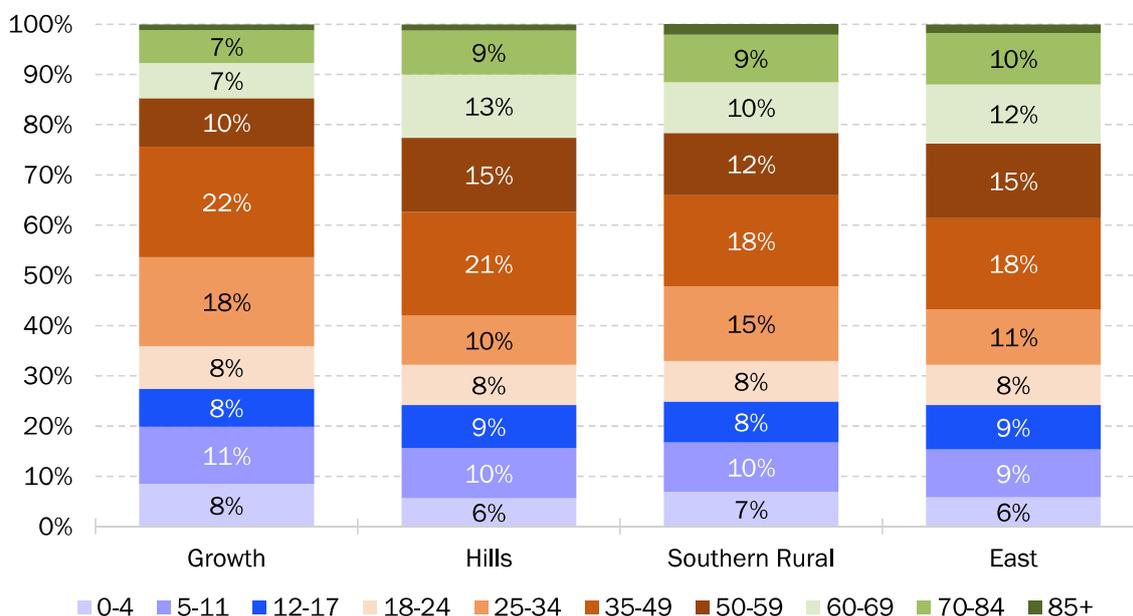
Our community can be distributed into four distinct areas: Growth, Hills, East and Southern Rural. Most of the population growth is being experienced in Officer, Pakenham and Beaconsfield. The Hills and East Region have experienced population decline due to changing demographics.

Table 3: Summary of Cardinia Shire population growth and future estimated population

Region	2011 Population	2021 Population	Change 2011-2021	% change 2011-2021	Estimated 2033 population
Growth	41,719	80,531	+38,812	93%	127,982
Hills	17,722	18,876	+1,154	7%	18,752
Southern Rural	7,132	9,475	+2,343	33%	12,578
East	7,605	9,309	+1,704	22%	12,946
Total	74,175	118,194	+44,394	59%	172,257

The age profile of community members varies across the different regions of the Shire. Children and youth make up a higher share of residents in the growth area, whereas the other regions have a higher proportion of older adults.

Figure 2: Age range of residents in each Cardinia Shire region, 2021 Census



The following table provides details about the place of birth, numbers of low-income earners and education and employment, 2021 ABS Census results, based on the four regions of Cardinia Shire. These groups of people may be additionally reliant on community infrastructure for support, opportunities, and to build community connections.

Table 4: Key community demographic data: 2021 Census

	Growth	Hills	Southern Rural	East
Language other than English	24%	5%	5%	3%
Born overseas	29%	14%	10%	10%
Aboriginal and Torres Strait Islander	772	133	134	96
Personal income <\$500 per week	31%	29%	32%	32%
Adults educated beyond secondary school	52%	54%	42%	47%
Adults not in the labour force (home duties, retired)	27%	28%	28%	29%
Employed residents who work in Cardinia Shire	30%	32%	41%	45%

Opportunities and Challenges

Cardinia Shire Council is facing an increasing number of financial, legislative, social and environmental challenges that impacts on its ability to plan, manage and/or deliver community infrastructure, required to accommodate services to meet the community's needs. The community's reliance on council facilities is increasing due to significant changes and growth in our population. The Community Infrastructure Plan recognises that Council, on its own, without support from other levels of government, business, developers and the community will not be able to deliver community infrastructure for our growing population into the future. Table 5 summarises key challenges and the opportunities that can be explored.

Table 5: Challenges and opportunities of the Community Infrastructure Plan

Theme	Challenges	Opportunities
Service	<ul style="list-style-type: none"> • Rapid population growth and diversity of population growth in the shire is driving increasing or varied demand for infrastructure needed for services. • Poorer population health due to limited access to preventative services. • Vulnerability and disadvantage groups living within community increasing. • New government policy reforms requiring greater service levels (for example the Best Start Best Life Kindergarten Reforms). • Increasing requests from service providers to establish in Cardinia, but infrastructure not always available where needed. • Competing demands for community spaces in facilities such as for the provision of Maternal & Child Health group programs and kindergarten services. • Competition for community services with bigger councils funded or having more resources to attract services, to serve all the outer South-East Melbourne region 	<ul style="list-style-type: none"> • Explore innovative partnership opportunities to attract services needed in Cardinia. This is aligned to Council's Services for Success approach. • Ensure community services funded by other levels of government are accessible to residents and avoid any duplication or service gaps. • Advocate to other levels of government for funding to deliver new reforms and meet community need. • Undertaken service planning to identify best use of facilities. • Share utilisation information and make it easy for the community to access available facilities.
Facility management	<ul style="list-style-type: none"> • Many of council's facilities are on Crown Land held by State Government, and council needs to subsidise maintenance, renewal or upgrade infrastructure to meet community needs. • Utilisation of facilities managed by community groups or organisations parties often not shared with council. • Rising costs of infrastructure and asset management is making it harder to provide services sustainably. • Long term agreements in place for council facilities which limits ability to change use to meet community needs. • Partnerships in place with other levels of government that commit council to maintaining and operating infrastructure. • Rising community expectations about quality and form of community infrastructure. • Percentage of community volunteers declining. 	<ul style="list-style-type: none"> • Improve the accessibility, management and sustainability of community infrastructure by reviewing leases, licenses, hire fees and other facility arrangements. • Advocate for funding to other levels of government to maintain, upgrade and develop new infrastructure on crown land sites and meet their legislative reforms. • Support volunteers to undertake their roles by providing training and liaison role at Council.
Financial	<ul style="list-style-type: none"> • Increasing costs of acquiring infrastructure (including construction and land costs). • Rate capping, recession and slowing of the housing market, as contributors affecting Council's revenue. • Limited funding sources for infrastructure: rates, Developer/Infrastructure Contribution Plan (DCP/ICP) funding for new infrastructure in growth areas and reducing funding grant opportunities from other levels of government. • Unpredictability of grant funding from other levels of government. • Increased funding required for operational, maintenance and renewals of council facilities. 	<ul style="list-style-type: none"> • Partnership and delivery innovation with non-traditional partners (e.g., commercial, private/not for profit service providers, faith organisations), in line with Council's procurement requirements. • Review how services and facilities are managed, leased or hired to make sure they are financially sustainable while delivering the needed services. • Improve transparency about cost of service to Council and engage with the community when planning new infrastructure.

Theme	Challenges	Opportunities
Capital/ asset	<ul style="list-style-type: none"> • Ageing infrastructure with many buildings more than 40 years old. • Some buildings are single use facilities, not compliant with latest building standard, fit for purpose, or not in right location. • Resource shortages (internal and external) to deliver new/upgraded infrastructure, e.g., trade shortages. • Infrastructure may be long distances from homes in areas of lower population density. • Significant challenges of attracting workers to remote projects. 	<ul style="list-style-type: none"> • Collocated or integrated facility models that are more flexible, adaptable and accessible to many and changing community needs. • Repurpose existing assets to meet current and future needs. • Potential to rationalise infrastructure and use funding as potential revenue stream for new/increased infrastructure investment. • Opportunities for joint procurement could be realised.
Environmental	<ul style="list-style-type: none"> • Increasing community reliance on community infrastructure as the third place to work/education and home with increased cost of living and reduced house/apartment size. • Exposure to extreme climate and weather events, including drought, bushfire and flood, also bring considerable resilience risks, requiring greater investment to protect or maintain these assets. • Impacts of increased heating/cooling costs. • Increasing incidences of extreme weather events. 	<ul style="list-style-type: none"> • Community facilities designed to facilitate the “third place” and to promote community connection opportunities more often, e.g., spaces to meet, spaces to work or study. • Community facilities to become a place of respite for vulnerable community members during extreme weather events (e.g., where heating or cooling is not available at home). • Safe and accessible community facilities are used as emergency relief centres during times of climate emergency.

Strategy

Vision

The vision for the Community Infrastructure Plan seeks to meet contemporary community expectations about how community infrastructure is developed, used and maintained for community use.

Our community facilities are welcoming, vibrant and loved.

A resilient network of high-performing community infrastructure that supports the health, social wellbeing and economic prosperity of our community, to enjoy a sustainable Cardinia for present and future generations.



Objectives

The objectives of the Community Infrastructure Plan details how Council will respond to challenges and opportunities and lead the planning of community infrastructure for the provision of community services, programs and activities now and into the future.



To guide Council's planning and delivery of community infrastructure.

- Ensure legislative and policy requirements (for services or infrastructure) are met.
- Advocate to other levels of government to ensure state and federally funded community infrastructure is provided in new growth areas (based on Council's catchment analysis),
- Advocate to other authorities and developers to ensure staging of residential development is aligned to and facilitates the timely delivery of new community infrastructure.
- Infrastructure projects to align with the objectives and principles of the Community Infrastructure Plan.
- Infrastructure projects will be reviewed and updated annually alongside Council's annual budget and capital works program and long-term financial plan. (The Community Infrastructure Plan needs to align with Council's 10-year Financial and Asset Plans in accordance with the Local Government Act 2020).



To focus on improving the performance of what we have while prioritising and directing new investment.

- Work towards meeting service needs before demand exceeds supply.
- Consider whether services can be delivered differently, while still meeting community needs.
- Council to monitor the performance of community infrastructure to understand opportunities to improve, adapt or renew spaces to improve performance.

- Where opportunities exist, attract service providers in accordance with Council's 'Services for Success' approach.
- Where an infrastructure outcome is required, seek opportunities to partner with other funding bodies or service providers to reduce the cost and resource requirements of Council in delivering the project.



To respond to increasing demand due to our changing and growing population.

- Location of community infrastructure must respond to the where demand is (place-based planning).
- Being proactive in understanding and forecasting future community needs to react to increasing demands. These changing demands may be due to changing community expectations, increasing population, or reforms from other levels of government.



To seek and secure external funding, advocacy and/or project partners.

- Recognise that Council cannot deliver the required infrastructure for the community on its own and is reliant on funding and partnerships to ensure community needs are met in a timely way.
- Review and confirmation with community about Council's role and responsibility in responding to community needs, including responding to State and Federal Government reform.
- The value-add to community should exceed Council's investment in delivering, operating, and maintaining community infrastructure.

Principles

The principles of the Community Infrastructure Plan articulate the preferred planning, design and operational outcomes for community infrastructure, which will be used to inform new, expanded, redeveloped or refurbished facilities.

Integrated

- Complementary community facilities housed in community hubs for better convenience, service integration and resource sharing.
- Multiple and varied spaces to cater to many uses and maximise utilisation.
- A network of community infrastructure, interconnected with a broader network of services and infrastructure.

Accessible

- Welcoming community infrastructure that all community members can access regardless of age, culture, gender, or ability.
- Operating models for facilities that enable and facilitate attraction of services and programs that the community can afford.

Place Based

- Convenient community facilities and services, placed close to where people live, learn, work, shop, and recreate.
- Located where there are multiple transport options to access facilities and services by personal, public, and/or active transport.
- Community infrastructure that meets the local community's priority needs and desires.
- Community infrastructure that enhances the amenity and identity of neighbourhoods.

Future Proofed

- Community infrastructure that can withstand the impacts of climate change and deliver our zero-carbon emissions goal.
- Flexibly designed community infrastructure that can accommodate multiple uses, changing demands and innovations.

Quality

- Well designed and maintained community infrastructure that can deliver services to agreed community standards.
- Repurposed, consolidated, or rationalised community infrastructure to accommodate changing community demands.

Achieved Together

- Planned, delivered, operated, and maintained in partnership with community and other partners for the benefit of meeting the needs of the community.
- Determining the purpose and operating model of facilities at the beginning to ensure functional design and operations.

Future-Focused Approach: Integrated Community Centres

Contemporary community infrastructure models focus on integrated centres that flexibly provide many service options and that are available to all population cohorts.

Currently in Cardinia Shire, there are several ageing, stand-alone facilities that cater for a single service. The objectives of the community infrastructure plan focus on new or redeveloped community infrastructure to be delivered within integrated community centres.

The benefits of integrated community centres can include:

- Creating place, where community infrastructure is well-located and connected to other services and infrastructure in a neighbourhood.
- Integrated community infrastructure that is accessible by various modes of transport, where community can access a range of services, programs, activities, and social connections in the one place.
- Shared, flexible spaces that can be used for a variety of uses, for the benefit of social connection, health, and wellbeing of the community.
- Integrated community infrastructure is attractive to government funding, where multiple community benefits can be demonstrated, thus supporting Council's ability to deliver new or redeveloped integrated community infrastructure when it's needed.
- Operational and financial viability, where integrated community infrastructure can meet a range of community needs through the provision of shared spaces and shared amenities. Where flexibility of spaces can support maximisation of use, and operation and maintenance costs are offset by community benefits.
- Safety, where maximised utilisation of a variety of services, activities and programs increases natural surveillance within and surrounding community infrastructure.

Strategic Alignment

Council has several strategies which identify how we will achieve the Community Vision 2040. These strategies identify how we plan for and deliver services now and into the future, and the assets needed to support this service delivery.

The Community Infrastructure Plan is closely aligned with the Open Space Strategy and Active Cardinia Strategy. Collectively, these plans seek to provide the community with quality and accessible places and spaces to meet their social and recreation needs now and into the future. These plans consider the needs and desires of the community for these services, the growth to address population increase and the upgrades needed to deliver the future services.

The priorities and works identified through the Community Infrastructure Plan, Open Space Strategy and Active Cardinia Strategy will be considered as part of the *Cardinia Shire Council - Asset Plan*. The Asset Plan, which seeks to manage and balance Council's competing priorities, will consolidate these plans and their delivery within Council's resources.

Figure 3: Strategic alignment of the Community infrastructure Plan



Coordination Guiding Principles

To enhance the planning, design and delivery of complementary community places and spaces, the following guiding principles inform how Council will seek to coordinate the implementation of the Community Infrastructure Plan, Open Space Strategy and Active Cardinia Strategy:

1. Seek co-location of complementary community and recreation infrastructure and open space, where possible, preferably in areas that are highly accessible for the community by various modes of transport.
2. Explore opportunities to integrate community and recreation facilities under the one roofline, while not compromising service/use requirements, through innovative design to maximise efficiencies, including building maintenance, operations, and utilisation of shared spaces.
3. In circumstances where infrastructure priorities are many, and Council cannot afford to deliver all, prioritise infrastructure and service provision based on:
 - a. Meeting highest demonstrated need first.
 - b. Ability to accommodate unmet or delayed priorities with short-term interim solutions.
 - c. Innovative infrastructure and service delivery models which may see outcomes delivered in different and more efficient ways.
4. In circumstances where multiple projects that rely on each other or have similar timeframes, are planned, work to coordinate and sequence construction appropriately and seek to minimise disruption to community.
5. Consider the impact of and opportunities for innovation in operating models based on priority of access to enhance community outcomes and user experience.

Council's Role

Cardinia Shire Council undertakes several different roles in planning, management and delivery of community services and infrastructure. The financial and resource investment needed to deliver high performing, accessible community infrastructure is dependent upon funding from Council (rates), other levels of government (funding grants), developers (contributions) in growth areas and community organisations.

Within our new growth areas, developers contribute funding to new infrastructure in the shire through Developer Contribution Plans (DCP) and Infrastructure Contribution Plans (ICP) or in-kind works. This funding contributes to the delivery of community infrastructure detailed in Precinct Structure Plans (PSP). Council is required to provide or source funding for the remaining cost to deliver and maintain any new infrastructure. The roles are detailed in the table below.

Table 6: Types of roles for Council in community infrastructure planning, delivery and operations

Role type	Role description
Provide	<ul style="list-style-type: none"> Direct service and infrastructure delivery (we build/fund, we maintain, we manage, we deliver the service). In "provide", Cardinia Shire Council has the highest level of involvement, which often includes significant up-front financial and resource investment and/or ongoing financial and resource investment for success.
Facilitate	<ul style="list-style-type: none"> Council partners with other parties, leases/hires facilities, contributes funding or seeks external funding to deliver, manage or maintain infrastructure. In "facilitate", Cardinia Shire Council has a moderate to high level of involvement, particularly in up-front negotiation and financial and resource investment.
Advocate	<ul style="list-style-type: none"> Advocacy is required to deliver new infrastructure not able to be funded through rates or developer contributions. No direct service delivery role
No action	<ul style="list-style-type: none"> Where infrastructure is the responsibility of another level of government or organisation council does not play a part.

Governance and Operating Models

Council is experiencing an ongoing challenge in resourcing the operation, management, and maintenance of community facilities. Population growth, additional infrastructure requirements, environmental challenges and the legislative or policy requirements of other levels of government contributes to this challenge. New innovative ways to deliver community infrastructure need to be explored to meet community need.

Governance Models

Community infrastructure is managed by a combination of council, other providers or volunteers.

Where Council is the owner of community infrastructure management may be by the following:

- Managed and maintained by Council.
- Managed and maintained by a Community Asset Committee (comprising volunteers), or other partner appointed by Council under the *Local Government Act 2020*.
- Managed by a Community Asset Committee (comprising volunteers) or other partner appointed by Council under the *Local Government Act 2020* and maintained by Council.

Community infrastructure on Crown or state government land is generally managed by a committee of management appointed by the Crown land authority under the *Crown Land (Reserves) Act 1978*, however there are instances where Council is the appointed land manager by the Crown. Council holds leases or joint use agreement for community infrastructure on state government land, e.g., on public school sites, which is negotiated with the relevant state government land authority. In many instances, Council funds (or contributes funding to) the maintenance of community infrastructure on other public land. Council also often funds and/or delivers renewals, upgrades, or new community infrastructure on public land.

From time to time, Council may also lease commercial properties to deliver services that the community requires. The requirements of these leases are typically in line with general commercial lease requirements. Kindergarten services are managed by approved early years services providers or committees of management.

Operating Models

The operating model of community infrastructure relates to the day to day running of the facility including hours of operation, types of uses, fees and charges for use (pricing models), cleaning, and maintenance scheduling, etc.

The following operating models are generally used either at a facility level, or by type of service/hirer.

- Subsidised by Council (prioritise community service delivery, where Council wears all or part of the operational and maintenance costs).
- Recover costs / cost neutral (operational and maintenance costs are completely offset by hire/lease fees).
- Commercial / operate at a surplus (hire/lease fees exceed operational and maintenance costs).

Recommended Approach to Determining Future Management and Operating Models

Currently, there is no formal or consistent process to identify the preferred governance and operating models of community infrastructure. The advantage of determining the governance and operating models for community infrastructure when planning new or redeveloped community infrastructure is that the design of the facility can better achieve the functional requirements for the operator.

Recommended actions:

- **Governance and operating models of new or redeveloped community infrastructure is determined at planning stage of the project.**
- **Council undertakes further analysis of the full cost of each existing community infrastructure facility based on current governance, operating and pricing models. Consider future options for how governance and operating models may be reviewed, and how they can better align with Council's 'Services for Success' approach.**

Methodology

The Community Infrastructure Plan is underpinned by the Community Infrastructure Audit, which comprehensively assessed the provision and quality of current community infrastructure, and the projected future needs across Cardinia Shire. The audit included:



Table 7: Components of the community infrastructure audit

Community Infrastructure Audit Component	Description
Facilities Register	Information about each facility such as location, type of facility, age of building, usable spaces within the facility, size of spaces and services currently provided within the facility. The facilities register also includes information about any historic and future scheduled asset improvements, which are informed by the Community Infrastructure Plan and the Asset Plan.
Quantity Assessment	Assesses current and future supply and demand, considering current provision and benchmark provision ratios which may indicate where there is a undersupply or oversupply of a service, and should be tested through the life of the Plan.
Utilisation / Capacity	Operating hours of each space within a facility compared to how often the space is used and for what purpose. NB. This data is limited as Council only collects utilisation data for community facilities that are managed by Council.
Building Condition	Condition rating score in accordance with compliance requirements under the <i>Building Act 1993</i> , as well as other relevant requirements such as the <i>Disability (Access to Premises – Buildings) Standards 2010</i> , the <i>Child Safe Standards (2022)</i> , the <i>National Quality Standard for Early Childhood Education and Care</i> , etc. NB: building condition assessments were conducted in 2019 as part of Council's rolling assessment program. Revised building assessments are currently underway.
Functionality (Fit for Purpose)	Rating score based on the level or degree to which the service can successfully operate from the building and/or space within the facility. This includes existing agreed Council building functionality standards for the size and layout of spaces and other inclusions beyond building compliance requirements. NB: functionality assessments were conducted in 2023 using a newly developed assessment approach, where every building and/or spaces was assessed based on a suite of criteria (refer to Appendix 1).

The audit also included an analysis of the above items based on geographic precincts within the municipality (known as regions). The audit helps to inform what gaps need to be addressed to ensure the adequate supply and quality of community infrastructure. In accordance with the Cardinia Asset Plan, this may include recommendations for asset renewal, upgrade, expansion (at current or additional sites), maintenance, or disposal and decommissioning.

The strategic direction included in the Community Infrastructure Plan helps to inform how Council may approach recommended outcomes from the community infrastructure audit.

In this first iteration the community infrastructure audit considers available data and will be reviewed and updated as new data becomes available. Community and stakeholder engagement will help to qualify data and findings about user experience.

In the longer term, the methodology for the community infrastructure plan should be refined to ensure all facility information remains current, and to facilitate easy analysis of the community infrastructure audit to inform any future decision-making about community infrastructure.

Recommended Actions:

- Validate data obtained via the community infrastructure audit process and establish a process to ensure this future data is updated regularly.
- Establish tools and resources to ensure the community infrastructure audit is regularly updated and able to inform Council decision-making about future community infrastructure requirements.
- Collate and analyse utilisation data of community infrastructure categories to assist planning for future community needs.

Provision Ratios

The Quantity Assessment component of the community infrastructure audit is informed by benchmark provision ratios to assess the supply and demand for each type of space. Provision ratios may indicate where there is a shortfall or oversupply of a service. Provision ratios should be tested through the life of the Plan and informed by review and confirmation about how services are delivered to community.

Table 8: Provision ratios per infrastructure category type in the community infrastructure audit

Infrastructure category	Description	Provision ratio
Consult room	For the purposes of maternal and child health consultations, as well as other allied health or support service consultations for any population cohort	1 room per 4,000 population
Kindergarten room	For the provision of kindergarten services, where these spaces may also be used for other early years services such as occasional care or playgroups	1 licensed place for an average 85% of all 3- and 4-year-old children. NB: the Cardinia Kindergarten Infrastructure Service Plan (KISP) is under review in 2023. The revised KISP will provide more accurate supply and demand requirements for kindergarten places.
Hireable community/meeting spaces of varying sizes	For the provision of a variety of services, programs, or activities. Hireable community/meeting spaces may be located in integrated centres or in standalone centres, with different conditions of use based on the operating model of the building as a whole (e.g., hours of operation, permitted / prohibited types of uses). Consideration is also given to the flexibility of spaces to provide multiple room configurations, e.g., through the provision of operable walls or interconnected rooms. Room capacity is calculated at 2m ² per person.	
	Small community/meeting rooms or spaces cater for up to 20 people (<40m ²)	1 room per 8,000 population
	Medium community/meeting rooms or spaces cater for between 20 and 50 people (41-100m ²)	1 room per 8,000 population
	Large community/meeting rooms (within an integrated facility) cater for up to 100 people (101+m ²)	1 room per 8,000 population
	Large community/meeting rooms (in stand-alone facility) cater for 100 or more people	1 room per 20,000 population Minimum one per region

Infrastructure category	Description	Provision ratio
Computer or I.T training rooms	For the provision of a variety of services, programs or activities relating to IT training and skill development	1 room per 60,000 population
Library	For the provision of traditional library space and community spaces for learning, studying, accessing technology and services, and connecting with others.	
	Branch Library (Catchment of 30,000 people)	1 per 30,000 population
	Regional Library (Catchment of 100,000 people)	1 per 100,000 population
Kitchen facilities	Commercial-grade, or training kitchen facilities to directly provide or support delivery of services, programs, and activities. Also recognises basic kitchen facilities ancillary to other spaces within a facility.	Minimum one per region.
Public toilets	Public amenities, where there is a reasonable expectation of community use (i.e., outside of public buildings with restricted opening hours or public access)	N/A
Other	All other spaces or facilities where Council has a role in providing, funding, or facilitating use and development of community infrastructure. This includes arts, cultural or specialised use spaces.	N/A

Future versions of the Community Infrastructure Plan may review the provision ratios identified, based on demand for spaces and be informed by review of service delivery models.

Service Planning

The demand for community infrastructure is influenced by the way in which community services are delivered within a community, including hours of operation, number/eligibility of participants, the programs provided, etc. It also includes consideration on the requirements or provisions of the spaces to adequately deliver services.

A formalised approach to service planning that provides agreed levels of service will enable Council to refine benchmark provision ratios to better match demand, and to review the functional requirements or provisions for spaces that cater for specific services.

Recommended Actions:

- Council explores a formalised approach to service planning for community services provided by or on behalf of Council.
- Develop community infrastructure functional requirements to identify a suite of consistent requirements for various types of spaces that enable delivery of community services, in line with the scope of the Community Infrastructure Plan.

Regional Analysis

The Community Infrastructure Plan provides a place-based approach to meeting community service and infrastructure requirements. The four regions identified in the Plan are based on key demographic and geographic cohorts, where people are more likely to travel within a region to access community services and infrastructure. The community infrastructure audit summarises and analyses data based on these regions.

Figure 4: Map of Cardinia Shire Council illustrating the four Community infrastructure planning regions



Table 9: List of localities for each of the community infrastructure planning regions

	Growth	Hills	South	East
Localities covered	Beaconsfield, Officer, Officer South, Pakenham.	Avonsleigh, Beaconsfield Upper, Clematis, Cockatoo, Dewhurst, Emerald, Gembrook, Guys Hill, Menzies Creek, Mount Burnett, Nangana, Pakenham Upper.	Bayles, Caldermeade, Cardinia, Catani, Cora Lynn, Dalmore, Heath Hill, Iona, Koo Wee Rup, Koo Wee Rup North, Lang Lang, Lang Lang East, Modella, Monomeith, Nyora, Pakenham South, Rythdale, Tooradin, Vervale, Yannathan.	Bunyip, Bunyip North, Garfield, Garfield North, Longwarry, Maryknoll, Nar Nar Goon, Nar Nar Goon North, Tonimbuk, Tynong, Tynong North.
Forecasting				
2023 Population	89,952	18,458	10,254	11,231
2033 population	127,982	18,752	12,578	12,946

Community Engagement

The Community Infrastructure Plan establishes the strategic direction and methodology that will inform community infrastructure planning for Cardinia Shire Council. As part of the process, in late 2023, the community were invited and encouraged to provide feedback on the Plan to assisting in strengthening the strategic direction in line with community expectations, and to review and confirm findings from the community infrastructure audit based on local knowledge and experience.

Further engagement is proposed as Council continues to refine the Community Infrastructure Plan to ensure it adequately captures the evolving needs of the communities within each region.

Community Infrastructure Audit

Assessment categories

Quantity Assessment

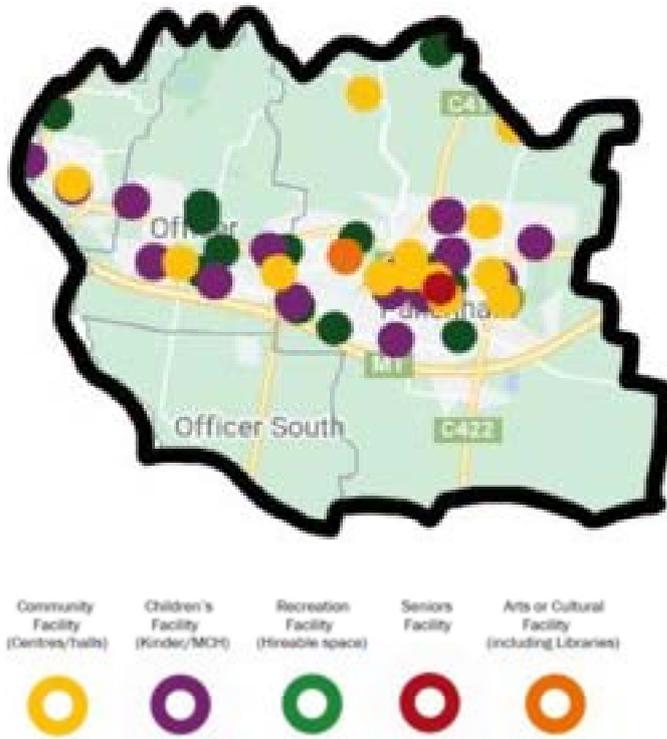
	Description
Well supplied	Supply is higher than provision target for both 2023 and 2033
Well supplied currently becoming inadequate or undersupplied by 2033	Current supply meets provision target, but will be under target in 2033
Undersupplied	Current supply is less than provision target
Over supplied	Current and future supply more than 2 times the provision target

Building Condition & Functionality

	Description
Good	Overall condition of facility is good. Any defects are superficial. Overall functionality is good, where expected level of service is provided.
Average	Condition deterioration is evident, requiring more frequent maintenance to maintain serviceability. Reduced functionality is evident, where impact to service delivery is minor.
Poor	Evidence of high condition deterioration affecting serviceability. Evidence of significantly reduced functionality where expected level of service may be compromised.

Growth Region

Figure 5: Community infrastructure in the growth region



Growth region context

The growth region is characterised by urban development, including the established suburb of Pakenham, as well as emerging growth to the north, east and south of Pakenham and through Officer and Officer South.

The population of this region has almost doubled between 2011 to 2021, with a current population of almost 90,000 people in 2023. More growth is expected, with a projected population of 128,000 people by 2033.

There are many families and children in the growth region, with both younger and older children, which places significant demand on education, health, and social services. Eight per cent of the population is aged over 70 years.

The population of the growth region is very culturally diverse and community services and infrastructure must facilitate inclusion, connection and wellbeing. Almost one third (29 per cent) of the population were born overseas, and one quarter (24 per cent) speak a language other than English. The indigenous population of the growth region is high and makes up almost two-thirds of Aboriginal and Torres Strait Islanders living within Cardinia Shire.

Over two-thirds (70 per cent) of working residents in the growth region leave the Shire for work every day. The Victorian Government has allocated significant land in the region (Cardinia Road Employment Precinct and future Officer South Employment Precinct) for employment opportunities, which is aimed to service the south-east of Melbourne more broadly.

According to the 2021 Cardinia Liveability Survey, in the last 12 months, more than one quarter (29 per cent) of residents in the growth region attended local art exhibitions, four in ten (41 per cent) attended a local library, and more than one third (38 per cent) attended cultural events. More than half (581 per cent) of residents in the region feel no or a slight connection to their local community, and 28 per cent believe there is not enough connection to local community. It will be important to understand the expectations of the growth region

community about what they want and need from community services and infrastructure to enhance opportunities for community connection and access to services, programs, and events.

Proposed community infrastructure

In the growth region, there are active and proposed Precinct Structure Plans (PSP), prepared by the Victorian Planning Authority (State government) that outline the requirements for community infrastructure to accommodate new population growth. The associated Developer Contributions Plan (DCP) or Infrastructure Contributions Plan (ICP) provides further information around the costs and indicative timing for community infrastructure, including contributions to be collected by developers that are provided to Council to contribute to funding development of new community infrastructure.

In the growth region, there are currently 10 significant projects on Council’s Long Term Financial Plan that are proposed to include community infrastructure, nine of which are identified in DCPs or ICPs. The projects committed within Council’s Long Term Financial Plan (to be delivered in the next 10 years) are:

Council priority:

- Cardinia Youth Facility – Building Proposed 2024/25*

Officer PSP:

- Gin Gin Bin Recreation Reserve – Sports Complex Proposed 2029/30*
- Starling McMullen Integrated Child and Family Centre Proposed 2029/30*
- McMullen Recreation Reserve – Pavilion Proposed 2030/31*
- Officer Library (including meeting spaces) Proposed 2031/32*
- Community Meeting Place (Senior Centre and Performing Arts Space) Proposed 2031/32*

Cardinia Road PSP:

- Thewlis Road Integrated Child and Family Centre Proposed 2024/25*

Pakenham East PSP

- Deep Creek Integrated Child and Family Centre Proposed 2027/28*
- Hancocks Gully Integrated Child and Family Centre Proposed 2029/30*
- Pakenham East Community Hub – Level 2 Proposed 2031/32*

**Where projects have not already commenced, these assets are proposed only, with all investment subject to Council’s annual budget process and the availability of external funding.*

Growth region community infrastructure

Undersupplied in 2023	Undersupplied in 2033	Over supplied in 2033
Kindergarten		Community room – medium Community room – small Consult room Computer/IT training room

Community rooms

The functionality assessment suggests that many large community rooms (five of a total of eight) in standalone facilities are of average or poor functionality due to both age and condition. There is an opportunity to consider the community’s expectations for spaces that cater to over 100 people and to consider any improvements required to facilitate increased use and activation of these spaces.

The quantity assessment suggests that medium and small community rooms and training rooms are over supplied in the growth region. These facilities are owned by Council, with varying governance models. This provides an opportunity to further review utilisation, engage with the community, and identify opportunities to consolidate or collocate services. Any savings could be utilised to fund unmet demand for community infrastructure.

Consult rooms

The quantity assessment suggests that consult rooms are over supplied in the growth region. Many consult rooms are provided within Early Years facilities that house maternal and child health, parenting programs and kindergarten services. Further investigation is required to determine whether these rooms are suitable for all services that may be delivered from consult rooms (e.g., services not targeted to children and families).

Kindergarten

The quantity assessment suggests that there is a current and future under supply of kindergarten in the growth region, however utilisation and kindergarten enrolment data suggests spaces are under supplied in some areas and potentially over supplied in others.

The community infrastructure audit suggests that Andrews Child and Family Centre, Homegarth Kindergarten and Pakenham Heights Kindergarten are under-utilised and not functional for use. This is due to a combination of the overall age, appearance and condition of both the interior and exterior of these standalone kindergarten sites. These facilities should be reviewed as a priority to determine the ongoing value and use of these facilities.

It is recommended that a review of future kindergarten supply requirements is assessed as part of the review of Cardinia's Kindergarten Infrastructure and Service Plan (KISP).

Kitchen facilities

There are 11 facilities that have kitchen spaces available within the growth region, which may be ancillary to other uses within the facility, or for the provision of community kitchen uses. Further kitchen spaces will be provided in new facilities in this region. It is recommended that further investigation is carried out to understand the need for, and suitability of, these spaces for community kitchen uses.

Library

Pakenham Library, as well as a proposed library in Officer, are within the growth region. The Cardinia Mobile Library also frequents Beaconsfield Community Centre once per week. A feasibility study for the Officer Library is being commissioned by Council in 2024 to determine the specific infrastructure requirements.

Public toilets

There are six public toilet facilities in the growth region, with many being in Pakenham. The community infrastructure audit suggests that the Purton Road, Pakenham toilets and the Former CFA Shed toilets in Pakenham Upper are underperforming due to functionality and overall level of demand and condition. Consideration should be given to the need for these facilities, as well as the need for public toilet amenities across the rest of the growth region (e.g. in Officer).

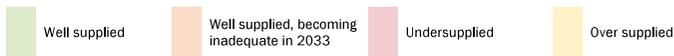
Recommendations for the growth region

1. Seek further information about the condition, functionality, and overall level of demand for Andrews Child and Family Centre, Homegarth Kindergarten and Pakenham Heights Kindergarten as part of the Kindergarten Infrastructure and Services Plan (KISP) review.
2. Identify opportunities to repurpose any underutilised spaces that may be suitable to for kindergarten spaces within the region.
3. Assess the overall level of functionality and utilisation of small and medium meeting rooms and training rooms to determine future community demand.
4. Consider the need for, and suitability of consult rooms within the growth region to attract services to meet community needs.
5. Investigate level of need and utilisation of community kitchen spaces within the growth region.
6. Review the community infrastructure required to be included in the scope and timing of the following proposed growth area projects:

- a. Gin Gin Bin Recreation Reserve – Sports Complex,
 - b. Starling McMullen Integrated Child and Family Centre,
 - c. McMullen Recreation Reserve – Pavilion,
 - d. Officer Library (including meeting spaces),
 - e. Community Meeting Place (Senior Centre and Performing Arts Space),
 - f. Deep Creek Integrated Child and Family Centre,
 - g. Hancocks Gully Integrated Child and Family Centre, and
 - h. Pakenham East Community Hub – Level 2.
7. Review the level of condition, location and need for public toilet facilities within the growth region.

Community Infrastructure Audit – Growth Region

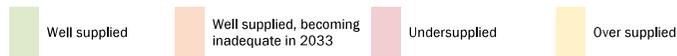
Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
Community room - large (integrated) 50-100 capacity	8,000 population per room	2023	89,952	21	11.24	Well supplied	Arena Child and Family Care Centre	1	Good	Good
		2033	127,982	23	16.00		Beaconsfield Community Complex	2	Good	Good
							Bridgewood Primary School and Integrated Family Centre	1	Good	Good
							Cardinia Cultural Centre	2	(blank)	Good
							Comely Recreation Reserve	1	(blank)	Good
							Deep Creek Community Nursery Hub	1	(blank)	Good
							Heatherbrae Recreation Reserve	1	Good	Good
							Henry Family Childrens Centre	1	Good	Good
							Hollins Childrens Centre	1	Good	Good
							Holm Park Recreation Reserve	1	Good	Good
							James Bathe Community and Sports Hub	1	Good	Good
							Konewark Child and Family Centre	1	Good	Good
							Kurmboon Child and Family Centre	1	Good	Good
							Lily Pond House Community Centre	1	Good	Good
							Pakenham Living Learning Centre	2	Good	Good
							Pakenham Bowling Club	1	(blank)	Good
							Pakenham Golf Club	1	(blank)	Good
							Pakenham Library/ Public Hall / U3A	1	Good	Good
							Pakenham Regional Tennis Centre	1	(blank)	Good
							Pakenham Senior Citizens Centre	1	Good	Good
					Toomuc Recreation Reserve	1	Good	Good		
					[PROPOSED 2032] Pakenham East Community Hub - Level 2	1	(blank)	(blank)		
					[PROPOSED 2032] Community Meeting Place (Senior Centre and Performing Arts Space)	1	(blank)	(blank)		
Community room - large (standalone) 100+ capacity	20,000 population per room	2023	89,952	6	4.50	Well supplied	Beaconhills Country Golf Club	1	Good	Good
		2033	127,982	6	6.40		Cardinia LIFE	1	(blank)	Good
					Officer Scout Hall		1	Good	Good	
					Pakenham South Public Hall		1	Good	Average	
					The Point		1	Good	Good	
					Toomuc Valley Hall		1	Good	Average	
Community room – medium 20-50 capacity	8,000 population per room	2023	89,952	31	11.24	Over supplied	Beaconsfield Community Complex	1	Good	Good
		2033	127,982	41	16,00		Comely Recreation Reserve	1	(blank)	Good
					Heatherbrae Recreation Reserve		1	Good	Good	
					Hollins Childrens Centre		1	Good	Good	
					Homegarth Community Centre		1	Good	Average	
					IYU Recreation Reserve		1	Good	Good	
					James Bathe Community and Sports Hub		1	Good	Good	
					Lakeside Children's Centre		1	Good	Average	
					Lily Pond House Community Centre		1	Good	Good	
					Officer Community Hub		2	Good	Good	
					Officer Recreation Reserve		1	Good	Good	
					Pakenham Library/ Public Hall / U3A		1	(blank)	Good	
					Pakenham Senior Citizens Centre		2	Good	Good	
					Pakenham Living Learning Centre		9	Good	Good	



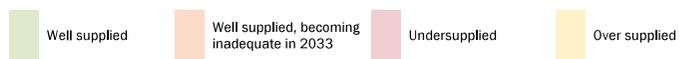
Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
							Pakenham Springs Children's Centre	1	Good	Good
							Toomah Community Centre	5	Good	Good
							Toomuc Recreation Reserve	1	Good	Good
							[PROPOSED 2025] Thewlis Road Integrated Child and Family Centre	1	(blank)	(blank)
							[PROPOSED 2032] Officer Library	1	(blank)	(blank)
							[PROPOSED 2028] Deep Creek Integrated Child and Family Centre	1	(blank)	(blank)
							[PROPOSED 2030] Starling McMullen Integrated Child and Family Centre	1	(blank)	(blank)
							[PROPOSED 2030] Hancocks Gully Integrated Child and Family Centre (2030)	1	(blank)	(blank)
							[PROPOSED 2032] Pakenham East Community Hub - Level 2 (2032)	1	(blank)	(blank)
							[PROPOSED 2032] Community Meeting Place (Senior Centre and Performing Arts Space	1	(blank)	(blank)
							[PROPOSED 2031] McMullen Recreation Reserve - Pavilion	1	(blank)	(blank)
							[PROPOSED 2030] Gin Gin Bin Recreation Reserve - Sports Complex	1	(blank)	(blank)
							[PROPOSED 2024] Cardinia Youth Facility - Building	1	(blank)	(blank)
Community room – small <20 capacity	8,000 population per room	2023	89,952	34	11.24	Over supplied	Andrews Child and Family Centre	1	Good	Poor
		2033	127,982	37	16.00		Beaconsfield Community Complex	3	Good	Good
					Bridgewood Primary School and Integrated Family Centre		1	Good	Good	
					Cardinia Cultural Centre		2	(blank)	Good	
					Cardinia LIFE		1	(blank)	Good	
					Heatherbrae Recreation Reserve		1	Good	Good	
					Holm Park Recreation Reserve		1	Good	Good	
					James Bathe Recreation Reserve		3	Good	Good	
					Konewark Child and Family Centre		1	(blank)	Good	
					Lakeside Recreation Reserve Pavilion		1	Good	Good	
					My Place Youth Facility		2	Good	Good	
					Officer Community Hub		1	Good	Good	
					Officer Scout Hall		2	Good	Good	
					Pakenham Library/Public Hall / U3A		6	Good	Good	
					Pakenham Senior Citizens Centre		1	Good	Good	
					Pakenham Living Learning		7	Good	Good	
							[PROPOSED 2032] Pakenham East Community Hub - Level 2	1	(blank)	(blank)
					[PROPOSED 2032] Community Meeting Place (Senior Centre and Performing Arts Space	1	(blank)	(blank)		
					[PROPOSED 2024] Cardinia Youth Facility - Building	1	(blank)	(blank)		
Consult room (Includes MCH)	4,000 population per room	2023	89,952	47	22.49	Over supplied	Andrews Child and Family Centre	1	Good	Poor
		2033	127,982	66	32.00		Arena Child and Family Care Centre	1	Good	Good
					Beaconsfield Community Complex		1	Good	Good	
					Bridgewood Primary School and Integrated Family Centre		3	Good	Good	
					Henry Family Childrens Centre		3	Good	Good	
					Hollins Childrens Centre		2	Good	Good	
					Homegarth Community Centre		2	Good	Average	
					Konewark Child and Family Centre		5	(blank)	Good	
					Kurmboon Child and Family Centre		3	(blank)	Good	
					Lakeside Children's Centre		3	Good	Average	
					My Place Youth Facility		4	Good	Good	
					Pakenham Hills Primary School		4	(blank)	Good	
					Pakenham Library/ Public Hall / U3A		2	Good	Good	
					Pakenham Living Learning		1	Good	Good	



Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
							Pakenham Springs Children's Centre	3	Good	Good
							The Point	4	Good	Good
							Toomah Community Centre	5	Good	Good
							[PROPOSED 2025] Thewlis Road Integrated Child and Family Centre	3	(blank)	(blank)
							[PROPOSED 2028] Deep Creek Integrated Child and Family Centre	3	(blank)	(blank)
							[PROPOSED 2030] Starling McMullen Integrated Child and Family Centre	3	(blank)	(blank)
							[PROPOSED 2030] Hancocks Gully Integrated Child and Family Centre	3	(blank)	(blank)
							[PROPOSED 2032] Pakenham East Community Hub - Level 2	3	(blank)	(blank)
							[PROPOSED 2024] Cardinia Youth Facility	4	(blank)	(blank)
Kindergarten	85% of population of 3-4 year olds	2023	3,053	1,760	2,595	Undersupplied	Andrews Child and Family Centre	1 (60 places)	Good	Poor
		2033	4,497	2,288	3,822		Arena Child and Family Care Centre	2 (132 places)	Good	Good
							Beaconsfield Kindergarten - O'Neil Road	2 (130 places)	Good	Good
							Beaconsfield Kindergarten - Wood Street	1 (58 places)	Good	Average
							Bridgewood Primary School and Integrated Family Centre	3 (198 places)	Good	Good
							Henry Family Childrens Centre	2 (198 places)	Good	Good
							Hollins Childrens Centre	2 (198 places)	Good	Good
							Homegarth Community Centre	1 (45 places)	Good	Average
							Konewark Child and Family Centre	4 (264 places)	Good	Good
							Kurmboon Child and Family Centre	3 (99 places)	Good	Good
							Lakeside Children's Centre	2 (132 places)	Good	Average
							Pakenham Heights Kindergarten	1 (60 places)	Good	Poor
							Pakenham Main Street Kindergarten	1 (66 places)	Good	Good
							Pakenham Springs Children's Centre	2 (120 Places)	Good	Good
							[PROPOSED 2025] Thewlis Road Integrated Child and Family Centre	3 (99 places)	(blank)	(blank)
							[PROPOSED 2028] Deep Creek Integrated Child and Family Centre	4 (132 places)	(blank)	(blank)
							[PROPOSED 2029] Starling McMullen Integrated Child and Family Centre	3 (99 places)	(blank)	(blank)
							[PROPOSED 2030] Hancocks Gully Integrated Child and Family Centre	4 (132 places)	(blank)	(blank)
							[PROPOSED 2032] Pakenham East Community Hub - Level 2	2 (66 places)	(blank)	(blank)
Kitchen		2023	89,952	18		Well supplied	Beaconhills Country Golf Club	1	Good	Good
		2033	127,982	19			Beaconsfield Community Complex	1	Good	Good
							Comely Recreation Reserve	2	(blank)	Good
							Henry Family Childrens Centre	1	Good	Good
							Holm Park Recreation Reserve	3	Good	Good
							James Bathe Recreation Reserve	3	(blank)	Good
							Kurmboon Child and Family Centre	1	Good	Good
							Lily Pond House Community Centre	1	Good	Good
							Officer Recreation Reserve	3	Good	Good
							Pakenham Living Learning	1		
							Pakenham Library/Public Hall / U3A	1	Good	Good
							[PROPOSED 2032] Pakenham East Community Hub - Level 2	1	(blank)	(blank)
Library	100,000 population per library	2023	89,952	1.2	0.90	Well supplied	Pakenham Library Public Hall / U3A (Branch)	1	Good	Good
		2033	127,982	2.2	1.28		Cardinia Mobile Library	0.2	Good	Good
							[PROPOSED 2032] Officer Library	1	(blank)	(blank)

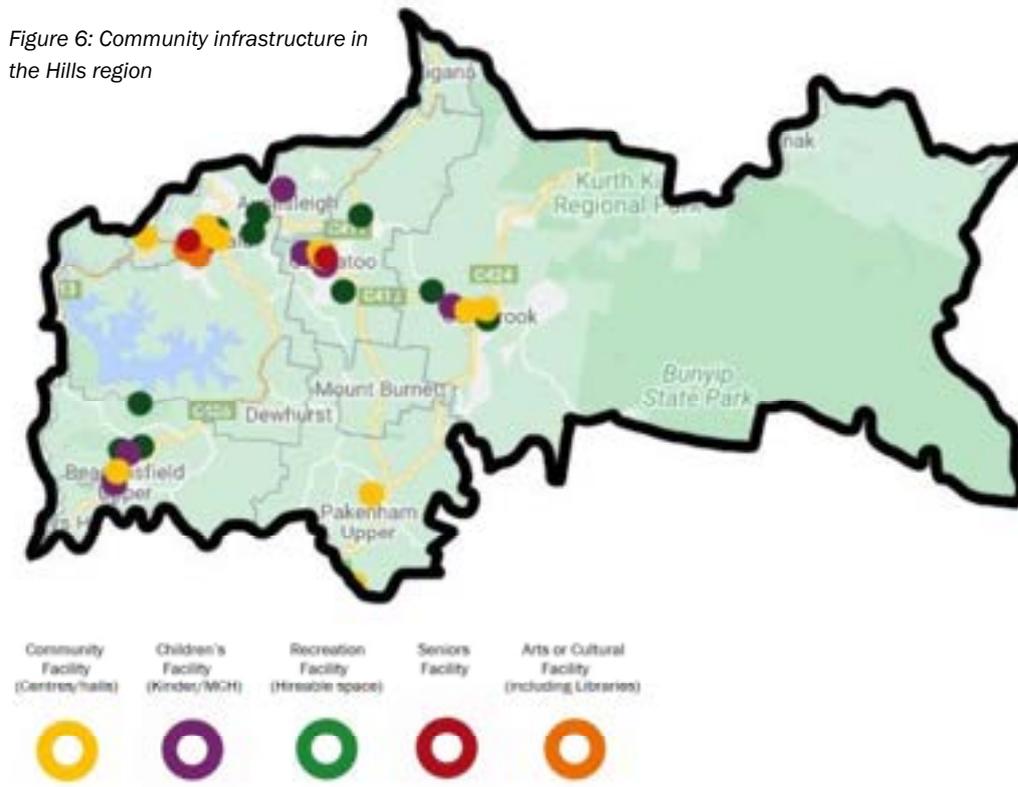


Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
Computer / I.T Training room	60,000 population per room	2023	89,952	13	1.50	Over supplied	Beaconsfield Community Complex	3	Good	Good
		2033	127,982	15	2.13		Bridgewood Primary School and Integrated Family Centre	1	Good	Good
							Cardinia Cultural Centre	6	Good	Good
							Deep Creek Community Nursery Hub	1	(blank)	Good
							Henry Family Childrens Centre	2	Good	Good
							[PROPOSED 2024] Cardinia Youth Facility	1	(blank)	(blank)
							[PROPOSED 2032] Pakenham East Community Hub - Level 2	1	(blank)	(blank)
Other		2023	89,952	6			ECG College Building	1	(blank)	Good
		2033	127,982	6			Pakenham Men's Shed	1	Good	Good
							Toomah Community Centre – office space	2	Good	Good
							Cardinia Life (creche)	1	Good	Good
							Living Learning Pakenham (Occasional Care)	1	Good	Good
Toilets		2023	89,952	5			Beaconsfield Public Toilet Block (Exeloo)	1	Good	Good
		2033	127,982	5			Lakeside Dragon Park Public Toilet Block (Exeloo)	1	Good	Average
							PB Ronald Reserve Public Toilet Block	1	Good	(blank)
							Toomuc Recreation Reserve Public Toilet	1	(blank)	Good
							Bourke Park Public Toilet (Exeloo)	1	(blank)	Good



Hills Region

Figure 6: Community infrastructure in the Hills region



Hills region context

The hills region comprises several townships to the south of the Dandenong Ranges, with ‘rural country’ or ‘hill-top bushland’ character.

The population of this region is relatively stable. Between 2011 and 2021, the population increased by 1,150 people and the current population is 18,460 people in 2023. The population is expected to continue to increase slightly into the future, with a projected population of 18,750 people by 2033.

There are higher proportions of older adults in the hills region, with over one third of the population (37 per cent) aged 50 years and over. Of the families in the region, the proportions of families with older children are generally higher.

The population of the hills region has higher proportions of culturally and linguistically diverse populations than other non-urban areas of Cardinia Shire. Fourteen per cent of the population were born overseas and five per cent of the population speak a language other than English. 11.6 per cent of Cardinia’s Aboriginal and Torres Strait Islander population lives in the hills region.

Over two-thirds (68 per cent) of working residents in the hills region leave the Shire for work every day.

According to the 2021 Cardinia Liveability Survey, in the last 12 months, one fifth (23 per cent) of residents in the hills region attended local art exhibitions, 41 per cent of residents attended a local library, and almost one third (30 per cent) attended cultural events. Attendance at a local library is higher in the hills region than elsewhere in Cardinia Shire, demonstrating the value of the Emerald Library and Cardinia Mobile Library for this community. 35 per cent of residents in the region feel no or a slight connection to their local community, and 19

per cent believe there is not enough connection to local community. It will be important to understand the expectations of the hills region community about what they want and need from community services and infrastructure to enhance opportunities for community connection and access to services, programs, and events, especially given the distances between townships.

Proposed community infrastructure

In the Hills region, there are currently two significant projects included in Council's Long Term Financial Plan that are proposed to include community infrastructure. These are:

- Upper Beaconsfield Recreation Reserve Pavilion Proposed 2025/26*
- Alma Treloar Masterplan Implementation Proposed 2026/27*

* Where projects have not already commenced, these assets are proposed only, with all investment subject to Council's annual budget process and the availability of external funding.

Hills region community infrastructure

Undersupplied in 2023	Undersupplied in 2033	Over supplied in 2033
		Community room – large (integrated) Community room – large (standalone) Community room – medium Computer/IT training room Library

Community rooms

The quantity assessment suggests that large and medium community rooms and training rooms in the hills region are oversupplied. Spaces are available in a variety of facility types, such as community centres, public halls or recreation reserve pavilions. The condition and functionality of these spaces are good. Sourcing accurate utilisation data is important to better understand community value and to consider increased activation opportunities, or whether spaces can be repurposed to deliver under-supplied spaces for the region.

The community infrastructure audit suggests that the Clematis Hall is not functional which is due to its overall condition and the limited accessibility of the amenities. This could also extend to there being an oversupply of similar sized standalone spaces in other nearby locations This facility should be reviewed as a priority to determine the ongoing value and possible future use of the Hall.

Consult rooms

The quantity assessment suggests that small meeting rooms and consult rooms are well supplied in the hills region. Condition and functionality of these facilities is generally good.

Kindergarten

The quantity assessment suggests that kindergarten spaces are well-supplied, however utilisation and kindergarten enrolment data suggest spaces are under supplied in some townships and potentially over supplied in others. Council is undertaking a Hills Region Feasibility Study to understand future kindergarten demand requirements further, particularly relating to the implementation of the Best Start, Best Life reform and review of the Cardinia Kindergarten Infrastructure and Service Plan, which is commencing in 2024.

Concentrations of community infrastructure

There are several different community infrastructure assets within individual townships in the hills region, particularly Cockatoo and Emerald and to a lesser extent, Beaconsfield, Beaconsfield Upper and Gembrook. Consideration should be given to whether infrastructure could be integrated, in line with the principles of the Community Infrastructure Plan, to move towards community hub models.

Kitchen facilities

There are five facilities that have kitchen facilities available within the hills region, which may be ancillary to other uses within the facility, or for the provision of community kitchen uses. These facilities are located within separate townships. The facilities themselves are of good building condition and functionality.

Library

The Emerald Library is located within the hills region and has recently been extended. This library is valued by the community and centrally located in Emerald's shopping precinct optimising access. The Cardinia Mobile Library also services a number of townships within the region on a weekly basis.

Public toilets

There are eight public toilets in the hills region in various localities. The community infrastructure audit suggests that the condition and functionality of these facilities are generally good.

Recommendations for the Hills region

1. Review current functionality and utilisation of Clematis Hall to determine future community need.
2. Assess any opportunity to repurpose any underutilised spaces that may be suitable for other community services or needs within the region.
3. Collect and analyse usage and condition data, to consider the need and suitability of large community rooms that cater for 100 or more people in the hills region.
4. Review the community infrastructure required to be included in the scope and timing of the proposed Alma Treloar Masterplan Implementation.
5. Review the mix of community infrastructure in Cockatoo to consider the overall level of utilisation, functionality and accessibility.
6. Review the mix of community infrastructure in Emerald to consider the overall level of utilisation, functionality and accessibility.
7. Review the level of condition, location and need for public toilet facilities within the region.

Community infrastructure Audit – Hills region

Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
Community room - large (integrated) 50-100 capacity	8,000 population per room	2023	18458	13	2.31	Over supplied	Beaconsfield Upper Community Centre	1	Good	Good
		2033	18752	13	2.34		Chandler Reserve	1	Good	Good
							Cockatoo Community Complex	1	Good	Good
							Cockatoo Senior Citizens Centre	1	Good	Good
							Emerald Nobelius Museum & Toilets	1	Good	Good
							Emerald Senior Citizens	1	Good	Good
							Gembrook Community Centre	2	Good	Good
							Hills Hub	1	Good	Good
							Cockatoo Kindergarten and Community House	1	Good	Average
							Cockatoo Mountain Rd Res Netball Pavilion	1	Good	Good
				Worrell Reserve	1	Good	Good			
Community room - large (standalone) 100+ capacity	20,000 population per room	2023	18458	9	0.92	Over supplied	Ash Wednesday Bushfire Education Centre (Education centre)	1	Good	Good
		2033	18752	9	0.94		Beaconsfield Upper Conservation Group Nursery	1	(blank)	(blank)
							Beaconsfield Upper Recreation Reserve	1	Good	(blank)
							Clematis Hall	1	Poor	Poor
							Emerald Community House	1	Good	Good
							Huxtable Road Horse Riding Reserve	1	Good	Average
							Pakenham Upper – Cardinia Civic Concert Band Hall	1	Good	Average
							Pakenham Upper Public Hall	1	Good	Poor
							Tonimbuk Public Hall	1	Good	Good
Community room – medium 20-50 capacity	8,000 population per room	2023	18458	18	2.31	Over supplied	Beaconsfield Upper Community Centre	1	Good	Good
		2033	18752	20	2.34		Beaconsfield Upper Recreation Reserve	2	Good	(blank)
							Chandler Reserve	1	Good	Good
							Emerald Arts Society (Studio and workshop)	2	Good	Good
							Emerald Nobelius Museum & Toilets	1	Good	Good
							Gembrook Recreation Reserve	2	Good	Good
							Gembrook Community Centre	1	Good	Good
							Hills Hub	4	(blank)	Good
							Sutherland Park Recreation Reserve	2	Good	Good
							Emerald Senior Citizens	1	Good	Good
							[PROPOSED 2027] Alma Treloar Masterplan implementation	1	(blank)	(blank)
							[PROPOSED 2026] Upper Beaconsfield Recreation Reserve	1	(blank)	(blank)
Community room – small <20 capacity	8,000 population per room	2023	18458	8	2.31	Well supplied	Alma Treloar Reserve Scout Hall	1	Good	(blank)
		2033	18752	8	2.34		Gembrook Community Centre	1	Good	Good
							Emerald Community House	1	Good	Good
							Emerald Library	1	Good	Good
							Hills Hub	2	Good	Good
							Josie Bysouth Recreation Reserve	1	Good	Good
				Worrell Reserve	1	Good	Good			
Computer / IT training room		2023	18458	7	0.31	Over supplied	Beaconsfield Upper Community Centre	1	Good	Good
		2033	18752	7	0.31		Emerald Library	1	Good	Good



Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
	60,000 population per room						Cockatoo Kindergarten and Community House	1	Good	Average
							Hills Hub	1	Good	Good
Consult room (Includes MCH)	4,000 population per room	2023	18458	6	4.6	Well supplied	Beaconsfield Upper Community Centre	1	Good	Good
		2033	18752	6	4.7		Cockatoo Community Complex	1	Good	Good
							Emerald MCH Centre	2	Good	Good
							Hills Hub	1	Good	Good
Kindergarten	85% of population of 3 - 4 year olds	2023	431	408	366.35	Well supplied	Avonsleigh Kindergarten	1 (56 places)	Good	Poor
		2033	425	408	361.25		Beaconsfield Upper Kindergarten - McBride	1 (52 places)	Good	Poor
							Beaconsfield Upper Kindergarten - Stoney Creek	1 (60 places)	Good	Poor
							Cockatoo Community Childcare Centre (not sessional kinder)	5 (N/A)	Good	Good
							Cockatoo Kindergarten and Community House	1 (56 places)	Good	Average
							Emerald Kindergarten	2 (118 places)	Good	Average
							Gembrook Kindergarten	1 (66 places)	Good	Average
Kitchen		2023	18458	8			Ash Wednesday Bushfire Education Centre	1	Good	Good
		2033	18752	8			Beaconsfield Upper Community Centre	1	Good	Good
							Cockatoo Community Complex	1	Good	Good
							Gembrook Community Centre	2	Good	Good
							Hills Hub	2	Good	Good
							Tonimbuk Public Hall	1	Good	Good
Library	100,000 population per library	2023	18458	1.2	0.18	Over supplied	Emerald Library	1	Good	Good
		2033	18752	1.2	0.19		Cardinia Mobile Library	0.2	Good	Good
Other		2023	18458	7			Emerald Lake Park	1	Good	Average
		2033	18752	7			Emerald Scout Hall	1	(blank)	(blank)
							Gembrook Craft Cottage (crafting room)	1	Good	Good
							Gembrook Riding Club (Social space)	1	(blank)	Good
							Hills Hub (Men's Shed)	1	(blank)	Good
							Puffing Billy Railway Station	1	(blank)	Good
							The Gem Community Arts Centre (Theatre)	1	Good	Good
Public toilets		2023	18458	11			Beaconsfield Upper Charing Cross Public Toilet Block	1	Good	Good
		2033	18752	11			Cockatoo Main Street Public Toilet (McBride St walkway)	1	Good	Average
							Emerald Public Toilet - Ferres Road	1	Good	Average
							Gembrook Park Public Toilet Block	1	Good	Good
							Gembrook Regional Park Public Toilet Block	1	Good	Good
							Hills Hub Public Toilet Block (Exeloo)	1	Good	Good
							J,A,C Russell Park Public Toilet Blocks (Exeloo)	1	Good	Good
							Maryknoll Rec Res Toilet Block	1	Good	Average
							Puffing Billy Park Public Toilet Block	1	Good	Average
							Puffing Billy Lakeside Station – Emerald Lake	1	Good	(blank)
							RJ Chambers Reserve Public Toilet Block	1	Poor	Poor

Well supplied

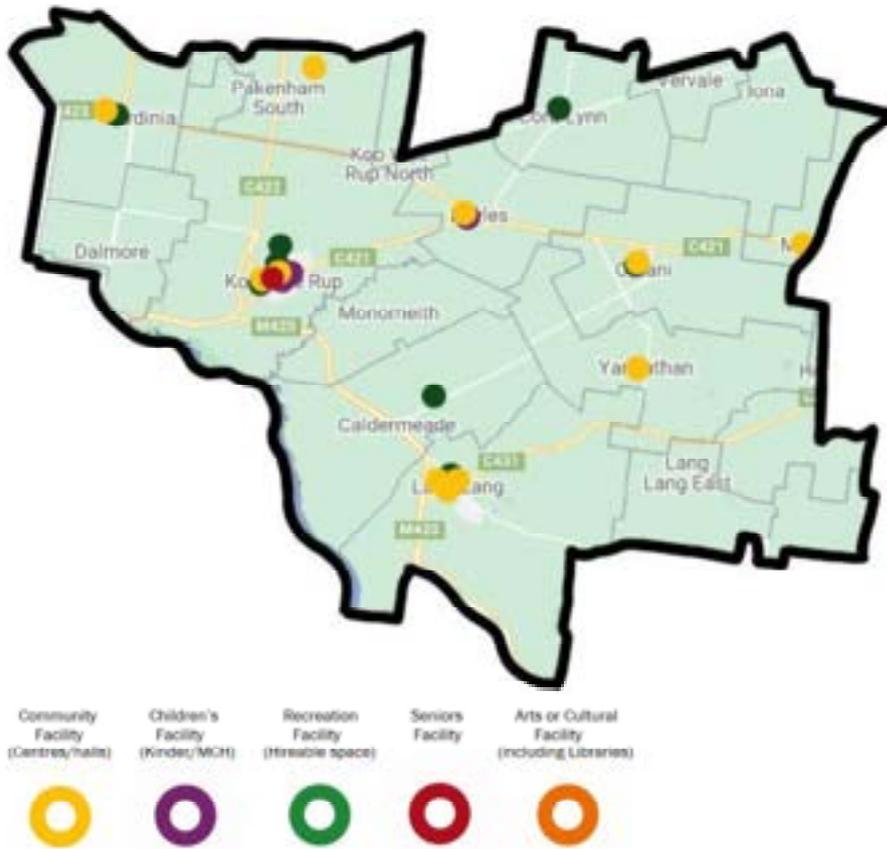
Well supplied, becoming undersupplied by 2033

Undersupplied

Over supplied

Southern Rural Region

Figure 7: Community infrastructure in the Southern Rural region



Southern rural region context

The southern rural region is characterised by several smaller townships amongst stretches of agricultural land. Urban development occurs in areas surrounding some of the townships in this area, particularly Koo Wee Rup and Lang Lang, with housing development and population increase occurring.

The population of this region has increased by one third between 2011 and 2021, with a current population of 10,300 people in 2023. More growth is expected, with a projected population of 12,600 people by 2033.

There is an increasing population of young families and children in the southern rural region, particularly within townships experiencing growth. This is placing pressure on ageing infrastructure that was not designed for the levels or type of services required today. In addition to young families, 20 per cent of the population is aged over 70 years, and services for older residents is also important.

The population of the southern rural region is less culturally diverse than other regions in Cardinia Shire, with 10 per cent of the population born overseas and four per cent of the population speaking a language other than English. The indigenous population is also lower than other areas of the Shire with 11 per cent of Cardinia's Aboriginal and Torres Strait Islanders living in the southern rural region.

Two fifths (41 per cent) of working residents work within Cardinia Shire, highlighting the value that the agricultural industries within the region bring to the local economy. However, there are slightly higher proportions of low-income earners in the southern rural region (32 per cent of adults earning less than \$500 per week), and lower proportions of adults with higher or tertiary education (42 per cent of the population), compared to other regions in Cardinia Shire. These indicators may increase the vulnerability of people in this region to socio-

economic down-turn and cost of living pressures, where adequate community services and infrastructure is required to support the community.

According to the 2021 Cardinia Liveability Survey, in the last 12 months, less than one in ten (8 per cent) residents in the southern rural region attended local art exhibitions, 17 per cent attended a local library, and 18 per cent attended cultural events. While over one in four (42 per cent) residents in the region feel no or a slight connection to local community, this score is lower than the growth region. One in five (16 per cent) believe there is not enough connection to local community. It will be important to understand the expectations of the southern rural region community about what they want and need from community infrastructure to enhance opportunities for community connection, particularly in relation to access, given the distances between some communities.

Proposed community infrastructure

In the southern rural region, there are currently three significant projects included in Council's Long Term Financial Plan that are proposed to include community infrastructure. These are:

- Koo Wee Rup Bowls & Community Facility Proposed 2024/25*
- Cora Lynn Reserve – Pavilion Design/Construct Proposed 2024/25*
- Lang Lang Recreation Facility – Soccer – Pavilion Proposed 2030/31*

* Where projects have not already commenced, these assets are proposed only, with all investment subject to Council's annual budget process and the availability of external funding.

Southern rural region analysis

Undersupplied in 2023	Undersupplied in 2033	Over supplied in 2033
Kindergarten Library		Community room - large (integrated) Community room – large (standalone) Community room – medium Community room – small Computer/IT training room

Community rooms

The quantity assessment suggests that large community rooms in integrated facilities are over supplied in the southern rural region, with most of these spaces being available within recreation reserve pavilions (four of a total of six). Some recreation reserves are located outside of townships, and travel accessibility may be restricted. The condition and functionality of these spaces are also good. As many of these facilities are not managed by Council, information about utilisation and capacity for additional use is not known, and this could be explored to understand whether utilisation could be increased.

The functionality assessment for several large community rooms in standalone facilities is poor. These facilities are owned by Council, with varying governance models. This provides an opportunity to source accurate utilisation data, to better understand community value, impact of condition on utilisation and to consider whether spaces can be repurposed to deliver under-supplied spaces for the region.

In particular, the community infrastructure audit suggests that three public halls are either not utilised or under-utilised and not functional for use due to overall age and accessibility of the facilities, along with being relatively unknown due to their remote location. These facilities are Catani Soldiers Memorial Hall, Modella Public Hall and Yannathan Public Hall. These facilities should be reviewed as a priority to determine the ongoing value and possible future use of these facilities.

For small and medium community rooms and training rooms, the quantity assessment suggests these are over supplied in the southern rural region and utilisation for these facilities is low. Overall, the condition and functionality of these facilities is good, and these facilities may have potential for activation or consideration of what other services they can be used for.

Consult rooms

The quantity assessment suggests that consult rooms are well supplied in the southern rural region. Currently consult rooms are only provided within Early Years facilities that house maternal and child health, parenting programs, and kindergarten services. Further investigation is required to determine whether these rooms are suitable for all services that may be delivered from consult rooms (e.g., services not targeted to children and families).

Kindergarten

The quantity assessment suggests that there is a current and future under supply of kindergarten in the southern rural region. The Koo Wee Rup Region Feasibility Study (2022) is already seeking to address kindergarten shortfalls in Koo Wee Rup, Lang Lang and Bayles, in terms of supply and demand for kindergarten space, and the condition and functionality of the facilities (including consult rooms).

Further exploration of kindergarten requirements will be carried out through the review of the Cardinia Kindergarten Infrastructure and Service Plan (KISP), which may affect the total amount of places required within this region in future years.

Concentrations of community infrastructure

There are several different community infrastructure assets within individual townships in the southern rural region, particularly Koo Wee Rup and Lang Lang. Consideration should be given to whether infrastructure could be integrated, in line with the principles of the Community Infrastructure Plan, to move towards community hub models.

Kitchen facilities

There are 12 facilities that have kitchen spaces available within the southern rural region, which may be ancillary to other uses within the facility, or for the provision of community kitchen uses. It is recommended that further investigation is carried out to understand the need for, and suitability of, these spaces for community kitchen uses.

Library

There is no library space available in the southern rural region, however the Cardinia Mobile Library services many townships in the region. It is recommended that further investigation is carried out to understand whether population growth will drive demand for future permanent facilities.

Public toilets

There are three public toilets in the southern rural region. The community infrastructure audit suggests that the condition and functionality of these facilities are generally good.

Recommendations for the southern rural region

1. Seek further information about the overall level of need, functionality and utilisation of the Catani Soldiers Memorial Hall, Modella Public Hall, and Yannathan Public Hall to determine future demand.
2. Assess the opportunity to repurpose any underutilised spaces that may be suitable to for kindergarten spaces within the region.
3. Review accessibility of library services and opportunities as the population grows.
4. Investigate level of need and utilisation of community kitchen spaces within the southern region
5. Review the mix of community infrastructure in Lang Lang to consider if integration will improve utilisation and accessibility.
6. Review the mix of community infrastructure in Koo Wee Rup to consider if integration will improve utilisation and accessibility.
7. Review the community infrastructure to be included in the scope and timing of the proposed Lang Lang Recreation Facility Soccer Pavilion.

Community infrastructure Audit – Southern Rural Region

Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
Community room - large (integrated) 50-100 capacity	8,000 population per room	2023	10,254	6	1.28	Over supplied	Catani Recreation Reserve	1	Good	Good
		2033	12,578	6	1.57		Koo Wee Rup Recreation Reserve Community Space	1	Good	(blank)
					Cora Lynn Recreation Reserve		1	Good	Good	
					Lang Lang Recreation Reserve Community Space		1	(blank)	Good	
					Lang Lang Elderly Citizens Club and Memorial Hall		2	Good	Good	
Community room - large (standalone) 100+ capacity	20,000 population per room	2023	10,254	9	0.51	Over supplied	Bayles Public Hall	1	Good	Good
		2033	12,578	9	0.62		Cardinia Public Hall	1	Good	Good
					Catani Soldiers Memorial Hall		1	Good	Poor	
					Koo Wee Rup Community Centre		1	Good	Good	
					Koo Wee Rup Secondary College Pavilion		1	(blank)	Good	
					Koo Wee Rup Senior Citizens Club		1	(blank)	Good	
					Modella Public Hall		1	Good	Average	
					Lang Lang RSL		1	Good	Average	
					Yannathan Public Hall		1	Good	Poor	
Community room - medium 20-50 capacity	8,000 population per room	2023	10,254	5	1.28	Over supplied	Cardinia Recreation Reserve	1	Good	Good
		2033	12,578	8	1.57		Yannathan Public Hall	1	Good	Poor
					Lang Lang Community Complex		1	Good	Good	
					Lang Lang Bowling Club		1	Good	Good	
					Koo Wee Rup Recreation Reserve Community Space		1	Good	(blank)	
					[PROPOSED 2031] Lang Lang Recreation Facility - Soccer Pavilion		1	(blank)	(blank)	
					[PROPOSED 2024] Koo Wee Rup Bowls & Community Facility		1	(blank)	(blank)	
					[PROPOSED 2025] Cora Lynn Reserve - Pavilion Design/Construct		1	(blank)	(blank)	
Community room - small <20 capacity	8,000 population per room	2023	10,254	8	1.28	Over supplied	Catani Recreation Reserve	1	Good	Good
		2033	12,578	8	1.57		Koo Wee Rup Community Centre	4	Good	Good
					Koo Wee Rup Senior Citizens Club		1	(blank)	Good	
					Lang Lang Recreation Reserve Community Space		1	(blank)	(blank)	
					Yannathan Public Hall		1	Good	Poor	
Computer / I.T. training room	60,000 population per room	2023	10,254	1	0.17	Over supplied	Lang Lang Community Complex	1	Good	Good
		2033	12,578	1	0.21					
Consult room (Includes MCH)	4,000 population per room	2023	10,254	4	2.56	Well supplied	Koo Wee Rup Kindergarten and MCH Centre	1	Good	Average
		2033	12,578	4	3.14		Lang Lang Community Complex (4 rooms leased to medical complex)	6 (2)	Good	Good
							Lang Lang Elderly Citizens Club and Memorial Hall	1	Good	Good

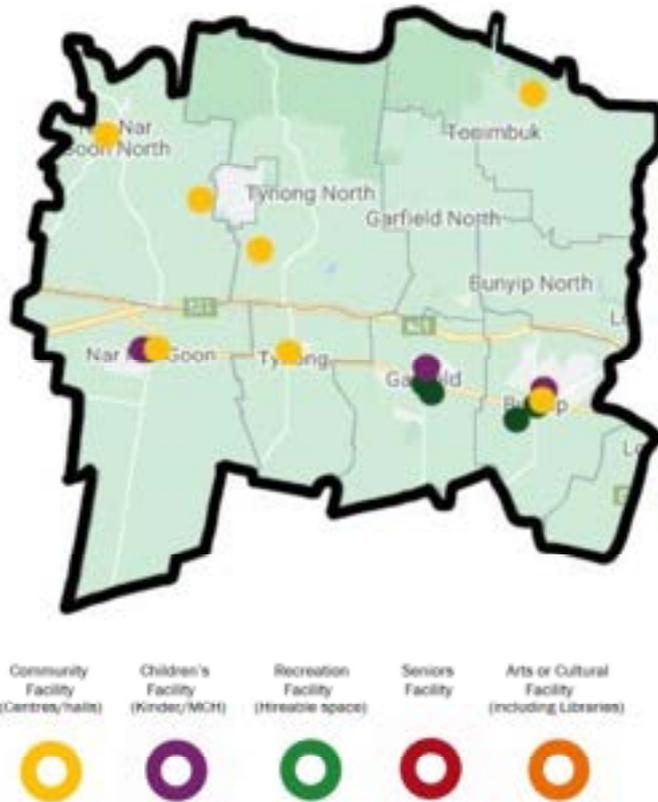


Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
Kindergarten	85% of population of 3-4 year olds	2023	283	170	241	Undersupplied	Bayles Kindergarten	1	Good	Poor
		2033	371	170	315		Koo Wee Rup Kindergarten and MCH Centre	1	Good	Average
							Lang Lang Kindergarten	1	Good	Poor
Library	100,000 population per library	2023	10,254	0.2	0.102	Well supplied	Cardinia Mobile Library	0.2	Good	Good
		2033	12,578	0.2	0.126					
Kitchen		2023	10,254	12			Bayles Public Hall	1	Good	Good
		2033	12,578	12			Cardinia Public Hall	1	Good	Average
							Cardinia Recreation Reserve	1	Good	Good
							Catani Soldiers Memorial Hall	1	Good	Poor
							Koo Wee Rup Community Centre	1	Good	Good
							Koo Wee Rup Secondary College Pavilion	1	(blank)	Good
							Koo Wee Rup Senior Citizens Club	1	(blank)	Good
							Lang Lang Recreation Reserve Community Space	2	(blank)	Good
							Lang Lang Elderly Citizens Club and Memorial Hall	1	Good	Good
							Modella Public Hall	1	Good	Average
							Yannathan Public Hall	1	Good	Poor
Other		2023	10,254	4			Lang Lang Historical Society (Historical room)	1	Good	Good
		2033	12,578	4			Koo Wee Rup Historical Society	1	(blank)	(blank)
							Lang Lang Men's Shed	1	Good	Good
							Lang Lang Community Complex (medical centre)	1	(blank)	Good
Public toilets		2023	10,254	3			Koo Wee Rup Bus Interchange Public Toilet Block	1	Good	Good
		2033	12,578	3			Koo Wee Rup Public Toilet Block	1	Good	Good
							Lang Lang Public Toilet Block	1	Good	Average



East Region

Figure 8: Community infrastructure in the east region



East region context

The east region is characterised by the railway townships to the east of Cardinia’s urban growth areas, signalling the transition between metropolitan Melbourne and regional Victoria.

The population of this region has been relatively stable between 2011 to 2021, with a current population of 11,200 people in 2023. Slight growth is expected in the future, with a projected population of 12,900 in 2033.

There are higher proportions of older adults in the east region, with over one third (38 per cent) of people aged 50 years and over. Of the families in the region, the proportions of families with older children are generally higher.

The population of east region is less culturally diverse than other regions in Cardinia Shire with 10 per cent of the population born overseas and three per cent of the population speaking a language other than English. The indigenous population is slightly higher as a proportion of total population in the east region, with 8.4 per cent of Aboriginal and Torres Strait Islanders in the Shire living in the east region.

45 per cent of working residents work within Cardinia Shire. However, there are slightly higher proportions of low-income earners in the east region (32 per cent of adults earning less than \$500 per week), and slightly lower proportions of adults with higher or tertiary education (47 per cent of the population), compared to other regions in Cardinia Shire. These indicators may increase the vulnerability of people in this region to socio-economic down-turn and cost of living pressures, where adequate community services and infrastructure is required to support the community.

According to the 2021 Cardinia Liveability Survey, there were lower proportions of residents in the east region attending art exhibitions (17 per cent) and just under one third visited their local library (31 per cent). 29 per cent of residents attended cultural events. In the east region, residents are more likely to feel connected to local community. 34 per cent of residents feel no or a slight connection to local community, and 11 per cent of residents believe there is not enough connection to local community. It will be important to maintain the sense of connection to community and ensuring adequate services and facilities are available to meet the community's needs and expectations.

Proposed community infrastructure

In the east region, there are currently two significant projects included in Council's Long Term Financial Plan that are proposed to include community infrastructure. These are:

- Garfield North Cannibal Creek Reserve Building Proposed 2024/25*
- Community House Proposed 2028/29*

* Where projects have not already commenced, these assets are proposed only, with all investment subject to Council's annual budget process and the availability of external funding.

East region analysis

Undersupplied in 2023	Undersupplied in 2033	Over supplied in 2033
Computer / IT training room	Consult room Kindergarten	Community room – large (standalone) Community room – medium

Community rooms

The quantity assessment suggests that large community rooms in standalone facilities, and medium community rooms are over supplied in the east region, with these spaces being available within either public halls or recreation reserves. The condition and functionality of these spaces is generally good. As many of these facilities are not managed by Council, information about utilisation and capacity for additional use is not known, and this could be explored to understand whether utilisation could be increased.

There are no training rooms available within the east region. It is recommended that further information is sought to determine the needs for training space within the region, and to determine whether alternative spaces could be repurposed as a training room.

The community infrastructure audit suggests the Nar Nar Goon Community Centre and Scout Hall is under-utilised and has limited functionality for varying ranges of use in the local community. The Nar Nar Goon Scout Hall should be considered in combination with the Community Centre due to being located in close proximity. These facilities should be reviewed as a priority to determine the ongoing value and possible future use.

Consult rooms and Kindergarten

The quantity assessment suggests that both consult rooms and kindergarten rooms will be under supplied in 2033. Currently consult rooms are only provided within Early Years facilities that house maternal and child health, parenting programs, and kindergarten services. Further investigation is required to determine whether these rooms are suitable for all services that may be delivered from consult rooms (i.e., services not targeted to children and families). Consideration should be given to whether over supplied community room spaces can be repurposed for kindergarten spaces into the future to implement the Best Start Best Life reform. Further exploration of kindergarten requirements will be carried out through the review of the Cardinia Kindergarten Infrastructure and Service Plan (KISP), which may affect the total amount of places required within the region in future years.

Concentrations of community infrastructure

There are several different community infrastructure assets within individual townships in the east region, particularly Nar Nar Goon, Garfield and Bunyip. Consideration should be given to whether infrastructure could be integrated, in line with the principles of the Community Infrastructure Plan, to move towards integrated facilities such as community hub models.

Kitchen facilities

There are eight facilities that have kitchen spaces available within the east region, which may be ancillary to other uses within the facility, or for the provision of community kitchen uses. It is recommended that further investigation is carried out to understand the need for, and suitability of, these spaces for community kitchen uses.

Library

There are no permanent library spaces operating within the east region, however the Cardinia Mobile Library services many townships in the region. It is recommended that further investigation is carried out to understand whether population demand will drive demand for future permanent facilities.

Public toilets

There are four public toilets in the east region in various localities. The community infrastructure audit suggests the condition and functionality of these facilities are generally good.

Recommendations for the east region

1. Seek further information about the overall level of need, functionality and utilisation of Nar Nar Goon Community Centre and Scout Hall to determine future demand.
2. Assess the opportunity to repurpose underutilised spaces that may be suitable for kindergarten spaces within the east region.
3. Assess the suitability and level of need for consult room and training room spaces within the east region.
4. Review accessibility of library services and opportunities as the population grows.
5. Investigate level of need and utilisation of community kitchen spaces within the east region
6. Review the mix of community infrastructure in Nar Nar Goon to consider the overall level of utilisation, functionality and accessibility.
7. Review the mix of community infrastructure in Garfield to consider the overall level of utilisation, functionality and accessibility.
8. Review the mix of community infrastructure in Bunyip to consider the overall level of utilisation, functionality and accessibility

Community Infrastructure Audit – East Region

Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
Community room - large (integrated) 50-100 capacity	8,000 population per room	2023	11,231	4	1.404	Well supplied	Bunyip and District Community House	1	(blank)	(blank)
		2033	12,946	4	1.618		Nar Nar Goon Community Centre and Scout Hall	1	Good	Poor
							Garfield Recreation Reserve and Community Centre	1	Good	Good
							Nar Nar Goon Recreation Reserve Pavilion	1	Good	(blank)
Community room - large (standalone) 100+ capacity	20,000 population per room	2023	11,231	6	0.56	Oversupplied	Bunyip Hall	1	Good	Good
		2033	12,946	6	0.51		Bunyip and District Pony Clubrooms	1	(blank)	(blank)
							Garfield Bowling Club	1	Good	Good
							Garfield Recreation Reserve and Community Centre	1	Good	Good
							Nar Nar Goon North Public Hall	1	Good	Average
							Tynong Public Hall	1	Good	Good
Community room – medium 20-50 capacity	8,000 population per room	2023	11,231	9	1.404	Oversupplied	Bunyip Hall	2	Good	Good
		2033	12,946	12	1.618		Bunyip Recreation Reserve	1	Good	(blank)
							Nar Nar Goon Community Centre and Scout Hall	1	Good	Good
							Bunyip and District Pony Clubrooms	1	Good	Good
							Tynong North Hall (Tynong North Recreation Reserve)	2	Good	Average
							Tynong Public Hall Annexe	1	(blank)	Average
							Yarrabubba Recreation Reserve	1	Good	Average
							[PROPOSED 2024] Garfield North Cannibal Creek Reserve Building	1	(blank)	(blank)
							[PROPOSED 2029] Community House	1	(blank)	(blank)
Community room – small <20 capacity	8,000 population per room	2023	11,231	6	1.404	Well supplied	Nar Nar Goon Community Centre and Scout Hall	1	Good	Poor
		2033	12,946	6	1.618		Nar Nar Goon Recreation Reserve Pavilion	2	Good	(blank)
							Bunyip and District Pony Clubrooms	1	Good	Good
							Bunyip Kindergarten and MCH	1	Good	Good
							Garfield Bowling Club	1	Good	Good
Computer / I.T training room	60,000 population per room	2023	11,231	0	0.187	Undersupplied			(blank)	(blank)
		2033	12,946	0	0.216				(blank)	(blank)
Consult room (Includes MCH)	4,000 population per room	2023	11,231	2	2.808	Well supplied currently becoming undersupplied by 2033	Bunyip Kindergarten and MCH Centre	1	Good	Good
		2033	12,946	2	3.237		Nar Nar Goon Kindergarten and MCH Centre	1	Good	Poor
Kindergarten	85% of population of 3-4 year olds	2023	275	234	238	Well supplied currently becoming undersupplied by 2033	Bunyip Kindergarten and MCH Centre	2 (114 places)	Good	Good
		2033	334	284	238		Garfield Kindergarten	1 (60 places)	Good	Poor
							Nar Nar Goon Kindergarten and MCH Centre	1 (64 places)	Good	Poor
Kitchen		2023	11,231	8			Bunyip Hall	1	Good	Good
		2033	12,946	8			Nar Nar Goon Community Centre and Scout Hall	1	Good	Poor
							Bunyip and District Pony Clubrooms	1	Good	Good
							Garfield Recreation Reserve and Community Centre	1	Good	Good
							Tynong North Hall (Tynong North Recreation Reserve)	2	Good	Average



Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
							Tynong Public Hall	1	Good	Good
							Nar Nar Goon North Public Hall	1	Good	Average
Library	100,000 population per library	2023	11,231	0,5	0,112	Well supplied	Cardinia Mobile Library	0,5	Good	Good
		2033	12,946	0,5	0,129					
Public toilets		2023	11,231	4			Bunyip Public Toilet Block	1	Good	Good
		2033	12,946	4			Garfield North Mount Cannibal Public Toilet Block	1	(blank)	Average
							Garfield Public Toilet Block	1	Good	Good
							Nar Nar Goon Public Toilet Block	1	Good	Good



Appendix 1

Glossary

Term	Definition
Council	Cardinia Shire Council, as constituted under the Local Government Act 2020.
Councillors	A person / people who hold the office of a member of Cardinia Shire Council under the Local Government Act 2020.
Council Plan 21-25	Establishes the strategic direction of the Council and the objectives, strategies and indicators for monitoring achievement of the objectives for a period of 4 years after a general election, which is developed in accordance with section 90 of the Local Government Act 2020.
Community Vision 2040	Describes the aspirations for the future of Cardinia Shire, covering a period of at least 10 years, which is developed with the community and in accordance with section 88 of the Local Government Act 2020.
Liveability Plan 2017-29	Cardinia's Liveability Plan, setting the broad mission, goals and priorities to improve health and wellbeing outcomes for Cardinia residents, which satisfies Council's requirement to prepare a Municipal Public Health and Wellbeing Plan within the period of 12 months after each general election of the Council.
Long Term Financial Plan	Cardinia's long term financial plan, outlining Council's resources and assumptions underpinning forecasts, covering a period of at least 10 years, which is developed and adopted in accordance with section 91 of the Local Government Act 2020.
Cardinia Asset Plan	Cardinia's Asset Plan, outlining the maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning of infrastructure assets, covering a period of at least 10 years, which is developed and adopted in accordance with section 92 of the Local Government Act 2020.
Municipal Strategic Statement (MSS)	Municipal Strategic Statement, forming part of Cardinia's Planning Scheme to outline the strategic planning objectives of Cardinia Shire Council, prepared and adopted in accordance with the Planning and Environment Act 1987.
Active Cardinia Strategy	Cardinia's Active Cardinia Strategy, providing an evidence-based approach to planning for the future sport and active recreation needs of Cardinia Shire.
Open Space Strategy 2022-2031	Cardinia's Open Space Strategy, providing the framework for the planning, delivery, and management of open spaces within Cardinia Shire for the next 10 years.
Community Infrastructure	Public buildings across Cardinia Shire that provide community services to residents.
Governance model	How community infrastructure is managed and by who.
Operating Model	The day to day running of community infrastructure, including hours of operation, types of uses, fees and charges for use (pricing models), cleaning and maintenance scheduling, etc.
Quantity assessment	Assessment of current and future supply and demand, considering current provision and benchmark provision ratios which may indicate where there is a shortfall or oversupply of a service.
Utilisation	Capacity and use of community infrastructure or spaces within community infrastructure based on comparing operating hours with use and purpose of use.
Provision Ratio (PR)	Benchmark provision ratios, to assess the supply and demand for each type of space.
Condition	Building condition rating score in accordance with Council's compliance requirements under the Building Act 1993, as well as other relevant requirements such as the Disability (Access to Premises – Buildings) Standards 2010, the Child Safe Standards (2022), the National Quality Standard for kindergarten, etc.
Functionality / Fit for Purpose (FFP)	Functionality, or fit for purpose rating score based on the degree to which the service can successfully operating from the building or space within the building. This includes existing agreed Council standards for the size and layout of spaces and other inclusions beyond building compliance

Population / population forecast	Projected information about Cardinia's population after the ABS Census 2021, sourced from forecast.id.
ABS Census	Five-yearly Australia-wide survey conducted by the Australian Bureau of Statistics, collecting information about population and housing. The last Census was conducted in 2021 with 96 per cent of Australian dwellings completing the Census. Cardinia's Census results can be found within profile.id.
Liveability Survey	Cardinia's bi-annual survey to measure outcomes of the Liveability Plan 2017-29, where survey questions are sent to a selected representative sample of Cardinia residents.
Rate capping	A cap set by the Minister for Local Government that limits the maximum amount a Council can increase general rates and municipal charges each year.
Crown Land	Land that is owned by the State or Commonwealth Government and governed under the Crown Land (Reserves) Act 1978. In Victoria, many Crown land reserves are managed directly by local government, or by voluntary committees of management with support and oversight from the State Department of Energy, Environment and Climate Action (DEECA).
Place-based planning	Describes an approach to target the specific circumstances of a place and engage local people as active participants in development and implementation. In the context of Cardinia's Community Infrastructure Plan, this means ensuring community infrastructure is planned with community and responds to community needs now and into the future.
Interface Council	Describes the 10 municipalities that form a ring around metropolitan Melbourne, including Cardinia, Casey, Hume, Melton, Mitchell, Mornington Peninsula, Nillumbik, Whittlesea, Wyndham and Yarra Ranges Councils.
Growth Council	Describes the seven municipalities that are identified by the State Government at 'Victorian Growth Area Councils', where land within the Councils is identified for future development. The Victorian growth area councils include Cardinia, Casey, Hume, Melton, Mitchell, Whittlesea and Wyndham Councils.
Precinct Structure Plan (PSP)	A land use and infrastructure plan to guide the development of an area over time.
Development Contribution Plan (DCP)	A development contributions plan outlines the levies landowners and developments must pay to the State Government and council to fund infrastructure and facilities for a new community. In Cardinia, DCPs are often aligned to a Precinct Structure Plan.
Infrastructure Contribution Plan (ICP)	An infrastructure contributions plan is a system for funding basic and essential local infrastructure required by a new community, paid for by the property developer to the State Government, where the PSP provides the strategic justification for the ICP items. In Cardinia, an ICP is prepared alongside new Precinct Structure Plans.

Tables and Figures

Tables

Table 1: List of infrastructure categories in the Community Infrastructure Plan

Table 2: Measures of community engagement by region from the 2021 Liveability survey

Table 3: Summary of Cardinia Shire population growth and future estimated population

Table 4: Key community demographic data, 2021 Census

Table 5: Challenges and opportunities of the Community Infrastructure Plan

Table 6: Types of roles for Council in community infrastructure planning, delivery and operations

Table 7: Components of the community infrastructure audit

Table 8: Provision ratios per infrastructure category type in the community infrastructure audit

Table 9: List of localities for each of the community infrastructure planning regions

Figures

Figure 1: Community infrastructure planning regions

Figure 2: Age range of residents in each Cardinia Shire region, 2021 Census

Figure 3: Strategic alignment of the Community Infrastructure Plan

Figure 4: Community infrastructure planning regions including locations of existing community infrastructure

Figure 5: Community infrastructure in the growth region

Figure 6: Community infrastructure in the hills region

Figure 7: Community infrastructure in the southern rural region

Figure 8: Community infrastructure in the east region

Functionality Assessment (Fit for Purpose)

A functionality assessment (Fit for Purpose, or FFP) was undertaken for identified community facilities in Mid-2023. This fit for purpose analysis was designed to assess the functionality and quality of facilities to help support and identify future improvements and suitability for ongoing use. This FFP assessment resulted in a score for each based on:

Car parking (sufficient / suitable number, configuration, surface material, condition, entry and exit, bus access, wheelchair parking)
Access for staff and users of all physical and cognitive (mental) abilities (include eyesight, hearing, dementia, wheelchair)
Exterior appearance (finish, feel, colours, design, access, welcomeness)
Fair access for all ethnicities / cultures
Fair access for all genders
Fair access for all ages
Kitchen - Appearance (age, location, design, lighting, colour)
Kitchen - Configuration (height, location of storage)
Kitchen - Fit-out (food preparation space, appliances, safety, materials)
Kitchen - Size
Outdoor areas (gardens, paths, planting, shade, lighting, fencing, BBQ, seating, safety, separation of spaces, scale)
Overall layout (interconnectedness, ease of circulation within the space, access within facility)
Personal safety of users (in emergency - hazards, risks to users, staff movement, fire exits, extinguishers, alarms, lockdown points)
Reception / customer service area (location, shelving / storage, furniture, equipment, heating, cooling, lighting, power points, noise, welcomeness, colours)
Safety for users travelling to the facility (lighting, paths, neighbourhood issues, lone users)
Security (contents, surroundings, locks, alarms, points of entry, surveillance, CCTV)
Space for expansion (expand or reconfigure to increase service capacity)
Space to escape family violence
Staff offices - layout (desks / planning areas, seating, etc)
Staff offices - number
Staff offices - size
Storage (enough, size)
Surfaces (floors, windows, doors, materials, wear, structure, colour)
Technology (AV, IT, ease of use, Wi-Fi, Intercom)
Toilet appearance and fit-out (age, design, appliances, access, size, layout, temperature, colour, location)
Toilets - layout
Toilets - number
Toilets - size
Utilities and services (plumbing, electrical, gas, lighting, heating, cooling, IT, usage, safety, reliability)



Community Infrastructure Implementation Plan

Strategic Actions

Following the completion of the community engagement process, a prioritised implementation plan has been developed as part of the next stage of the Community Infrastructure Plan. This outlines the short- and medium-term priorities to be addressed throughout the life of the Plan. These include, but are not limited to:

- Strategic actions identified in the Plan that are focused on strengthening Council processes and priorities around community infrastructure planning to:
 - maximise access to and use of community infrastructure for the community,
 - ensure the community has access to the most needed community services,
 - prioritise investment based on demonstrated need, and
 - ensure consistent and functional quality of facilities across the Shire.
- Strategic or operational work that will inform future decision-making on capital priorities.

Where additional financial or human resourcing is required, delivery of recommendations is subject to Council's annual budget process. In addition, it should be noted the availability of external funding will be critical for the achievement of some actions.

Objective	Strategic Actions	Priority (Immediate/Short/Medium/Long)
1. To respond to increasing demand due to our changing and growing population.	1.1 Council explores a formalised approach to service planning for community services provided or facilitated by Council.	Immediate (within 2 years)
2. To guide Council's planning and delivery of community infrastructure.	2.1 Validate community infrastructure audit data and establish the tools and resources required to ensure required data is regularly updated. This will enable Council to more informed on decision making related to future Community Infrastructure Planning.	Immediate (within 2 years)
	2.2 Develop community infrastructure functional requirements for infrastructure spaces within each facility to optimise the planning, design, and delivery across all community facilities.	Short (within 2 – 4 years)
3. To focus on improving the performance of what we have while prioritising and directing new investment.	3.1 Undertake a comprehensive assessment on the performance and utilisation of community infrastructure, prioritising categories of over-supplied spaces, and infrastructure rated as having poor or average building condition or functionality.	Short (within 2 – 4 years)



	3.2 Develop a framework to determine efficiencies in governance and operating models for existing, new and redeveloped community infrastructure the Council oversees or manages.	Short (within 2 – 4 years)
4. To seek and secure external funding, advocacy and/or project partners.	4.1 Council develops an advocacy program to external funding bodies and partners to seek and secure the funding required to adequately invest in infrastructure and services where required.	Short (within 2 – 4 years)

Council Wide Recommendations

Methodology

In this first iteration the community infrastructure audit considers available data and will be reviewed and updated as new data becomes available. Community and stakeholder engagement will help to qualify data and findings about user experience.

In the longer term, the methodology for the community infrastructure plan should be refined to ensure all facility information remains current, and to facilitate easy analysis of the community infrastructure audit to inform any future decision-making about community infrastructure.

Service Planning

The demand for community infrastructure is influenced by the way in which community services are delivered within a community, including hours of operation, number/eligibility of participants, the programs provided, etc. It also includes consideration on the requirements or provisions of the spaces to adequately deliver services.

A formalised approach to service planning that provides agreed levels of service will enable Council to refine benchmark provision ratios to better match demand, and to review the functional requirements or provisions for spaces that cater for specific services.

Governance, Future Management and Operating Models

Currently, there is no formal or consistent process to identify the preferred governance and operating models of community infrastructure. The advantage of determining the governance and operating models for community infrastructure when planning new or redeveloped community infrastructure is that the design of the facility can better achieve the functional requirements for the operator.



The following are the council wide recommendations to be implemented across the Shire. These recommendations have been prioritised based on the level of required sequence.

Area	Recommendation	Priority (Immediate/Short/Medium/Long)
Methodology	1. Validate data obtained via the community infrastructure audit process and establish a process to ensure this future data is updated regularly.	Immediate (within 2 years)
Methodology	2. Establish tools and resources to ensure the community infrastructure audit is regularly updated and able to inform Council decision-making about future community infrastructure requirements	Immediate (within 2 years))
Methodology	3. Collate and analyse utilisation data of community infrastructure categories to assist planning for future community needs.	Immediate (within 2 years)
Service Planning	4. Council explores a formalised approach to service planning for community services provided by or on behalf of Council.	Immediate (within 2 years)
Service Planning	5. Develop community infrastructure functional requirements to identify a suite of consistent requirements for various types of spaces that enable delivery of community services, in line with the scope of the Community Infrastructure Plan*	Short (within 2 – 4 years)
Governance, Future Management and Operating Models	6. Governance and operating models of new or redeveloped community infrastructure is determined at planning stage of the project.*	Short (within 2 – 4 years)
Governance, Future Management and Operating Models	7. Council undertakes further analysis of the full cost of each existing community infrastructure facility based on current governance, operating and pricing models. Consider future options for how governance and operating models may be reviewed, and how they can better align with Council's 'Services for Success' approach.*	Short (within 2 – 4 years)

* Recommendation unable to be fully undertaken until immediate priority options completed.



Region Specific Recommendations

The following are the specific recommendations for each of the four regions across the Shire. These have been prioritised based on level of urgency.

Region	Recommendation	Priority (Immediate/Short/ Medium/Long)
Growth	1. Seek further information about the condition, functionality, and overall level of demand for Andrews Child and Family Centre, Homegarth Kindergarten and Pakenham Heights Kindergarten as part of the Kindergarten Infrastructure and Services Plan (KISP) review.	Short (2 – 4 years)
Growth	2. Identify opportunities to repurpose any underutilised spaces that may be suitable to for kindergarten spaces within the region.	Short (2 – 4 years)
Growth	3. Assess the overall level of functionality and utilisation of small and medium meeting rooms and training rooms to determine future community demand.	Short (2 – 4 years)
Growth	4. Consider the need for, and suitability of consult rooms within the growth region to attract services to meet community needs.	Medium (5 – 7 years)
Growth	5. Investigate level of need and utilisation of community kitchen spaces within the growth region.	Medium (5 – 7 years)
Growth	6. Review the community infrastructure required to be included in the scope and timing of the following proposed growth area projects: <ul style="list-style-type: none"> ▪ Gin Gin Bin Recreation Reserve – Sports Complex, ▪ Starling McMullen Integrated Child and Family Centre, ▪ McMullen Recreation Reserve – Pavilion, ▪ Officer Library (including meeting spaces), ▪ Community Meeting Place (Senior Centre and Performing Arts Space), ▪ Deep Creek Integrated Child and Family Centre, ▪ Hancocks Gully Integrated Child and Family Centre, and ▪ Pakenham East Community Hub – Level 2. 	Medium (5 – 7 years)
Growth	7. Review the condition, location and level of need for public toilet facilities within the growth region.	Long (8 – 10 Years)
Hills	1. Review current functionality and utilisation of Clematis Hall to determine future community need.	Short (2 – 4 years)
Hills	2. Collect and analyse usage and condition data, to consider the need and suitability of large community rooms that cater for 100 or more people in the hills region.	Short (2 – 4 years)



Hills	3. Assess any opportunity to repurpose any underutilised spaces that may be suitable for other community services or needs within the region.	Short (2 – 4 years)
Hills	4. Review the scope and timing of the community infrastructure within the proposed Alma Treloar Masterplan Implementation.	Short (2 – 4 years)
Hills	5. Review the mix of community infrastructure in Cockatoo to consider the overall level of utilisation, functionality and accessibility.	Medium (5 – 7 years)
Hills	6. Review the mix of community infrastructure in Emerald to consider the overall level of utilisation, functionality and accessibility.	Medium (5 – 7 years)
Hills	7. Review the condition, location and level of need for public toilet facilities within the hills region.	Long (8 – 10 Years)

East	1. Seek further information about the overall level of need, functionality and utilisation of Nar Nar Goon Community Centre and Scout Hall to determine future demand.	Short (2 – 4 years)
East	2. Assess the opportunity to repurpose underutilised spaces that may be suitable for kindergarten spaces within the east region.	Short (2 – 4 years)
East	3. Assess the suitability and level of need for consult room and training room spaces within the east region.	Medium (5 – 7 years)
East	4. Review accessibility of library services and opportunities as the population grows.	Medium (4 – 7 years)
East	5. Investigate level of need and utilisation of community kitchen spaces within the east region	Medium (5 – 7 Years)
East	6. Review the mix of community infrastructure in Nar Nar Goon to consider the overall level of utilisation, functionality and accessibility.	Medium (5 – 7 years)
East	7. Review the mix of community infrastructure in Garfield to consider the overall level of utilisation, functionality and accessibility.	Medium (5 – 7 years)
East	8. Review the mix of community infrastructure in Bunyip to consider the overall level of utilisation, functionality and accessibility	Medium (5 – 7 years)

Southern Rural	1. Seek further information about the overall level of need, functionality and utilisation of the Catani Soldiers Memorial Hall, Modella Public Hall, and Yannathan Public Hall to determine future demand.	Short (2 – 4 years)
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Southern Rural	2. Assess the opportunity to repurpose any underutilised spaces that may be suitable to for kindergarten spaces within the region.	Short (2 – 4 years)
Southern Rural	3. Review accessibility of library services and opportunities as the population grows.	Medium (5 – 7 years)
Southern Rural	4. Investigate level of need and utilisation of community kitchen spaces within the southern region	Medium (5 – 7 years)
Southern Rural	5. Review the mix of community infrastructure in Lang Lang to consider if integration will improve utilisation and accessibility.	Medium (5 – 7 years)
Southern Rural	6. Review the mix of community infrastructure in Koo Wee Rup to consider if integration will improve utilisation and accessibility.	Medium (5 – 7 years)
Southern Rural	7. Review the community infrastructure to be included in the scope and timing of the proposed Lang Lang Recreation Facility Soccer Pavilion.	Long (8 – 10 Years)

Community Infrastructure Plan

Stakeholder and Community Engagement Stage one Report

Cardinia Shire Council

01.02.24

capire

Giving every person a voice.

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Unless otherwise stated, all feedback documented by Capire Consulting Group and any person(s) acting on our behalf is written and/or recorded during our program/consultation activities.

Capire staff and associates take great care while transcribing participant feedback but unfortunately cannot guarantee the accuracy of all notes. We are however confident that we capture the full range of ideas, concerns and views expressed during our consultation activities.

Unless otherwise noted, the views expressed in our work represent those of the participants and not necessarily those of our consultants or our clients.

The following are key definitions as defined in Cardinia Shire Council's *Community Engagement Policy 2021-2024*

COMMUNITY
Individuals who have a connection to Cardinia Shire through living, working or undertaking recreation regularly within the municipality.

COMMUNITY ENGAGEMENT
Community engagement is the process Council undergoes using a variety of mediums to exchange information with the community with the aim of gathering data and ideas to make decisions or take action.

STAKEHOLDERS
Groups, individuals or organisations that would be affected by or highly interested in a decision made by Council.

VERSION	AUTHOR	AUTHORISED	DATE
1	Eliza Knox	Denise Francisco	11/12/2023
2	Eliza Knox	Denise Francisco	01/02/2024

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1. Introduction

This report summarises findings from the first stage of stakeholder and community engagement for Cardinia Shire Council's (Council) draft Community Infrastructure Plan (CIP). The findings will be used to inform Council's first CIP.

1.1. Project background

1.1.1. Community Infrastructure Plan

The CIP will introduce a new plan into Council's strategic framework to establish:

- the strategic direction for community infrastructure planning across the Shire (vision, objectives, principles)
- an evidence-based methodology with which to assess community infrastructure needs (for in-scope spaces) and infrastructure performance (utilisation, building condition, functionality) to meet community need
- recommended operational and capital outcomes that will facilitate relevant projects being included in the 10-year capital program.

Further iterations of the CIP will be developed.

The CIP will meet the Cardinia Council Plan 2021-25 Initiative to 'Develop a municipal-wide community infrastructure plan, and include relevant projects in the 10-year capital program' (Implementation Action 2.1.1 on page 34). The completion date of the CIP is February 2024 before being presented to Council for adoption in March 2024. The results of this engagement will help Council finalise the draft CIP.

The CIP informs Council's Asset Plan, which will be developed through Council's deliberative engagement practices.

CARDINIA REGIONS

To help Council understand and consider the different needs and characteristics of different parts of Cardinia Shire (Shire), the CIP refers to four regions across the Shire, as shown in Figure 1.

1.1.2. Community Infrastructure

The draft CIP¹ defines community infrastructure as 'public buildings across the Shire that provide community services to residents.'



Figure 1: Cardinia Shire Council regions for the Community Infrastructure Plan

¹ https://creating.cardinia.vic.gov.au/Download_FileNew/208321395

The community infrastructure categories included in the draft CIP are:

- **Consult rooms:** May be used for the purposes of maternal and child health consultations, as well as other allied health or support service consultations for any population cohort.
- **Kindergarten rooms:** May be used for the provision of kindergarten services, where these spaces may also be used for other early years services such as occasional care or playgroups.
- **Hireable community/meeting spaces of varying sizes:** May be used for the provision of a variety of services, programs, or activities.
- **Computer or training rooms:** May be used for the provision of a variety of services, programs or activities relating to training and skill development.
- **Libraries:** Traditional library spaces and community spaces for learning, studying, accessing technology and services, and connecting with others.
- **Kitchen facilities:** May include basic, commercial grade, or training kitchen facilities to directly provide or support delivery of services, programs, and activities.
- **Public toilets:** Public amenities, where there is a reasonable expectation of community use.
- **Other:** All other spaces or facilities where Council has a role in providing funding or facilitating use and development of community infrastructure. This includes arts and cultural spaces.

The CIP includes community infrastructure where Council has an existing role in providing, funding or facilitating use and development, for the purposes of community service provision. The facilities are owned or managed by Council, other levels of government, contractors or volunteers².

1.1.3. Community engagement and data

Over the last couple of years, Council have been preparing information and data to develop the CIP. This includes utilisation and service delivery data.

The CIP is being developed at a time when Council has also recently engaged, or will be engaging with the community about the following topics:

- Budget
- Active Cardinia Strategy
- Open Space Strategy
- Officer Urban Design Framework
- Koo Wee Rup Region Feasibility Study (kindergarten/early years)
- Imagine Cardinia 2020-2021
- Cardinia Life
- Hills Region Feasibility Study (kindergarten/early years)
- Township Strategies
- Liveability Plan 2017-2029
- Garfield North Community Centre project
- Emerald Lake Masterplan

Stage two engagement on the CIP is proposed to occur after Council's adoption of the CIP in early 2024. The scope of this stage of engagement will include helping Council understand community service gaps and seek input into the development of an Action Plan to prioritise actions.

1.2. Scope of engagement

The scope of this engagement focused on the first draft CIP and community infrastructure in Cardinia, as defined in Section Community Infrastructure 1.1.2.

² https://creating.cardinia.vic.gov.au/download_file/view/298321395_p.4

1.3. Engagement objectives

The objectives of the engagement were to:

- Inform community members and stakeholders about the methodology for community infrastructure planning, outlined in the draft CIP. This includes acknowledging previous engagement and how the draft CIP responds to previous community and stakeholder input.
- Share the draft CIP and outcomes of the first community infrastructure audit.
- Educate the community and stakeholders about the issues and challenges faced by Council in planning, delivering, operating, and maintaining community infrastructure in Cardinia.
- Build and strengthen relationships with stakeholders and community members that would support future stages of community infrastructure planning in Cardinia.
- Seek feedback on the draft CIP including the first community infrastructure audit.
- Refine Council's understanding of how the community and stakeholders use, would like to use and barriers to using community infrastructure in Cardinia.
- Understand if Council's understanding of community infrastructure aligns with the community's experiences.
- Seek information and expectations that can inform future stages of engagement.

1.4. Next steps

Feedback gathered through the engagement will be used to inform a final revision of the draft CIP and preparation of a final CIP which will be presented to Council for adoption in March 2024. Some engagement findings will be used to inform further iterations of the CIP.

1.5. Engagement limitations

The engagement methodology while robust, also had several limitations that should be acknowledged when reading this report. These are outlined below.

- Capire has reported on information documented by participants and interpreted the information to represent the views of participants as closely as possible.
- People who participated in the engagement self-selected to take part. As such, whilst every effort has been made to gather the views of stakeholders and the community, the information in this report does not reflect the views of a representative sample.
- The engagement program included multiple opportunities for participants to contribute. Some people may have taken part in multiple engagement activities, for example completed the survey and participated in a focus group. Their views may have been captured more than once.
- In some instances, participants did not respond to all survey questions, this meant that some questions received fewer responses than others.
- In some instances, participants used the opportunity to provide feedback that was not related to the project. This feedback has not been included in this report however all data collected has been provided to Council for their review and consideration.
- Demographic data was only captured through the survey.
- Survey respondents were not asked if they represented a group or facility, thus the list of organisations represented (Section 2.3.2) may not be complete.
- The time of year engagement was undertaken was during a busy period for the community. Some events were cancelled due to lack of registrations, and some were rescheduled. This may have impacted participants ability to participate. In these instances, participants were provided with an alternative way to provide input into the engagement.

2. Engagement approach

This section provides details of the communication, promotion and engagement tools used to undertake the engagement between Friday 3 November 2023 and Sunday 3 December 2023, in addition to a summary of the participants.

2.1. Communication and promotion

Communication and promotional material provided information about the draft CIP, promoted engagement opportunities, and encouraged people to visit the *Creating Cardinia* webpage for more information about the project. Council designed and delivered the communication and promotion. Table 1 outlines the tools used.

Table 1: Tools used to inform the community and stakeholders about the Draft Community Infrastructure Plan and engagement opportunities

TOOLS	DESCRIPTION AND PURPOSE
 <p>Creating Cardinia</p>	<p>The project website (creating.cardinia.vic.gov.au/community-infrastructure-plan) on Council's Creating Cardinia engagement website provided project information, including the Draft CIP, information about community infrastructure, FAQs, the promotional video, an interactive map of the community infrastructure per region, online survey and focus group details.</p> <p>During the engagement period a total of 971 views of the webpage, resulting in 854 visits over the engagement period.</p> <p>See <i>Appendix A</i> for screenshots of the Creating Cardinia webpage and <i>Appendix B</i> for a summary of the webpage analytics.</p>
 <p>Promotional Video</p>	<p>RedFusion supported Council by developing a 2-minute promotional video sharing information about the draft CIP, the need for the CIP and opportunities to share feedback, whilst showing different community infrastructure in Cardinia.</p> <p>It was promoted via the Creating Cardinia webpage, Council's Youtube channel and Facebook.</p>
 <p>Social media</p>	<p>Facebook was used to promote the engagement period with two posts that were both boosted (paid advertisement) for further reach. Both posts included the promotional video:</p> <ul style="list-style-type: none"> • November 16 to November 26, 2023 <ul style="list-style-type: none"> - Reach: 11,635 people - Unique link clicks: 307 • November 30 to December 3, 2023 <ul style="list-style-type: none"> - Reach: 8,713 people - Unique link clicks: 140 <p>The posts were shared to other pages 25 times, including local resident pages in Pakenham, Garfield, Koo Wee Rup, Bunyip, Cockatoo, Gembrook, and Officer.</p>

Media releases and local media



Council shared two media releases advertising the CIP and encouraging feedback. The media releases were picked up in local media including: the *Berwick Gazette*, the *Ferntree Gully Star Mail*, and *Fanges Trader Star Mail*.

A3 Poster



An A3 poster was put up at five Council community infrastructure facilities. See *Appendix C* for the poster design.

Emails to stakeholders



Direct emails were sent to various types of external stakeholders, sharing the context of the CIP, and opportunities to provide feedback. See below for a summary.

352 stakeholders who utilise community infrastructure that Council owns or leases: 3 November 2023:

- The stakeholders included businesses, committees of management, township committees, sports club, service providers, lessees, other government organisations, and not for profit groups (including community hirers).
- They were also encouraged to share the email with other community networks who may be interested in community infrastructure in Cardinia.

Council advisory groups and committees: 8 November and 17 November 2023

- An email was sent to the following Council advisory groups and committees. A follow up email was sent on 17 November 2023 inviting them to the online focus group on 30 November 2023.
 - Age Friendly/Senior Alliance Group
 - Multicultural Advisory Group
 - Access and Inclusion Committee

Kindergarten service providers and educators

- Targeted promotion occurred via email with kindergarten service providers that operate at Council owned facilities, and kindergarten educators who deliver in the Shire. This included providing the poster shown in *Appendix C* and encouraging them to put it up at the 27 kindergartens to invite families to provide feedback on the draft CIP.

Additional targeted promotion

- Council’s Youth service network (50-60 external contacts)
- Council’s internal Maternal and Child Health nurses’ network (15-20 contacts)

2.2. Engagement activities

Table 2 provides details of the engagement activities undertaken to hear feedback on the draft CIP.

Table 2: Engagement activities used to receive feedback on the draft CIP

ACTIVITY	DESCRIPTION AND PURPOSE
<p>Online survey</p>	<p>The online survey was included on the <i>Creating Cardinia</i> webpage from 3 November to 3 December 2023.</p> <p>See <i>Appendix D</i> for the survey questions.</p>

<p>Focus groups</p> 	<p>Six focus groups were promoted with stakeholders and community members. Due to zero or low registrations, some were rescheduled or cancelled:</p> <ul style="list-style-type: none"> • Emerald on 18 November: Rescheduled to 2 December 2023 due to one initial registration • Pakenham on 21 November: zero attendees • Koo Wee Rup on 22 November: Cancelled (two registrations) • Online on 23 November: five people including registrants for other sessions • Bunyip on 25 November: Cancelled (zero registrations) • Online (targeted stakeholders) on 30 November: Zero attendees • Emerald on 2 December: two attendees <p>See Appendix E for the agenda.</p>
<p>Pop-up event</p> 	<p>Due to cancelling the Bunyip focus group on 25 November, a pop-up event was held at the Hills Hub in Emerald on 25 November 10:30am-12:30pm where multiple groups were using the facility.</p> <p>See Figure 2 for a photo of the feedback received.</p> <p>See Figure 7 for the method of capturing feedback during the pop-up event on 25 November at the Hills Hub, Emerald.</p>
<p>Direct feedback</p> 	<p>A few stakeholders provided feedback directly:</p> <ul style="list-style-type: none"> • One stakeholder who registered for a cancelled focus group was interviewed via telephone. • Two stakeholders shared feedback via email. • Two stakeholders shared feedback through a Council-run early years meeting.

2.3. Summary of participants

Approximately 66 people participated in engagement activities³. Figure 2 provides an overview of the participation in each engagement activity.



Figure 2: Overview of engagement activity participation

³ This excludes people who commented on a social media post. Some of these comments have been included in this report.

2.3.1. Survey demographics

To understand who participated in the online survey, respondents answered demographic questions.

GENDER

As shown in Figure 3, over 60 per cent of survey respondents identified as female (27 respondents), while a further 32 per cent of respondents identified as male (14). Additionally, five per cent had a 'self-described' gender identity and two per cent preferred not to share this information. No respondents identified as non-binary.

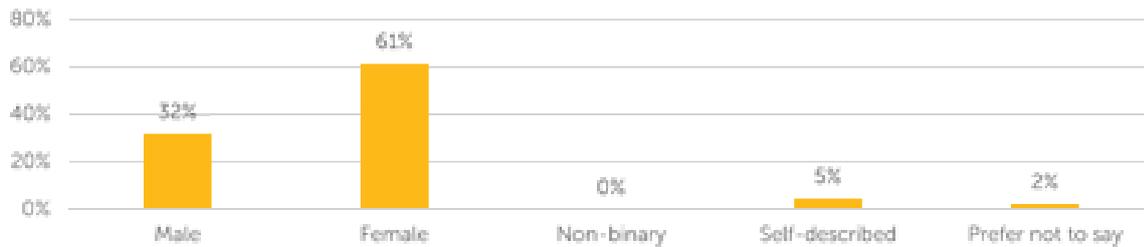


Figure 3: Survey respondents' gender identity (n=44)

AGE GROUP

Shown in Figure 4, survey respondents' age varied. The most common age groups were 35- to 39-year-olds and 60- to 64-year-olds (18 per cent, 8 respondents), followed by 30- to 34-year-olds (14 per cent, 6). No respondents were under the age of twenty-five or over the age of eighty.

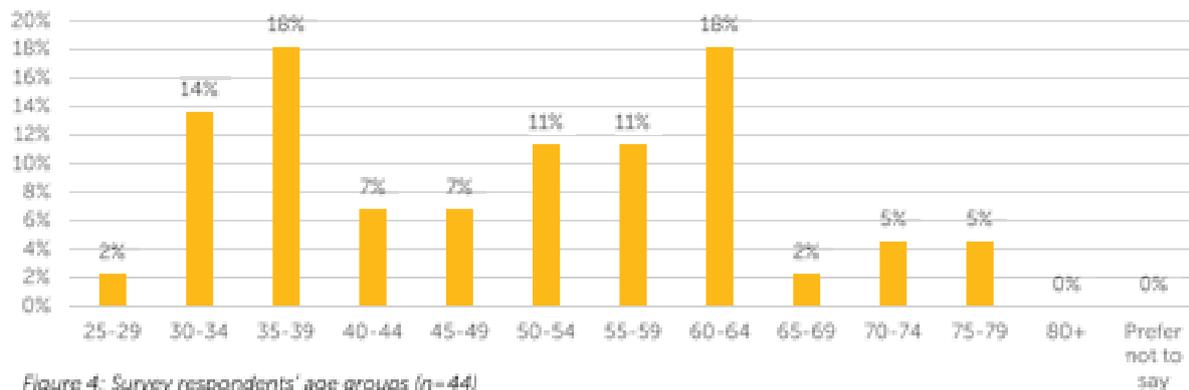


Figure 4: Survey respondents' age groups (n=44)

SUBURB / TOWNSHIP

As shown in Figure 5, the most common suburbs or townships where survey respondents lived were Officer (27 per cent, 12 respondents) and Pakenham (25 per cent, 11), both of which are in the

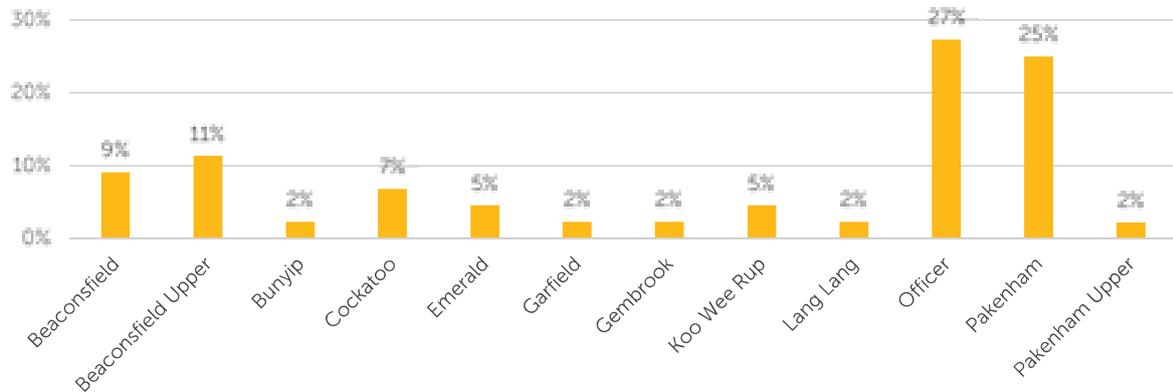


Figure 5: Survey respondents' suburb/township (n=44)

Growth region.

Cardinia Shire suburbs and townships with no survey respondents:

- Avonsleigh
- Bayles
- Bunyip North
- Caldermeade
- Cardinia
- Catani
- Clematis
- Cora Lynn
- Dalmore
- Dewhurst
- Guys Hill
- Iona
- Koo Wee Rup North
- Lang Lang East
- Longwarry
- Maryknoll
- Menzies Creek
- Modella
- Monomeith
- Mount Burnett
- Nangana
- Nar Nar Goon
- Nar Nar Goon North
- Nyora
- Officer South
- Pakenham South
- Rythdale
- Tonimbuk
- Tooradin
- Tynong
- Tynong North
- Vervale
- Yannathan

HOW PEOPLE HEARD ABOUT THE SURVEY

As shown in Figure 6, the most common communication and promotion tools respondents heard about the online survey through were social media (43 per cent, 19 respondents), council website (23 per cent, 10), word of mouth (16 per cent, 7) and email (9 per cent, 4).

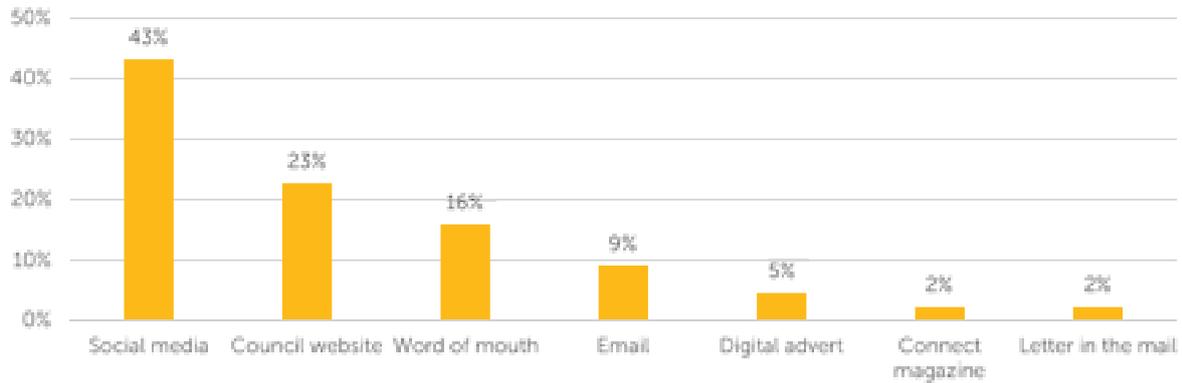


Figure 6: Survey respondents' answer to 'How did you hear about this survey?' (n=44)

2.3.2. Community groups and facilities represented

Community groups, facilities and roles represented by engagement participants included:

- Cardinia Shire Access and Inclusion Committee
- First Nations case manager
- Koo Wee Rup Township Committee
- Monarch Calisthenics College
- Pakenham Hills Residents Group
- Pakenham Toy Library
- Emerald and District Lions Club
- U3A Emerald
- Upper Beaconsfield Community Centre



Figure 7: Method of capturing feedback during the pop-up event on 25 November at the Hills Hub, Emerald

3. Engagement Findings

During this stage of engagement, participants were asked to share feedback on Council’s first draft CIP. This included the CIP principles, challenges and opportunities faced by Council, and community infrastructure audit methodology and findings.

3.1. CIP principles

Survey respondents were asked to what extent they felt comfortable with the following CIP principles:

- Integrated
- Accessible
- Future Proofed
- Quality
- Achieved together

As shown in Figure 8, the most common response was neutral (42 per cent, 19 respondents). A further 41 per cent (18) were comfortable or very comfortable, whilst fifteen per cent were uncomfortable or very uncomfortable.

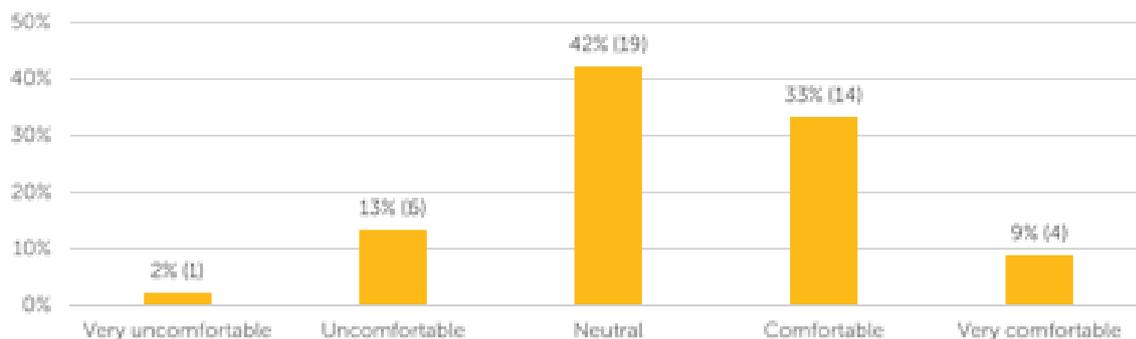


Figure 8: Survey respondents’ level of comfort with Community Infrastructure Principles (n=44)

Comfortable or very comfortable

Respondents who were ‘comfortable’ or ‘very comfortable’ stated this was due to the principles being broad enough to include all community members, while remaining clear. Principles such as ‘accessible’ and ‘place-based’ were of high priority for respondents. Some key concerns were that services need to be financially accessible for community members. It was noted that working with community groups and other organisations will be important in achieving a good result for community members.

They are all good in principle, as long as they are outworked for all people impartially. Working together with other organisations, including faith groups is imperative in a post COVID world to produce affordable facilities achieved through partnerships.” – survey respondent who was comfortable with the CIP principles.

Neutral

For the respondents who were 'neutral', primary reasons for this included seeking clarity on the CIP, what the CIP will mean for community members and how community will be involved. Respondents particularly sought to understand what is meant by 'achieved together' and how this will be acted upon.

Concerns included planning regulations restricting the ability to build new community infrastructure, thinking the CIP aims to understand which facilities could close, and infrastructure permits reducing the affordability of use.

'There are too many regulations about where infrastructure can/cannot be placed. Permits for infrastructure also make it unachievable for businesses expensive and bureaucracy.' – survey respondent.

Uncomfortable and very uncomfortable

Respondents who were 'uncomfortable' or 'very uncomfortable' shared varied reasons. Some were critical of the consultation process and wanted more community involvement. Others felt the CIP did not appropriately consider the future growth of the area, and the infrastructure and community services needed to accommodate this. Further, some respondents were unclear about Council's agenda with the CIP.

3.1.1. Additional principles and considerations

When survey respondents were asked if there were additional important principles to consider in relation to community infrastructure in the Shire, the following were shared:

- Affordable
- Safety
- Culture
- Innovation
- Educational
- Sustainability
- Communication
- Inclusive
- Well Maintained
- Multi-purpose/Flexible
- Equity

'Culture. Listening to the voice of the community and providing an inclusive environment for first nations people will go a long way to building stronger culture and community in Cardinia Shire.' – survey respondent.

Additional considerations shared included:

- Community members are seeking well-designed, safe, and connected community spaces which cater to the specific local community and foster a sense of community pride.
- Concerns that new community infrastructure would be expensive, instead of remaining affordable for community members. Survey respondents suggested partnering with local services and businesses to deliver infrastructure at a reasonable cost to the community.
- Survey respondents also wanted to know how the CIP will connect with local transport and felt this was an important consideration to ensure community infrastructure is 'accessible'. Suggestions such as new bike and pedestrian paths and improved public transport options were important to respondents.

3.2. Council challenges and opportunities

Focus group participants were asked about their feedback on the opportunities and challenges Council faces when planning, managing, and delivering community infrastructure, as included in the draft CIP. Below is a summary of the feedback.

General feedback and reflections

- In addition to the environmental opportunity, it would be helpful to mention the different emergency relief centres (and emergency evacuation areas) in the CIP. These centres need to be adequate for the environment and associated risks in the Shire.

How council responds

- Have continuity in Council teams and improve handover when change occurs.
- Council should work together with the community to meet the various needs.

Anything missing?

- The challenges hint at disability but do not specifically address people with disability. It is an important inclusion and would best fit under the 'service' theme.
- Another challenge in the regional areas of the Shire is transport due to limited public transport and difficulty getting an Uber or taxi. This includes travel to holistic facilities.
- It is important to consider and include vulnerable and diverse communities when rationalising facilities and spaces.

3.3. Community Infrastructure Audit methodology

Focus group participants were asked if there was any additional information that should be considered in the methodology of the CIP audit. Feedback was also provided by other participants.

Additional infrastructure considerations

- Multiple participants shared their appreciation of and community importance of the mobile library. There was the desire for the mobile library to be included in the CIP audit in all regions it visits.
- Pakenham Toy Library advocated for a provision standard for toy libraries, like libraries, due to the important role they play environmentally, socially, and economically.

Additional audit considerations

Suggested inclusions when assessing community infrastructure:

- digital technology and ease of functionality within community facilities
- building access including the level of the outside ground, safe direct access from the local main road and lift access when power outages occur.
- transport access including distance people need to travel to community infrastructure within regions, especially as small communities need local facilities, and most facilities require transport via car
- the specific nature and thus opportunities and challenges of the different regions and townships
- a hierarchy of facilities to ensure key community facilities for different communities continue to be maintained
- enhance standards and be clear how these align with the building condition and functionality assessments
- acknowledgment of ranking disparities and nuanced issues when ranking building condition and functionality
- involving management groups, facility managers and staff when evaluating facilities.

3.4. Audit findings

Participants were asked various questions regarding their feedback on the findings from the first Cardinia CIP audit. Below is a summary of the findings for the following topics:

- Supply of community infrastructure per region.
- Utilisation, condition, and functionality of community infrastructure including types of infrastructure and services, programs and activities used by survey respondents, whether community infrastructure is safe and accessible, and factors that are most important when using community infrastructure.
- Feedback and desired additions to the CIP regional recommendations.

3.4.1. Supply of community infrastructure per region

Survey respondents were asked to provide feedback on the overall supply of community infrastructure in their chosen region. Other engagement participants also shared feedback. Below is a summary of this feedback, per region.

HILLS REGION

- Kindergartens need improvement to allow for increased capacity and hours of service.
- There is a need for more active leisure spaces including outdoor gym equipment. An aquatic centre has been identified in this area.
- The Scout Hall is missing from the audit.
- Facilities that are generally not available to hire or use such as schools should not be included in the audit supply. This gives a false representation of supply and access.

GROWTH REGION

- Children's spaces and playgrounds, outside of kindergartens, are undersupplied.
- There are not enough community centres for the level of growth.
- Public toilets are undersupplied. East Stone Reserve was given a particular mention as a possible location.
- The Officer Town Centre was identified as an area needing further investment.
- There is no Indigenous community gathering place for Indigenous and non-Indigenous people to connect and create a sense of belonging. This includes accessible bush tucker walks, cultural trails or gathering places.

EAST REGION

- Increased natural spaces for recreation, including walking and fitness trails was identified as important to participants.

SOUTHERN-RURAL REGION

- Overall supply of childcare is considered sufficient, but there was a request for more appealing, well-designed, and well-connected buildings, facilities, and open spaces.
- It was shared that some facilities included in the audit are not accessible to everyone. For instance, school halls have a strict criterion for use, even after school hours.

3.4.2. Utilisation, condition and function of community infrastructure

TYPES OF INFRASTRUCTURE AND SERVICES, PROGRAMS AND ACTIVITIES USED BY SURVEY RESPONDENTS

Survey respondents were asked what types of community infrastructure in the Shire they or their family have used or visited in the last 12 months. As shown in Figure 9, public toilets and libraries were the most commonly used community infrastructure (70 per cent, 31 respondents). Arts and cultural facilities (66 per cent, 29), public halls (45 per cent, 21) and community hubs (45 per cent, 20) were also highly used. The 'other' facilities shared were places of worship, walking tracks, food pantries and the Upper Beaconsfield Community Centre.

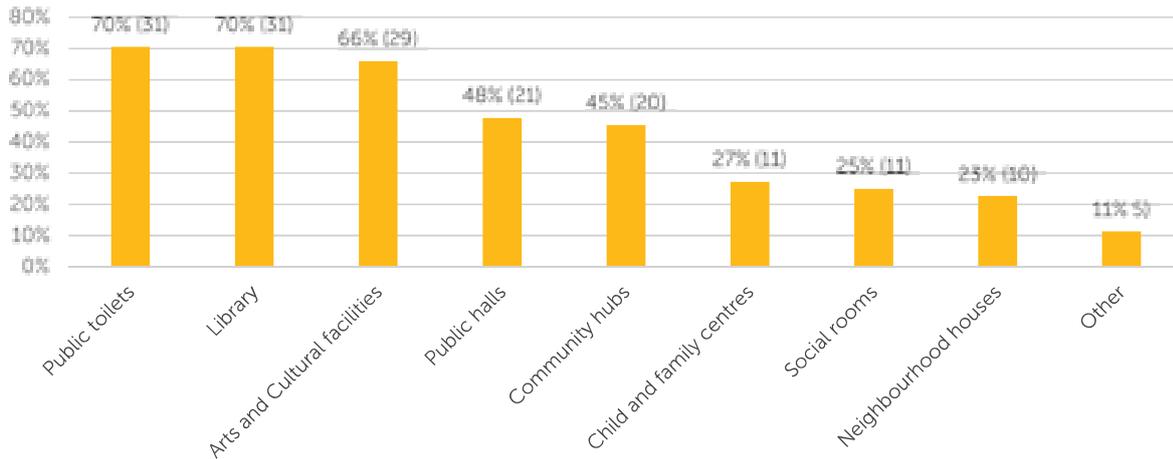


Figure 9: Types of community infrastructure survey respondents or their family have used in the past 12 months (n=44)

Survey respondents were also asked what types of services, programs or activities in the Shire they or their family had used in the last 12 months. As shown in Figure 10, social activities and programs were the most commonly used community services (52 per cent, 23 respondents). Education and training rooms (34 per cent, 15), allied health services (30 per cent, 13) and community services provided by accredited providers (25 per cent, 11) were other popular services.

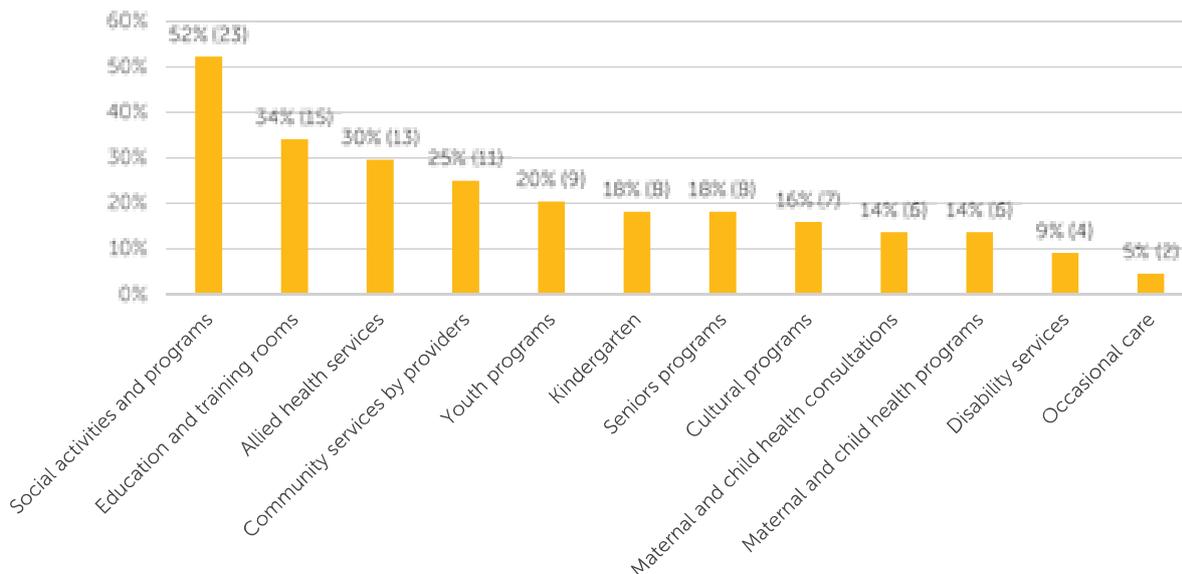


Figure 10: Community services, programs or activities survey respondents or their family have used in the past 12 months (n=44)

SAFE AND ACCESSIBLE INFRASTRUCTURE

Survey respondents were asked whether they felt community infrastructure in the Shire was safe and accessible for diverse groups of people. Figure 11 displays the results.

Most respondents felt the Shire’s community infrastructure is safe and accessible for children (57 per cent, 25 respondents) and women (55 per cent, 24 respondents). In comparison, many respondents shared they do not think community infrastructure is accessible and safe for people with disability (30 per cent, 13) and older people (23 per cent, 10).

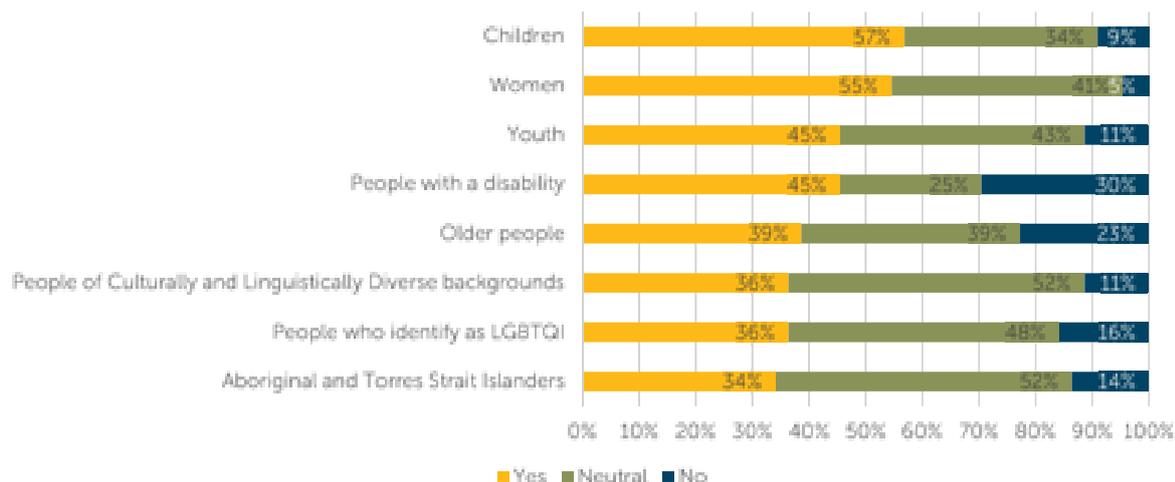


Figure 11: Survey respondents perception of community infrastructure being safe and accessible for diverse groups (n=44)

The following is a summary of ideas to improve the safety and accessibility of community infrastructure:

- Cohort and group specific:
 - Provide more programs for young people living outside the Growth Region.
 - Provide locations that offer specific support to the diverse groups mentioned in Figure 11. It was mentioned there are currently no ‘safe spaces’ for people who identify as LGBTQIA+ and Indigenous people.
 - Provide more programs and spaces targeted to adults that build a sense of community, that are not sporting activities, for example, Makerspaces.
 - Improve recognition of Indigenous people in community spaces to help Indigenous people feel ‘culturally safe’. Actions could include acknowledgement plaques in front of Council buildings.
 - Provide more spaces and opportunities for religious groups in the Shire.
 - Consult more with diverse community groups.
- Transport:
 - Improve transport connections to increase accessibility to community infrastructure. This includes providing walking and bike paths, improving connections between townships and options for people who do not drive.
 - Consider the number and accessibility of carparks when designing community infrastructure, as many places are only accessible by car.
 - Lower the speed limit outside the Upper Beaconsfield Community Complex.
- All community infrastructure:
 - Complete a Disability Functionality Risk Assessment prior to undertaking a community infrastructure project.
 - Ensure all facilities are wheelchair accessible, have inclusive bathrooms and adequate emergency exits which are accessible for everyone.

- Ensure current community infrastructure is well maintained and updated. This includes amenities such as adequate lighting and bathroom facilities, especially in public areas.
- Provide community infrastructure that promotes health and wellbeing, such as outdoor and event spaces, and locations which connect to nature.
- Improve ease and affordability of booking community spaces.

"The council doesn't provide safe spaces for LGBTIQ+ or Indigenous people and it promotes 'Australia Day' which is not safe/inclusive. There is also no Gathering place for indigenous people and pride isn't celebrated. The council has a long way to go." - Survey respondent

FACTORS THAT ARE MOST IMPORTANT WHEN USING COMMUNITY INFRASTRUCTURE

Survey respondents were asked to select the five factors that are most important to them when using community infrastructure. As shown in Figure 12, the most important factors were "infrastructure being easy to get to" and "feeling safe and welcome" (61 per cent, 27 respondents). Other important factors included "having a variety of programs and activities" (52 per cent, 23), "being clean and well maintained" (43 per cent, 19) and "being located near other facilities and services" (41 per cent, 18).

Further factors engagement participants shared included:

- Affordability of spaces.
 - The cost to hire spaces and public liability insurance is expensive and reduces the usability and access to spaces. This was shared from a personal and group perspective. For example, the Pakenham Hills Residential Group currently meets at residential homes to remove this cost.
- Ease of booking and use of spaces.
 - Marketing and advertisement of available spaces will improve utilisation. This includes quick understanding of size, function, and availability.
 - Spaces available for all groups and individuals to access and use, including places of worship and for individual's spiritual needs.
- Programs and spaces
 - More programs targeted to adults.
 - Ensuring there are quiet spaces provided.
- Cultural recognition, connection, and more accessible gathering spaces for Indigenous peoples.
 - Whilst the CIP acknowledges Indigenous people living in the Shire, the CIP does not address specific needs of the Indigenous community.
 - It was suggested Council appoints an Indigenous liaison officer to ensure there is consultation, cultural connection, and advocacy with the local Indigenous communities during the planning phase of the CIP.
- Ease of movement in and around community infrastructure, especially regarding terrain and flooding.
- Ensuring doors, handles, keypads and other equipment in spaces can be used by everyone accessing the space.
- Developing long-term strategic plans and considering climate change when planning and maintaining community infrastructure in the Southern Rural Region.

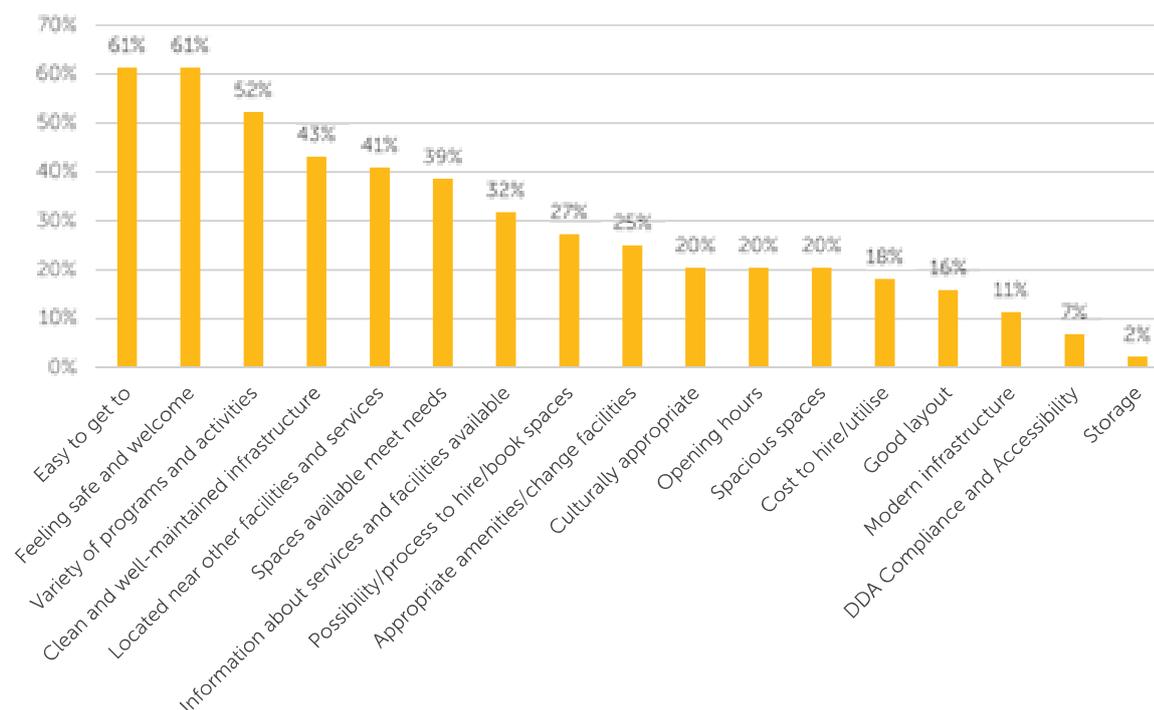


Figure 12: Survey respondents' most important factors when using community infrastructure (n=44)

REGION BASED FEEDBACK ON CONDITION, FUNCTIONALITY AND UTILISATION

The following is a summary of the feedback shared regarding building condition, functionality/fit for purpose and utilisation of community infrastructure, per region.

Hills region

- Cockatoo Community Complex and Gembrook Community Centre have been identified as underutilised resources and could be better used, if the Hall was upgraded.
- Participants expressed dissatisfaction with the Upper Beaconsfield Kinder and Community Centre, citing the inadequacy of both buildings for their intended purposes, and highlighting issues such as lack of parking, poor lighting and the need for accessible toilet facilities including baby change rooms.
- Focus group participants shared the need for proactive and regular maintenance of facilities.
- Participants shared their view that the Officer Library will play an essential role in the community and suggests an earlier implementation timeframe than the proposed 2030 timing.
- A respondent requested the preservation and maintenance of a public toilet in Cockatoo beside the Ash Wednesday Building, emphasizing its importance for walkers, and young people travelling to and from school.
- Focus group participants highlighted challenges with adequate disabled parking for the Lawn Bowls Club and generally at sporting facilities.
- There were concerns about the lack of spaces tailored to non-sporting activities for teenagers.
- The Emerald Scout Hall, which is not included in the audit, is cold, old, damp, and uninviting.
- A lack of aged care services in the area was highlighted as an issue, particularly service provision for those in their homes or living independently.
- The Hills Hub was identified as an asset that is being utilised and is in good condition. It was shared there is not enough storage space on site for regular groups and issues occur including unclear or unworkable hearing loops, and users changing technology.

- The Emerald U3A group has been using a variety of community facilities to run their classes including Worrell Reserve, Cockatoo Reserve and Cockatoo Lawn Bowls.

Growth region

- The Hollins Children's Centre was identified as needing a kitchen or kitchenette.
- Living Learning Pakenham was identified as an excellent facility but there was a suggestion for the implementation of a programmed maintenance plan for the aging building, rather than ad hoc maintenance.
- Issues were raised about insufficient parking at the Officer Community Hub, impacting nearby residents, with a call for improved parking infrastructure.
- Due to toy libraries needing sufficient storage, Pakenham Toy Library shared the potential for provision of a toy library at the proposed Officer Children's Hub or Library.

East region

- Commentary that the buildings in the Shire were well placed and maintained, but there is a lack of bike and pedestrian pathways connecting the different towns in the region.

Southern-Rural region

- It was identified that the Lang Lang Bus Station toilets were below standard and need to be upgraded, perhaps with self-cleaning ones, and security around the bus facility needs to be improved (CCTV).
- The Koo Wee Rup Community Centre, which is used as a meeting point in emergency situations, requires upgrades to include showers and a power generator in case of emergencies.
- Focus group participants shared that despite an oversupply of facilities, according to the audit, there is a desire for improved conditions of the key facilities.

'The Koo Wee Rup community centre, which is used as a meeting point in emergency situations, such as floods and bushfires, requires upgrades, which would include showers, power back up. In the event of an emergency situation and the hall filled with people seeking refuge, if the power goes out, it would also need to be evacuated' – Survey respondent

Across multiple regions

- Early Year's facilitators asked for further consideration around meeting kindergarten reform requirements. This relates to being able to use under-utilised facilities in the Hills, East and Southern-Rural regions, to help meet community demand.

3.4.3. Region recommendations

Below is a summary of participants' feedback and desired additions to the regional recommendations from the CIP's audit.

HILLS REGION

Survey participants suggested the relocation of the kindergarten and community house in Cockatoo away from Bailey Road to a more central area with other services and shops due to the potential benefits for families. The feedback highlighted the significant barrier posed by the lack of transportation available and calls for addressing transport accessibility across all regions. Additionally, concerns were raised about accessibility issues with public toilets in Upper Beaconsfield and the absence of the mobile library in the draft CIP.

GROWTH REGION

The feedback for this region highlighted a desire for better recreational and entertainment facilities for young adults and children, more emphasis on natural experiences and open spaces, and a call for streamlined approval processes to stimulate economic growth and job creation. Additionally, there was a request for more services along with a suggestion to tailor facilities in suburbs with changing demographics to meet the diverse needs of the community across generations.

"Growth region needs infrastructure to keep up with population growth and council need to come up with creative partnerships and solutions to achieve this." – Survey respondent

EAST REGION

Cycling and pedestrian paths were identified as being a way to encourage residents to be more active and to connect the towns along the railway, from Nar Nar Goon to Bunyip.

SOUTHERN-RURAL REGION

Focus group participants shared the need for a review of the accessibility of the senior's facility to ensure it meets the needs of the participants.

3.5. Additional feedback

Below is a summary of additional feedback shared by all participants. This includes feedback that is out of scope of the CIP.

Inclusions in the CIP

- Similar to Table 1 in the draft CIP, there was a suggestion to include a table about what infrastructure is not included in the CIP, and why.
- Many survey respondents sought inclusion of places of worship in the CIP, particularly churches.

Community engagement

- Community members are seeking more involvement in the process, with some survey respondents criticising the consultation process so far.
- Respondents were seeking a sense of community to be created, starting at the consultation phase, with some suggesting more in-person sessions and greater advertisement of the CIP.

Other facilities and services

- Out of scope facilities and services that were sought by community members included more accessible active transport options, playgrounds and tree planting along the foreshore area, hospital, festival and event spaces, aquatic centres, a second high school in the Hills Region, and a shopping centre or shopping strip in the East Region.
- Social media users shared the need to maintain existing infrastructure and reserves including correctly mowing Hicks Reserve and upgrading Cardinia Life.

Questions raised

- The progression of the upgrades to the Puffing Billy Park and netball courts.
- If the CIP audit is a physical audit.
- If the result of the CIP audit will lead to community groups being kicked out or facilities being knocked down.
- What is happening with the Emerald Golf and Country Resort? It would make a great location for people to age in place.

4. Summary of key recommendations

4.1. Overall recommendations

Below is a summary of key overall recommendations based on the above engagement findings.

- Ensure current and new community infrastructure spaces continue to be affordable for use by individuals and groups.
- Consider and act on the distance and transport needed for people to access community infrastructure, especially in non-suburban areas.
- Act on the principle of 'achieved together' and work closely with community groups, facility managers, organisations, and committees to plan, review, assess, and manage community infrastructure.
- Reassess and act on community infrastructure inclusions and exclusions in the draft CIP audit.
- Improve community infrastructure access, especially for older people and people with a disability.
- Ensure small and diverse groups and cohorts continue to be catered for and included throughout the Shire.
- Consider the specific community infrastructure needs of First Nations communities and targeted engagement.

4.2. Recommendations by region

Below is a summary of the regional-based recommendations included in Sections 3.4.1 (supply of community infrastructure per region), 3.4.2 (region based feedback on condition, functionality and utilisation), and 3.4.3 (region recommendations).

4.2.1. Hills Region

Repairs, upgrades, or maintenance to existing facilities

The following existing facilities were identified as requiring upgrades to meet community needs:

- Cockatoo Community Complex
- Emerald Scout Hall
- Gembrook Community Centre
- Hills Hub
- and Upper Beaconsfield Kinder and Community Centre.

Additional facilities

Additional facilities requested by participants included:

- active leisure facilities including an aquatic centre and outdoor gym equipment
- the Officer Library
- places with non-sporting activities for teenagers
- a centrally located kindergarten and childcare service that is closer to shops and other facilities.

Service delivery

Consider expanding service delivery in the following areas:

- improvements to kindergartens to allow for increased capacity and hours of service
- increase in the delivery and service provision of aged care services, particularly for those in homes or living independently.

Accessibility

The need to improve accessibility challenges included:

- lack of accessible parking at the Lawn Bowls Club and other sporting facilities
- general shortage of public transportation, cycling and pedestrian paths
- a deficit of accessible public toilets in Upper Beaconsfield.

4.2.2. Growth Region**Facilities and service delivery**

New or upgraded facilities and service delivery requested by participants to meet community needs included:

- Hollins Children's Centre needing a kitchen or kitchenette
- children's spaces and playgrounds
- an additional community centre to meet growing population
- additional public toilets in East Stone Reserve
- accessible community spaces for Indigenous community members
- the opportunity to include a toy library space in the design of the Officer Children's Hub or Library.

Accessibility

- There is need to increase parking at the Officer Community Hub.

4.2.3. East Region**Accessible outdoor recreation**

- Increase recreational natural spaces and facilities, including walking and fitness trails, and bike and pedestrian pathways connecting the different towns in the region

4.2.4. Southern-Rural Region**Repairs, upgrades, or maintenance to existing facilities**

Upgrade the following facilities to meet community needs:

- Lang Lang Bus Station toilets including increased security and cleanliness
- Koo Wee Rup Community Centre to include showers and a power generator in case of emergencies.

4.2.5. Multiple Regions**Kindergarten reform requirements**

- Further consider the kindergarten reform requirements, in relation to using under-utilised facilities in the Hills, East and Southern-Rural regions.

5. Gender Impact Assessment

This engagement program will form part of Council's Gender Impact Assessment (GIA) for the CIP and meet obligations under the Gender Equality Act 2020. The engagement outcomes provide some evidence and input to be used for the CIP GIA.

The below table is in line with the Council's GIA template and can be used to guide further understanding of the gender impacts relevant to the CIP.

It is recommended to link this report within the 'Evidence' section of Council's CIP GIA.

Please note, there are some limitations:

- The low number of survey respondents restrict the ability to cross tabulate survey findings (example: If a higher percentage of females use a type of community infrastructure more than males).
- Survey respondents were not asked if they were part of a diverse group included in Figure 11 or represented a group or facility, thus restricting the ability to consider intersectionality of respondents, or cross reference these findings with survey respondents' use of community infrastructure.

STEP 1: DEFINE AND CHALLENGE

<p>Do the different social roles and responsibilities that people take on affect the way people access and use this policy, program, or service?</p>	<p>Yes, the engagement findings display people from various demographics, regions and groups use and experience types of community infrastructure differently.</p> <ul style="list-style-type: none"> • As shown in Figure 9 and Error! Reference source not found., the survey respondents of different demographics (see Section 0) have used community infrastructure, and community services, programs or activities differently in the last 12 months. • As mentioned in Section 2.3.2, multiple groups and facilities shared their experience of community infrastructure in Cardinia. These experiences are included in the engagement findings and especially apparent when sharing feedback regarding building condition, functionality/fit for purpose and utilisation of community infrastructure. Community groups and facilities represented
<p>What additional needs might there be for people with disabilities, or from different cultural identities, ages, gender identities, sexual orientations or religions?</p>	<ul style="list-style-type: none"> • Figure 11 displays survey respondents' perception of community infrastructure being safe and accessible for diverse groups. • Figure 11 is followed by a list of ideas to improve the safety and accessibility of community infrastructure for these different groups. • Different religious groups were not specifically asked about in the survey, but many survey respondents shared their desire for places of worship, particularly churches to be included in the CIP. • The CIP regional context, proposed community infrastructure and audit findings provide insights into different groups that may be impacted by planning for future community infrastructure, and needs for groups such as children and families, young people, and older people.

STEP 2: UNDERSTAND YOUR CONTEXT

<p>What information is already available to understand who is likely to be affected by the policy, program, or service?</p>	<ul style="list-style-type: none"> • The demographics of the survey respondents and the groups represented in this engagement demonstrates the diverse cohorts that use community infrastructure across the Shire. The CIP impacts everyone who uses community infrastructure.
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	<ul style="list-style-type: none"> • There was fear by some engagement participants that the outcome of the CIP could result in community groups being kicked out or facilities being knocked down. It is important community groups are kept updated about what the CIP may mean for them. • All Cardinia community members may be impacted by community-wide changes that could occur as a result of the CIP, including transport changes. • The CIP regional context, proposed community infrastructure and audit findings provides insights into the community infrastructure needs of different groups who may be impacted by the lack of or poor condition of community infrastructure. • Recommendation: Council to be clear about the next steps of the CIP including specific community infrastructure projects following the CIP audit findings. • Recommendation: Undertake further targeted engagement with specific age groups and community groups.
<p>What other research do you need to gain insight into how your policy, program or service will affect the lived experiences of the diverse groups outlined in Step 1?</p>	<ul style="list-style-type: none"> • Reach out to the Council advisory groups and committees and offer an interview with specific questions to understand areas of community infrastructure access or safety that need to be addressed. • Develop liaison officers for community infrastructure including an Indigenous liaison officer, as suggested by an engagement participant.
<p>Which stakeholders will you consult and how?</p>	<ul style="list-style-type: none"> • The following stakeholder groups were directly contacted to participate in the engagement program: <ul style="list-style-type: none"> - Stakeholders who utilise community infrastructure (including businesses, committees of management, township committees, sports club, service providers, lessees, other government organisations, and not for profit groups) - Council advisory groups and committees - Kindergarten service providers and educators - Council's Youth service network - Council's internal Maternal and Child Health nurses' network • Representatives from the following groups provided input into the engagement program: <ul style="list-style-type: none"> - Cardinia Shire Access and Inclusion Committee - First Nations case manager - Koo Wee Rup Township Committee - Monarch Calisthenics College - Pakenham Hills Residents Group - Pakenham Toy Library - Emerald and District Lions Club - U3A Emerald - Upper Beaconsfield Community Centre

6. Conclusion

In conclusion, between Friday 3 November 2023 and Sunday 3 December 2023, the first stage of stakeholder and community engagement for Council's draft Community Infrastructure Plan was undertaken.

The scope of this engagement was for the first draft CIP and community infrastructure in the Shire.

The engagement aimed to inform community members and stakeholders about infrastructure planning, the draft CIP, outcomes of the first community infrastructure audit, opportunities, and challenges Council face with community infrastructure. It also sought feedback on the draft CIP including the first audit which will help Council refine the current and future iterations of the CIP, and future stages of engagement.

Communication and promotional activities used to promote and inform community members and stakeholders included a Creating Cardinia webpage, promotional video, social media, media release, poster, and emails. A total of 63 people participated in engagement activities.

Feedback and recommended changes to the draft CIP covered the following topics:

- The CIP principles.
- Opportunities and challenges Council face when planning, managing, and delivering community infrastructure.
- Additional information that should be considered in the methodology of the CIP audit.
- Feedback and desired additions to the CIP audit findings including community infrastructure supply per region, utilisation, condition and functionality of community infrastructure, and the CIP regional recommendations.
- Additional feedback including feedback that is out of scope of the CIP.

In addition to recommendations for specific community infrastructure across the Shire, the engagement findings provided a few key overall recommendations. These cover affordability, distance and transport, the principle of 'achieved together', inclusions and exclusions of the draft CIP audit, infrastructure access, catering for diverse groups, and infrastructure needs of First Nations' communities.

Engagement findings included in this report will be used to inform a final revision of the draft CIP and preparation of a final CIP, which will be presented to Council for adoption in March 2024. Some engagement findings will also be used to inform further iterations of the CIP.

Appendices

Appendix A: Creating Cardinia

Community Infrastructure Plan
Have your say on Cardinia Shire's Community Infrastructure Plan (CIP)

About the project
Cardinia Shire Council is pleased to share a Draft of the Community Infrastructure Plan (CIP). The plan sets out the Community Infrastructure Plan (CIP) and the vision, strategy, and objectives for the CIP. It also provides information on how to provide feedback on the CIP.

Timeline

- Community Consultation (27 November - 29 November 2022)
- Council to review engagement results (29 November - 30 November 2022)
- Council to adopt the CIP (30 November 2022)

Community Workshop Dates

- Monday 17 November 2022 10:00 am - 12:00 pm
Cardinia Shire Community Workshop (Cardinia Shire Council)
- Wednesday 22 November 2022 10:00 am - 12:00 pm
Cardinia Shire Community Workshop (Cardinia Shire Council)
- Thursday 23 November 2022 10:00 am - 12:00 pm
Cardinia Shire Community Workshop (Cardinia Shire Council)
- Monday 2 December 2023 10:00 am - 12:00 pm
Cardinia Shire Community Workshop (Cardinia Shire Council)

Have your say
Leave your feedback on Cardinia Shire's Community Infrastructure Plan. Before responding to this survey, we encourage you to review the Draft Community Infrastructure Plan and the Audit results and recommendations within the plan in the link above.

Survey is open from 2nd November - 31st December 2023.

Community Infrastructure Use
The following questions are about how you use services or want to use community infrastructure in Cardinia Shire.

What type of community infrastructure from you or your family contributed in the last 12 months, in Cardinia Shire?

FAQ

- What is community infrastructure?
- Why is Council doing this?
- Why is community infrastructure important?

Contact Us
Have questions or need further information about the CIP?

Community Infrastructure for each region

Categories of community infrastructure as referenced in the High Order.



Hills Region

Hills Region - Audit Results



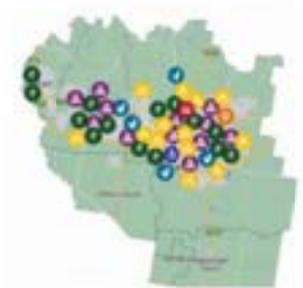
East Region

East Region - Audit Results



Growth Region

Growth Region - Audit Results



Southern Region

Southern Region - Audit Results



Appendix B: Creating Cardinia Analytics Summary



Appendix C: Poster



Have Your Say
What types of community infrastructure are important to you?

What facilities do you currently use? What would you like to see in the future?

Have your say now on the draft version of Cardinia Shire Council's first-ever Community Infrastructure Plan.

The plan defines community infrastructure as 'public buildings and facilities that provide community services to residents' – so your feedback is important!

The plan sets out how community infrastructure will be planned, designed, operated and maintained for community use into the future. It will also support Council to develop a list of priority projects for the coming years.

Have your say online or come to a workshop:

- Tuesday 21 November, 6.30pm to 8pm – Pakenham Library/Hall
- Wednesday 22 November, 6.30pm to 8pm – Koo Wee Rup Community Centre
- Thursday 23 November, 6.30pm to 8.30pm – online
- Saturday 25 November, 10am to 11.30am – Bunyip Public Hall
- Saturday 2 December, 10am to 11.30am – Emerald Hills Hub

To provide your feedback or register for a workshop, scan the QR code or visit www.cardinia.vic.gov.au/haveyoursay.

Feedback closes Sunday 3 December 2023.

1300 787 624
mail@cardinia.vic.gov.au

For information in other languages
www.cardinia.vic.gov.au/mifs

Creating Cardinia | Cardinia

Appendix D: Survey

Leave your feedback on Cardinia Shires Community Infrastructure Plan. Before responding to this survey, we encourage you to review the draft Community Infrastructure Plan and the Audit results and recommendations within the plan in the link above.

Survey is open from 3rd November - 3rd December 2023.

Community infrastructure use

The following questions are about how you use, don't use, or want to use community infrastructure in Cardinia Shire.

1. What types of community infrastructure have you or your family used/visited in the last 12 months, in Cardinia Shire? Select all that apply
 - a. Child and family centres (including kindergartens, maternal and child health centres)
 - b. Public halls
 - c. Community hubs (e.g., Hills Hub)
 - d. Neighbourhood houses
 - e. Library
 - f. Social rooms (e.g., in sports pavilions)
 - g. Arts and Cultural facilities (e.g., Cardinia Cultural Centre)
 - h. Public toilets
 - i. Other (please specify)
2. What types of services, programs or activities have you or your family used in the last 12 months, in Cardinia Shire? Select all that apply
 - a. Maternal and child health consultations
 - b. Maternal and child health programs (e.g., first time parent groups, playgroups)
 - c. Kindergarten
 - d. Occasional care
 - e. Allied health services
 - f. Youth programs
 - g. Seniors' programs
 - h. Disability services
 - i. Cultural programs
 - j. Education and training programs
 - k. Social activities and programs
 - l. Community services provided by accredited providers
 - m. Other (please specify)
3. What factors are most important to you when you use community infrastructure? Select up to five options that apply
 - a. Feeling safe and welcome

- b. Modern infrastructure
- c. Spacious spaces
- d. DDA Compliance and Accessibility
- e. Clean and well-maintained infrastructure
- f. Easy to get to (transport, parking, and signage)
- g. Located near other facilities and services (e.g., shops, schools, open space, etc.)
- h. Good layout
- i. Spaces available meet needs
- j. Storage
- k. Culturally appropriate
- l. Appropriate amenities/change facilities
- m. Cost to hire/utilise
- n. Possibility/process to hire/book spaces
- o. Variety of programs and activities
- p. Opening hours
- q. Information about services and facilities available
- r. Other (please specify)

Is there any further information you would like to provide?

4. Do you think Cardinia's community infrastructure is safe and accessible for the following groups of people in Cardinia Shire?

	Yes	No	Neutral
Women			
People who identify as lesbian, gay, bisexual, transgender, queer or intersex (LGBTQI)			
People of Culturally and Linguistically Diverse (CALD) backgrounds			
Aboriginal and Torres Strait Islanders			
People with a disability			
Children			
Youth			
Older people			

5. How do you think the safety or accessibility of Cardinia's community infrastructure could be improved?

Community infrastructure principles

The following questions are about the community infrastructure principles. They influence how community infrastructure is developed, used, and maintained for community use in Cardinia Shire.

The principles of the Community Infrastructure Plan are:

- Integrated
- Accessible
- Place Based
- Future Proofed
- Quality
- Achieved Together

6. To what extent do you feel comfortable with the principles of the Community Infrastructure Plan?

- a) Very comfortable
- b) Comfortable
- c) Neutral
- d) Uncomfortable
- e) Very uncomfortable

7. Why did you make this choice? _____

8. Are there any other principles you think are also important to community infrastructure in Cardinia Shire? If so, please state the principle and why it is important.

Community infrastructure audit findings

The following questions are about the findings of the community infrastructure audit shown with the maps on this page.

9. Select which Region you would like to provide feedback on:

- a. Growth Region
- b. Hills Region
- c. East Region
- d. Southern Region

Level of Supply of Community Infrastructure

10. Please provide any feedback you have about the overall amount of infrastructure supply in the chosen region.

Level of supply refers to the overall amount of a particular category of infrastructure. I.e. do you think the level of kindergarten infrastructure is undersupplied, well supplied, or over supplied?

Condition, Functionality and Utilisation of Community Infrastructure

11. Do you have any feedback on the building condition assessment or functionality/fit for purpose rating of any community infrastructure categories listed in the audit?

- a. Yes
- b. No

12. If yes, please provide more information below including the name of facility along with any feedback relative to the building condition assessment and/or functionality/fit for purpose rating.

13. Do you have any feedback on the overall level of utilisation of any of the community infrastructure categories listed in the audit?

Level of utilisation refers to how often or regular a community infrastructure or facility is used by the community.

- a. Yes
- b. No

14. If yes, please provide more information below about the utilisation of the community infrastructure.

Community Infrastructure Plan Audit recommendations

The following questions are about the proposed recommendations listed for each Region in the Community Infrastructure Plan Audit.

15. Do you have feedback or comments on the recommendations for any of the 4 regions in the draft Community Infrastructure Plan? Please ensure you list which Region you are providing feedback on.

16. Do you have any additional feedback or comments related to anything else referenced within the Draft Community Infrastructure Plan? If so, please share.

Demographics**17. Gender**

- | | | |
|-----------|-------------------|--------------------------|
| a. Male | c. Non-binary | e. I'd prefer not to say |
| b. Female | d. Self-described | |

18. Age group

- | | | | | |
|----------|----------|----------|----------|--------------------------|
| a. 0-9 | e. 25-29 | i. 45-49 | m. 65-69 | q. I'd prefer not to say |
| b. 10-13 | f. 30-34 | j. 50-54 | n. 70-74 | |
| c. 14-17 | g. 35-39 | k. 55-59 | o. 75-79 | |
| d. 18-24 | h. 40-44 | l. 60-64 | p. 80+ | |

19. Suburb/Township

- | | | | |
|-----------------------|----------------------|------------------------|----------------------------|
| a. Avonsleigh | n. Dewhurst | aa. Maryknoll | mm. Pakenham South |
| b. Bayles | o. Emerald | bb. Menzies Creek | nn. Pakenham Upper |
| c. Beaconsfield | p. Garfield | cc. Modella | oo. Rythdale |
| d. Beaconsfield Upper | q. Garfield North | dd. Monomeith | pp. Tonimbuk |
| e. Bunyip | r. Gembrook | ee. Mount Burnett | qq. Tooradin |
| f. Bunyip North | s. Guys Hill | ff. Nangana | rr. Tynong |
| g. Caldermeade | t. Heath Hill | gg. Nar Nar Goon | ss. Tynong North |
| h. Cardinia | u. Iona | hh. Nar Nar Goon North | tt. Vervale |
| i. Catani | v. Koo Wee Rup | ii. Nyora | uu. Yannathan |
| j. Clematis | w. Koo Wee Rup North | jj. Officer | vv. I'd prefer not to say |
| k. Cockatoo | x. Lang Lang | kk. Officer South | ww. Other (please specify) |
| l. Cora Lynn | y. Lang Lang East | ll. Pakenham | |
| m. Dalmore | z. Longwarry | | |

20. How did you hear about this survey?

- | | | |
|---------------------|------------------------------------|--|
| a. Social media | f. QR code poster | j. Signage in the community (VMS boards, etc.) |
| b. Council website | g. Digital advert | k. Other (please specify) |
| c. Flyer/brochure | h. Letter from council in the mail | |
| d. Connect magazine | i. Newspaper | |
| e. Word of mouth | | |

Appendix E: Focus group agenda

- Welcome, Acknowledgement of Country, project team introductions, and session purpose and objectives
- Agenda, housekeeping, and ground rules
- Introductions
- Context setting presentation
- Presentation and discussions:
 - Challenges and Opportunities
 - Audit methodology and findings
 - Region based recommendations
- Wrap up and next steps

Capire Consulting Group

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Capire acknowledges
and deeply respects the
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the Traditional Owners
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