

# **Council Meeting**

## **Agenda**

**Monday 19 May 2025**

**Commencing 7:00 PM**

**Council Chambers  
20 Siding Avenue, Officer  
Victoria**

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## Council Meeting

Monday 19 May 2025 at 7:00 PM.

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**Members:** Cr Jack Kowarzik Mayor  
Cr Alanna Pomeroy Deputy Mayor  
Cr Liz Roberts  
Cr Samantha-Jane Potter  
Cr Casey Thomsen  
Cr David Nickell  
Cr Collin Ross  
Cr Brett Owen  
Cr Trudi Paton

**Officers:** Carol Jeffs Chief Executive Officer  
Peter Benazic General Manager Infrastructure and Environment  
Debbie Tyson General Manager Community & Planning Services  
Wayne Mack General Manager Corporate Services  
Peter Harris Manager Governance, Safety & Property  
Sharyn Tilley Coordinator Governance and Councillor Services

Dear Councillor,

You are advised that a meeting will be held in the **Council Chambers, Cardinia Shire Council Civic Centre, 20 Siding Avenue, Officer** on **Monday 19 May 2025** commencing at **7:00 PM**.

Carol Jeffs  
CHIEF EXECUTIVE OFFICER

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## **1 Opening And Reflection**

I would ask those gathered to join us now for a few moments of silence as we reflect on our roles in this chamber. Please use this opportunity for reflection, Prayer or thought, to focus on our shared intention to work respectfully together for the well-being of our whole community.

## **2 Traditional Owners Acknowledgement**

Cardinia Shire Council acknowledges that we are on the traditional land of the Bunurong and Wurundjeri people and pay our respects to their elders past, present and emerging.

## **3 Apologies**

## **4 Adoption And Confirmation Of Minutes**

### **Recommendation**

That Council confirm the minutes of the following meetings:

1. Council Meeting 14 April 2025.
2. Town Planning Committee Meeting 5 May 2025.

## **5 Declaration Of Interests**

## 6 Community Questions

## 7 Ordinary Business

### 7.1 Town Planning Reports

Nil

### 7.2 General Reports

#### 7.2.1 LANG LANG PUBLIC ARTWORK UPDATE

Responsible GM:	Debbie Tyson
Author:	Dana Harding
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	<b>1.1 We empower our communities to be healthy, connected and resilient</b> 1.1.2 Enrich local identity and opportunities for the community to connect through art, history and cultural expression.

#### Recommendation

That Council:

1. Notes the progress of the Lang Lang Public Art Sculpture project.
2. Approves the identified contingency sites for the sculpture's placement, as recommended by the Arts and Culture Reference Group, specifically:
  - a. 1<sup>st</sup> Preference: 190 Westernport Road, Lang Lang (Dick Jones Reserve) subject to VicTrack approvals.
  - b. 2<sup>nd</sup> Preference: McDonalds Track, Lang Lang (Council-owned Road reserve between Westernport Road and Clarke Road).
3. Authorises responsible Officers to commence the delivery of the public artwork at the 2nd Preference contingency site on McDonalds Track if approvals from DTP or VicTrack are not received by June 30, 2025.
4. Supports the review and update of councils Public Art Policy (2012-2017) to reflect current best practices and contemporary standards, with a revised policy to be presented at a future council meeting, and prior to further public artworks being delivered.

#### Executive Summary

This report provides an update on the Lang Lang Public Art Sculpture project, following the Council's alternate resolution passed on 16 September 2024. The resolution delegated the selection and commissioning of the sculpture to the CEO, with specific design criteria, including an equine theme to commemorate the Lang Lang rodeo and a location at Thwaites Park. Officers are now progressing approvals with the Department of Transport and Planning to locate the artwork on their land.

Due to site constraints at Thwaites Park and an inability to locate the sculpture on council-owned land, the nominated Arts and Culture Reference Group Councillors in collaboration with the Ward Councillor, have identified contingency sites for consideration and support by Councillors. The first contingency site is located on Westernport Road and requires approvals by VicTrack, the second contingency site is located on McDonalds Track and is council-owned.

If approvals are not received by DTP or VicTrack by June 30, 2025, it is proposed for the sculpture to be delivered at the council owned site on McDonalds Track.

Additionally, this report highlights the need to review and update council's outdated Public Art Policy (2012-2017) to reflect current best practices. A revised policy will be presented at a future council meeting to ensure public art remains a vibrant and integral part of the community's cultural landscape.

## Background

On 16 September 2024, the following Alternate Resolution was endorsed by the council:

### Alternate Resolution

Moved Cr Kaye Cameron, seconded Cr Stephanie Davies.

That Council:

1. Delegate the selection and commissioning of public art for the Lang Lang township to the CEO or their designated representative, adhering to the specified design criteria:
  - a. The artwork shall be a sculpture, excluding murals.
  - b. It must commemorate the Lang Lang rodeo with an equine theme.
  - c. Materials reflective of Lang Lang's rural setting and council maintenance requirements, such as anti-graffiti measures, must be incorporated.
  - d. The sculpture will be situated at Thwaites Park, Lang Lang.
  - e. The artwork should be of a size that is visible from the main road and positioned within the park to allow safe public access.
  - f. A maximum budget of \$140,000 is allocated for this project.
  - g. The artist selected must demonstrate an understanding of local history and engage with the local community.
2. Endorse the creation of a Public Arts Independent Assessment Panel, as outlined in Attachment 3, to oversee the public art project at Thewlis Road Integrated Child and Family Centre.
3. Require council officers to provide a report on the artist selection and progress of the public art projects for Lang Lang and Thewlis Road Integrated Child and Family Centre to the Arts and Culture Reference Group following the establishment of the committee after the Council election.
4. Delegate the oversight of all future public art projects to the Arts and Culture Reference Group, who may consult an Independent Assessment Panel as needed.

For: Cr Brett Owen, Cr Carol Ryan, Cr Graeme Moore, Cr Jack Kowarzik, Cr Jeff Springfield, Cr Kaye Cameron, and Cr Stephanie Davies Against: Nil

This report addresses parts 1, 3, and 4 of the resolution.

Following council's decision on 16 September 2024, the following activities have taken place:

November 2024: Following the local government caretaker period, an artist brief was developed using information from the previously delivered community engagement processes and adapting to the council resolution as outlined above. An Expression of Interest (EOI) was issued for suitably experienced artists.

December 2024: Artists were shortlisted, and an officer attended a community meeting to provide an update on the progress of the project and to inform that artists had been shortlisted. Despite the Christmas period and festive season, the artists were to submit concepts by early January.

January 2025: The submitted concepts were assessed, and interviews were conducted. The CEO was required to choose the artist based on the provided concept design, application information and 16 September council resolution.

February 2025: The Artists' contract was signed. The artist worked with council officers to develop a video for publishing to announce the concept and the chosen artist. Several key community members close to the rodeo were featured in the video and provided feedback on the concept directly to the artist. Council Officers commenced site inspections and assessments of the Thwaites Park public art location with the artist and subject matter experts. Council Officers briefed the nominated Arts and Culture Reference Group Councillors on the project.

March 2025: Council launched the video to introduce the artist and concept to the community and advised on the next steps. The artist engaged a qualified engineer to provide design specifications and a certified report demonstrating the public artworks compliance requirements. The artist commenced fabrication of the artwork to ensure delivery by the scheduled deadline of June 30, 2025. Artist provided Council with finalised engineers report. Council Officers updated the nominated Arts and Culture Reference Group Councillors on the project.

April 2025: Council engaged Department of Planning and Transport (DTP) to progress approvals to locate the public artwork at Thwaites Park on DTP land with all required information to inform approvals, including engineers report. Council attended the Lang Lang Rodeo Easter event to showcase the concept and respond to any community questions. The artist provided a short video update on the development of the sculpture that was shared with the community. Council Officers updated the nominated Arts and Culture Reference Group Councillors on the project.

May - ongoing to completion: Council intends to keep the community informed of the artwork's progress up until delivery. The artist continues to provide video updates on the artworks progress which will be posted to the dedicated webpage/s that reflect Lang Lang's rural character, and which meet Council's maintenance standards.

## Discussion

As per the alternate resolution passed by Council on 16 September 2024, the sculpture is intended to be situated at Thwaites Park, Lang Lang. The resolution specifies that the sculpture should be of a size visible from the main road and positioned within the park to allow safe public access.

Following site inspections and assessments by various officers, including arborists, operations, traffic engineers, recreation and parks, and public arts delivery, it has been determined that the only suitable space within the identified location for the artwork is on DTP land. Due to the size of the sculpture and its proximity to underground assets, trees, and play equipment, placing the artwork within the council-owned boundary would not maintain or adhere to the integrity of the council resolution.

Council Officers have commenced the approvals process with DTP; however, the placement of the sculpture at this location is subject to their discretion. Following a briefing with nominated

Arts and Culture Reference Group Councillors, the group provided their recommendation to the CEO, who holds the authority for approving the artwork.

The CEO approved the recommendation to consider additional sites as contingency options with any contingency sites selected to be presented to Council for decision at a Council Meeting. The Arts and Culture Reference Group has reviewed additional contingency sites and identified two for further approval progression. These sites include VicTrack land on Westernport Road, specifically near the heritage horse trough, and a council-owned and managed road reserve on McDonalds Track, adjacent to an entry point to the Showgrounds.

Officers intend to simultaneously apply for approvals at the VicTrack site whilst approvals from DTP are sought. If approvals from DTP or VicTrack are not received by June 30, 2025, Officers propose commencing the delivery of the public artwork at the third contingency site located on McDonalds Track. This date is critical as the artist cannot deliver the sculpture past the end of July 2025.

### **Policy Implications**

Council's Public Art Policy dates back to 2012-2017 and is due for review. Officers intend to review and update the Public Art Policy to reflect current best practices and contemporary standards. This revision is anticipated to enhance the policy's relevance and impact, ensuring that public art continues to be a vibrant and integral part of the community's cultural landscape.

### **Financial and Resource Implications**

The Lang Lang Public Art Project, an initiative delivered as part of Council's annual capital works program, has an allocated budget of \$90,000. The project's financial scope has expanded due to a successful application for the Tiny Towns grant, resulting in an additional contribution of \$50,000 to the projects budget. This increase brings the total available budget to \$140,000. As per the resolution, the total budget is to be directed to the sculpture.

### **Climate Emergency Consideration**

There are no climate emergency considerations as part of this report.

### **Consultation/Communication**

As part of our commitment to the IAP2 spectrum of engagement, we are now in the 'informing' phase. This means we are dedicated to keeping the community informed about the project's progress and any decisions made. A copy of the engagement process to date is included as an attachment.

### **Conclusion**

The reports recommendation ensures that the Lang Lang Public Art Sculpture project progresses smoothly, with contingency plans in place based on the recommendations of the Arts and Culture Reference Group, and a commitment to updating the Public Art Policy to enhance its relevance and impact.

### **Attachments**

1. Attachment 1 - Lang Lang Engagement Timeline [7.2.1.1 - 1 page]
2. Attachment 2 - Cardinia Arts and Culture Policy 2012 [7.2.1.2 - 6 pages]



# LANG LANG ARTWORK PROJECT

TIMELINE OF IAP2 ENGAGEMENT LEVELS (AUGUST 2023-2025)





**Cardinia Shire Council**

# **Arts and Culture Policy 2012–17**

**September 2012**



**Prepared by:**

**Cardinia Shire Council  
Sustainable Communities Unit**

**Adopted: August 2012**

**Review Date: June 2017**

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**Image credits:**

**Photographs courtesy of Cardinia Shire Council (left to right): *NAIDOC Week children's art event 2012*; *Te Hononga* performing at Summer Music Series 2012; *Gemco Pirates vs Cardinia Civic Concert Band* (photographer Clinton Plowman, 2012); Jenni Ivins and Clinton Plowman at *The Babel Project Launch* 2010.**

**Watermark: *Te Hononga* performing at Summer Music Series 2012**

**Cover design and trumpet/painting palate illustration: Imprint Design**

## 1. INTENT

The Arts and Culture Policy provides the basis for the provision of arts and cultural support by Cardinia Shire Council.

## 2. VISION

Cardinia Shire is recognised as a place that fosters community wellbeing, local identity and community cohesion through participation and creation of a dynamic arts and culture environment.

This vision, together with Council's Arts and Culture Policy 2012–17, is underpinned by the following key values:

- cultural vitality – develop local identity, shared values and a sense of belonging and place
- community building – foster wellbeing, connectedness and cohesion
- social immersion – promote active participation, engagement and social inclusion
- sustainability – build economic, environmental, social and cultural sustainability
- diversity – foster cultural diversity, awareness and expression
- innovation and creativity – support creativity, diversity and innovation.

## 3. PURPOSE

The Arts and Culture Policy 2012–17 will provide a framework for the delivery of arts and cultural services throughout Cardinia Shire. As a continuation of the Arts and Culture Policy 2009-12, this revision builds a foundation for supporting arts and cultural development for people who live, work, study or play in Cardinia Shire. It provides Council with strategic direction to facilitate a diverse range of services and activities for the community.

## 4. WHY HAVE AN ARTS AND CULTURE POLICY?

It is widely acknowledged that arts and cultural development contributes to community wellbeing, social inclusion and a sense of identity.<sup>1</sup> It facilitates greater understanding and appreciation of diverse cultures and enriches our built and natural environments.

The arts and cultural sector also makes a significant contribution to the economic life of the Shire. Furthermore, encouraging greater local arts activity can provide a powerful resource for building up resilience of local businesses.<sup>2</sup> The growth of this sector is integral to Cardinia Shire's progress and distinctiveness and needs to be valued, nurtured and developed.

Council's vision advocates for Cardinia Shire to be 'developed in a planned manner to enable future generations to enjoy and experience the diverse and distinctive characteristics of our Shire.'<sup>3</sup> This policy provides the framework and direction to further the aims of Council's vision and shape Cardinia Shire as a positive and strong community that supports, creates and celebrates art and cultural vitality and diversity.

## 5. BACKGROUND

<sup>1</sup> Taken from VicHealth's website at [www.vichealth.vic.gov.au/caps](http://www.vichealth.vic.gov.au/caps) (accessed 7/7/2008).

<sup>2</sup> Richard Florida, *The Rise of the Creative Class*, New York (2002).

<sup>3</sup> *Creating the Future*, Cardinia Council Plan 2009–13 (2009), Cardinia Shire Council, p.2.

In its revised form, the Arts and Culture Policy suite 2012–17 is a progression of the inaugural policy. It takes into consideration achievements and successes made through the duration of the 2009–12 policy, input from the Arts and Culture Reference Group and outstanding issues and points deemed still relevant from the 2009–12 policy. The suite also takes into consideration Council's internal five-year business planning documents.

## **6. IMPLEMENTATION OF POLICY**

The Arts and Culture Policy 2012–17 will be implemented through the Arts and Culture Action Plan 2012-17.

## **7. POLICY STATEMENT**

Cardinia Shire Council commits to the ongoing support of art and cultural development within the Shire in order to strengthen and celebrate our diverse communities.

### **7.1 Objectives and strategies**

The Arts and Culture Policy 2012–17 and Action Plan are underpinned by the following key objectives.

#### ***Advocacy, promotion and communication***

**Council will:**

- raise the profile of Cardinia Shire's existing and expanding arts and culture sector through advocacy, promotion and improved communication
- create opportunities for coordinating cross-promotional and relationship building networks
- facilitate and encourage cross-departmental planning and partnerships to ensure an integrated 'whole-of-Council' approach to arts and culture.

#### ***Access, participation and appreciation***

**Council will:**

- encourage, educate and increase opportunities for all sections of the community to access, participate and appreciate arts and culture.

#### ***Investing in local practice***

**Council will:**

- provide support to local artists, arts organisations and community groups through an accessible and viable grants program, in-kind support, information sharing and physical resources
- preserve Cardinia's current collection of artworks and acquire contemporary works which reflect local culture and demonstrate artistic excellence
- support existing arts and cultural practitioners and foster new forms of artistic and cultural expression, skill and knowledge.

#### ***Local identity, heritage and new communities***

**Council will:**

- foster and celebrate expression and appreciation of local culture and heritage, cultural diversity and the cultures of new and established communities.

- **foster and celebrate an understanding and appreciation of local Indigenous heritage and living culture.**

***Creative spaces and public places***

**Council will:**

- **enliven public places and spaces by creating opportunities for the community to encounter and engage with art and culture as part of everyday experience.**
- **create exciting, appealing and harmonious public spaces by integrating a varied public art collection into architecture, urban design and the planning of infrastructure.**

***Cultural industries and economic development***

**Council will:**

- **provide support to local artists and cultural industries to encourage economic growth and cultural vitality**
- **facilitate learning opportunities for young people and emerging arts practitioners in cultural industries.**

***Strategic planning, resources and infrastructure***

**Council will:**

- **review existing facilities to plan for future arts and cultural resources and infrastructure which are accessible, affordable and cater to the needs of a growing and changing community**
- **ensure Council's key strategic documents acknowledge the importance of local arts and culture and the needs and aspirations of a growing and changing community.**

## **8. RELATED DOCUMENTS**

- **Cardinia Shire Council *Background to Arts and Culture Policy 2009–12***
- **Cardinia Shire Council *Arts and Culture Action Plan 2012–17***
- **Cardinia Shire Council *Public Art Policy 2012–17***

## 7.2.2 ADVOCACY GUIDELINES AND FRAMEWORK

Responsible GM:	Debbie Tyson
Author:	Pieta Bucello
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	<b>5.1 We practise responsible leadership</b> 5.1.4 Maximise value for our community through efficient service delivery, innovation, strategic partnerships and advocacy.

### Recommendation

That Council:

1. Endorses the Advocacy Guidelines and Framework.
2. Endorses the Community Advocacy Toolkit.

### Executive Summary

Council's first Advocacy Guidelines and Framework (Attachment 1) has been developed following an extensive internal co-design and testing process.

The document aims to provide a clear process to guide Council's advocacy efforts from the identification of problems and opportunities, prioritisation of advocacy initiatives, through to the development and delivery of advocacy campaigns. This will support staff to have a clearer understanding of their role and how we can advocate successfully. The Framework also encourages greater coordination internally and with the community, as well as providing tools for monitoring and evaluation of our advocacy efforts.

Alongside the Guidelines and Framework is a Community Advocacy Toolkit (Attachment 2) including a range of resources to empower and support the community to lead their own advocacy efforts.

### Background

Development of Council's first Advocacy Guidelines and Framework was initiated in June 2024 in preparation for development of the new Council Plan and identification of Council's advocacy priorities in the coming term.

Croftglenn Collective were appointed as the consultant to lead this project. Benchmarking against other councils was undertaken, as well as an internal co-design process which identified the strengths and weaknesses of the current advocacy approach, identified roles and responsibilities and gathered feedback on what was needed for Council's advocacy efforts to be successful.

The purpose of the Advocacy Guidelines and Framework is to support Cardinia Shire Council in the efficient identification, prioritisation, coordination and execution of advocacy activities, to deliver the best outcomes for the community.

The objectives of the Framework are to:

- Support the development of an Advocacy Agenda 2025-29
- Uplift staff capability and capacity
- Ensure consistency in approach
- Enable effective coordination
- Maintain a degree of flexibility for council

- Empower the community
- Provide a structure for monitoring and evaluation

## Discussion

### ***When should we advocate?***

Not all problems and opportunities require advocacy, and Council is not always best placed to be the advocate. Figure 1 below outlines the process that will be undertaken to identify whether advocacy is required and who is best placed to be the advocate. The Community Advocacy Toolkit will be provided as a resource for local organisations and residents where a problem or issue is not a Council priority.

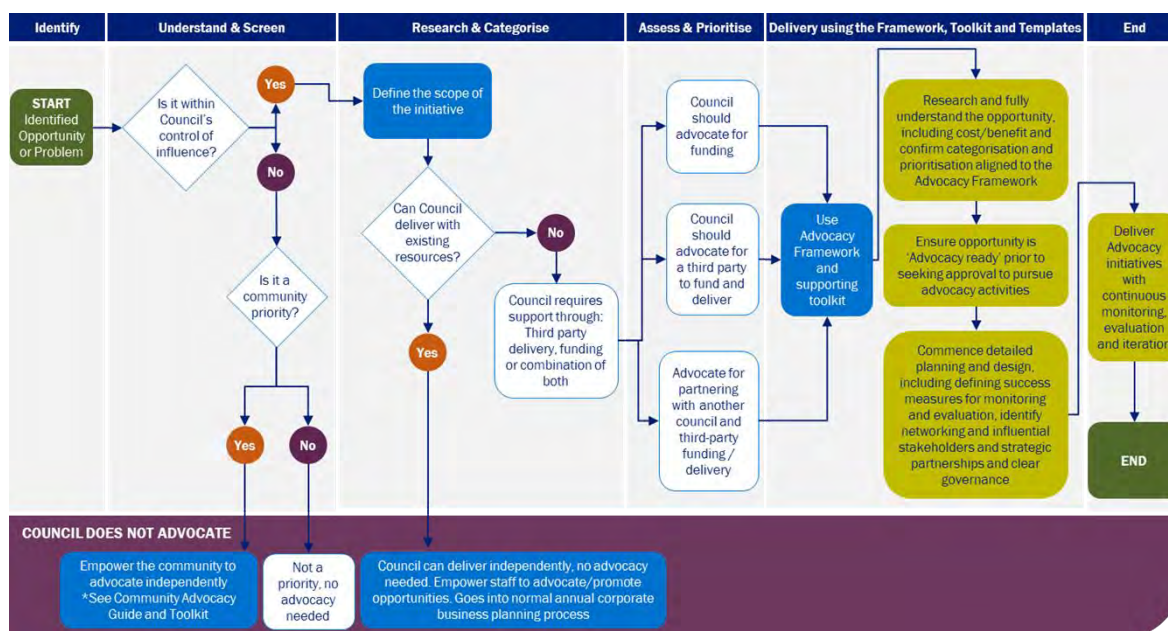


Figure 1. When and how should we advocate?

### ***How do we advocate?***

Advocacy is often a moving beast and the political environment that influences the success of advocacy ebbs and flows. Understanding this, the Framework seeks to provide some structure, consistency and flexibility to how Council considers and resources advocacy matters. The advocacy lifecycle demonstrated in Figure 2 below outlines seven stages which enable a matter to become 'advocacy ready'.

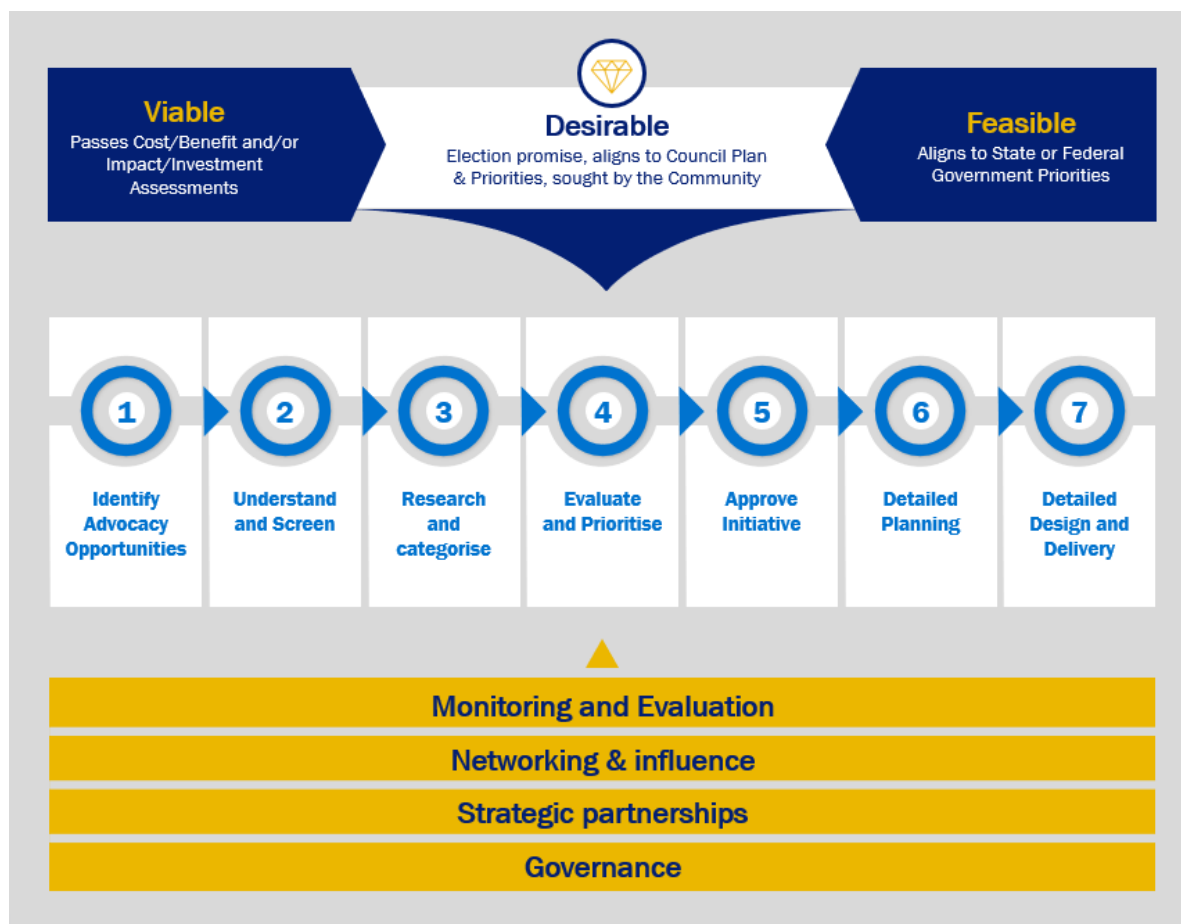


Figure 2. Advocacy Framework

### ***What tools are available?***

Throughout development of the Framework, a variety of tools have been identified and developed to support both Council's and the community's advocacy efforts. Several tools are provided in the appendices of Attachment 1, along with the Draft Community Advocacy Toolkit in Attachment 2. Additional tools may be developed as identified through implementation of the Framework.

### ***Roles and responsibilities***

While everyone at Council may have a role to play in supporting advocacy initiatives, some key positions have defined roles. These have been included on page 21 of Attachment 1.

### ***Coordination of grant / funding submissions***

The Advocacy Guidelines and Framework also includes a process to support staff in the identification and coordination of grant applications. This new process aims to ensure Council's priority projects are put forward for funding opportunities and that oversight is shared by advocacy, finance, capital works and the executive team.

Many operational grants and smaller funding requests fall within the delegations of the CEO and executive team, however for larger grants or applications that require a change to an adopted position of Council (i.e. change to the amount or timing of a project in the capital budget), a resolution of Council will be sought.



A grants register will be maintained by the finance team, with key figures included in the annual Advocacy Progress Report to Council.

### **Monitoring and evaluation**

The four-year advocacy planning, monitoring and evaluation cycle is outlined on page 18 of Attachment 1 and a table of key advocacy measures included on page 19.

The advocacy team will monitor a range of progress, outcome and impact measures to track, learn from and report on our advocacy efforts to ensure continuous improvement.

### **Policy Implications**

Under the *Local Government Act 2020*, a key function of Council is to advocate for the needs of the local community.

During development of the Council Plan 2025-29, Council's advocacy initiatives for the next four years will be identified. During this process the initiatives will be assessed against the Advocacy Framework to understand their level of priority and resourcing requirements for advocacy to be successful. The identified priorities will form Council's Advocacy Agenda 2025-29.

### **Financial and Resource Implications**

The Advocacy Guidelines and Framework and Community Advocacy Toolkit has been developed within the 2024-25 operating budget. The Guidelines and Framework is a tool for decision-making and will assist in identifying the level of resourcing needed for successful advocacy of Council's priorities. When advocacy is successful, a key result is often increased funding or resources for Council.

### **Climate Emergency Consideration**

This report does not involve direct matters related to the climate emergency.

### **Consultation/Communication**

Co-design was chosen as the methodology for internal engagement on this project. Co-design brings together the lived experience, expertise and professional experience of staff to learn from each other.

The process took place between July – August 2024; with key staff, the Executive Leadership Team, as well as Mayors from the previous term of Council participating in a series of online interviews, workshops and a targeted survey. An in-person workshop was held in Sept to identify a range of internal tools needed to support staff in their advocacy efforts.

### **Conclusion**

Alongside engagement and development of the Council Plan and Liveability Plan, officers will identify Council's advocacy priorities and utilise the framework to provide recommendations to ensure matters are advocacy ready. Officers will engage with Councillors throughout this process and present a draft Advocacy Agenda 2025-29 to Councillors for feedback. The Advocacy Agenda 2025-29 will be finalised following adoption of the Council Plan 2025-29.

### **Attachments**

1. Attachment 1 - Cardinia Shire Council Advocacy Guidelines and Framework 2025 [7.2.2.1 - 36 pages]
2. Attachment 2 - Cardinia Advocacy Community Toolkit 2025 [7.2.2.2 - 50 pages]

Cardinia Shire Council

# Cardinia Shire Council Advocacy Guidelines & Framework

Advocacy Framework

March 2025



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## Acknowledgement of Country

Cardinia Shire Council recognises and values the Boonwurrung<sup>1</sup>, Bunurong and Wurundjeri tribes as the original inhabitants of the land that makes up Cardinia Shire. Cardinia Shire's name is derived from the Boonwurrung or Wadawurrung word 'Kardin-yarr', meaning 'look to the rising sun' or 'close to the sunrise'. Council's logo, which includes a motif of the rising sun, reflects this meaning. Cardinia Shire Council acknowledges the right of Aboriginal, and indeed all Australians, to live according to their values and customs, subject to the law. Council is committed to developing and strengthening relationships through reconciliation. Council supports the reconciliation process, which promotes mutual respect and understanding of the Aboriginal peoples and of all ethnic groups and their history and culture in our community.

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

## About Cardinia Shire

With a forecast population of over 130,000 residents in 2025 and a predicted 27% increase by 2046, Cardinia Shire is one of the fastest-growing municipalities in Victoria. The rapid population growth presents both opportunities and challenges for local infrastructure, services, and community development. This growth necessitates careful planning and advocacy to ensure the delivery of critical services, such as transport, healthcare, education, jobs and recreational facilities, while maintaining the natural beauty and liveability that make Cardinia Shire an attractive place to live.

Cardinia Shire's economic landscape is diverse, with key industries including agriculture, manufacturing, retail, and construction. The region's fertile land supports a thriving agricultural sector, contributing to Victoria's food production. However, the expanding population also creates a need for more jobs locally, new infrastructure, and sustainable development practices.

The Shire boasts rich environmental assets, including the Dandenong Ranges and the Western Port Ramsar wetlands, which provide significant biodiversity and opportunities for tourism and recreation. However, as development accelerates, protecting these natural areas is crucial to maintaining the environmental integrity of the region.

As a forward-thinking municipality, Cardinia Shire Council is committed to advocating for the needs of its growing community. Through collaborative partnerships with state and federal governments, as well as local stakeholders, the Council seeks to ensure that Cardinia Shire is well-equipped to manage its growth and continue to thrive as a connected, sustainable, and inclusive community.



Figure 1: Map of Cardinia Shire in reference to Melbourne CBD, Dandenong the GSEM and outer Melbourne Local Government Areas

## Advocacy Context

### Land Council boundaries

The boundaries of Cardinia Shire overlap within the traditional lands of the Wurundjeri People - represented by the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation, and the lands of the Bunurong People – represented by the Bunurong Land Council Aboriginal Corporation. More information can be found online here: [Welcome Map](#)



*Figure 2: Map of Cardinia Shire and the boundaries of relevant Land Councils*

### **Political boundaries**

#### **Commonwealth (federal) electoral division**

There are 150 electorates across Australia which each nominate a single member to the Australian House of Representatives (Lower House of the Commonwealth Parliament). Most of Cardinia Shire falls within the electorate of La Trobe, with a small pocket in the north-west of the shire falling within the electorate of Casey and a small section of Beaconsfield falling in the electorate of Bruce.

View the boundaries here: [Maps and spatial data - Australian Electoral Commission](#)

#### **Victorian (state) electoral region**

The Victorian Legislative Council (Upper House of Parliament of Victoria) is divided into 8 electoral regions. Voters in an electoral region elect 5 members of Parliament to represent them in Victoria's Legislative Council. Most of Cardinia Shire is within the Eastern Victoria Region, with some western areas part of the South-Eastern Metropolitan Region.

Each region is further divided into 11 districts, often called divisions. Each division elects a single member to represent them in the Victorian Legislative Assembly (Lower House of the Parliament of Victoria). The state electoral divisions which fall within Cardinia Shire include Narracan, Bass, Pakenham, Berwick and Monbulk.

View the boundaries here: [Victorian Electoral Commission Maps](#)

#### **Cardinia Shire Council Wards**

Wards are the internal electoral boundaries of Local Government, defined by the Victorian Electoral Commission. Cardinia Shire is divided into 9 wards, with one councillor elected per ward.

View the ward boundaries here: [Cardinia Shire Council | Victorian Electoral Commission](#)

### **Partnership Regions**

#### **Greater South East Melbourne (GSEM)**

[GSEM](#) includes the shires of Cardinia and Mornington Peninsula, and the cities of Casey, Frankston, Greater Dandenong, Kingston, Knox and Monash. GSEM advocates for jobs, infrastructure, investment, liveability, sustainability and wellbeing for the southeast region.

#### **Outer Melbourne Councils**

[Outer Melbourne Councils](#) is a group of 10 municipalities that form a ring around metropolitan Melbourne, including the shires of Cardinia, Mitchell, Mornington Peninsula, Nillumbik and Yarra Ranges, and the cities of Casey, Hume, Melton, Whittlesea and Wyndham. Outer Melbourne Councils was formed to advocate for better services and infrastructure for the 1.6 million residents of the outer suburbs.

#### **National Growth Areas Alliance (NGAA)**

The [NGAA](#) is a member-based organisation that advocates at the Federal Government level for a stronger focus on the needs of Australia's fast-growing outer suburbs.

## Council's role in Advocacy

### What is advocacy

Advocacy, at its core, embodies Council's responsibility and commitment to representing the collective voice of the Cardinia Shire community. It involves a coordinated effort to influence or partner with all levels of government, agencies, peak bodies, and other key stakeholders to create beneficial outcomes for our residents, businesses, and natural environment, both now and for future generations. Advocacy typically aims to secure funding or support for specific projects, services, or policy outcomes, or to promote Cardinia Shire as a municipality of choice for partnerships and investment.

### Why Advocate in Local Government?

Advocacy is a key function of local government, as defined by the *Local Government Act 2020*. Council has a responsibility to advocate for the needs of current and future Cardinia Shire residents. Advocacy at Council focuses on communicating priority projects and influencing policy, legislation, and program investments to achieve long-term benefits. Though often challenging and time-consuming, advocacy plays a critical role in securing the necessary support for delivering outcomes that are beyond Council's direct control.

Successful advocacy for **Cardinia Shire Council** results in:

- Securing funding for priority projects and initiatives such as new and upgraded infrastructure, amenities and services
- Raising awareness of important local issues
- Strengthening relationships with strategic partners
- Enhancing community trust and confidence in Council

This document outlines the approach Council will take when pursuing advocacy priorities through both planned and opportunistic efforts. These activities include submitting funding applications, engaging in direct lobbying, delegations, face-to-face meetings, correspondence, media campaigns, and leveraging existing relationships built with key stakeholders over the years.

This framework will guide the development of a strong advocacy culture within Council, ensuring consistent approaches and an awareness of community aspirations. Advocacy success will be measured by opportunities to engage with decision-makers, government recognition and investments in the Shire.

### When and how we advocate at Cardinia Shire Council

There are many different types of advocacy. While Council should advocate for some things, there are many examples where Council is not best placed to advocate, and community members or groups might be better placed. Examples of this include:

- Advocating for something only in the interest of a small group and not representative of the wider community
- Where Council is not able to control or influence the outcome
- Where the issue or project isn't a priority for Council
- Where the environmental, social, economic or financial risk to Council is too large



The following diagram outlines the conceptual process for advocacy at Council and the key questions or drop-off points to determine when Council is not best placed to advocate.

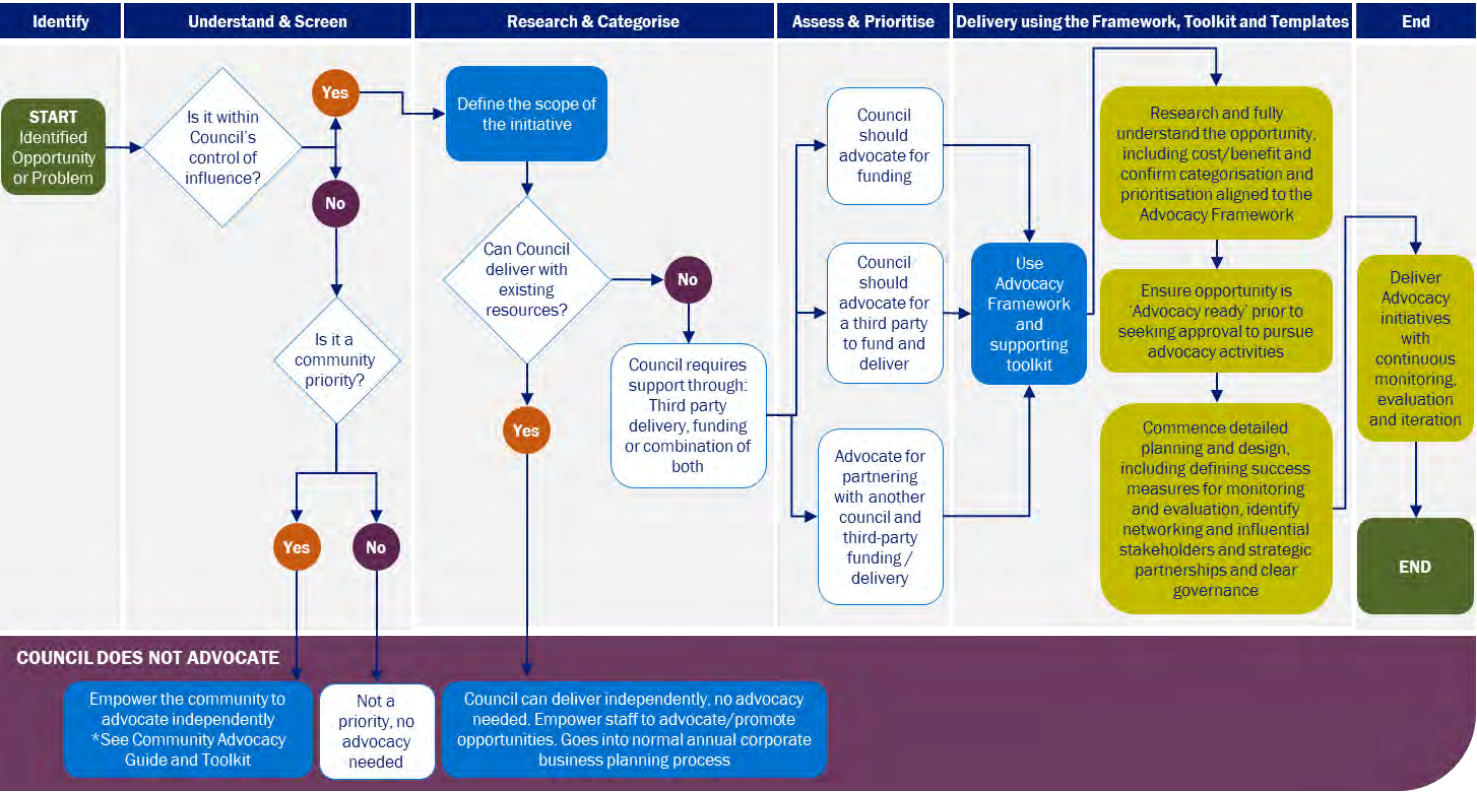


Figure 3: Cardinia Shire Council's high-level advocacy process

## Purpose and objectives of the Advocacy Framework

The purpose of the Advocacy Framework is to support the efficient **identification, prioritisation, coordination** and **execution** of advocacy activities to deliver the best outcomes for the community.

The objectives of this framework include:

1. **Supporting the development of an Advocacy Plan** through the prioritisation of advocacy opportunities and effectively planning the initiatives. i.e. To guide the development of the Advocacy Plan.
2. **Uplifting staff capability** and capacity across council and enabling staff to drive advocacy activities.
3. **Ensuring consistency in approach** to identifying, assessing, and prioritising advocacy opportunities and managing the advocacy process end-to-end.
4. **Enable effective coordination** of advocacy activities across council and its partners as well as a more efficient and strategic allocation of resources.
5. **Maintain a degree of flexibility** for council to adapt advocacy priorities and approach as situations change and new advocacy opportunities arise.
6. **Empowering the community** to drive advocacy initiatives independently where it doesn't make sense for the advocacy to be led by Council.
7. **Provide a structure and a process for the monitoring and evaluation** of advocacy initiatives and drive continuous improvement in advocacy effectiveness across council.

## Guiding principles of Advocacy

All advocacy activities are guided by the following principles. The principles have been developed and tailored for the specific context, needs and objectives of Cardinia Shire Council, while also aligning to the *Local Government Act 2020*.

1. **Evidence based:** Advocacy issues and opportunities are underpinned by research, data and analysis to a level that is commensurate with the advocacy ask.
2. **Strategic:** Advocacy initiatives are linked to Council's strategic priorities, including those in the Council Plan and Liveability Plan and considers regional, state and national plans and policies. Cardinia does not advocate in the same way for everything and allocates its resources in a way that balances potential impact with the level of effort required for success.
3. **Community focussed:** Advocacy initiatives are rooted in the needs, expectations and interests of our current and future community. Where appropriate, Council will empower the community to advocate in partnership with the Council, or on their own behalf.
4. **Flexible:** Council is agile and responsive to unexpected issues and opportunities that may arise from changes in the economy, political landscape and community, and adapts its advocacy priorities or the way in which advocacy is delivered accordingly.
5. **Transparency:** Council's advocacy priorities and progress are visible and accessible to the community.
6. **Collaborative:** Council adopts a partnership approach to advocacy, collaborating with all levels of government, organisations, community groups and individuals with aligned advocacy interests to achieve greater impact.

### What strategies and tactics do we use?

The strategies and tactics we employ will depend on the impact and necessary resources required for success. Strategies may include:

- **Campaigns:** Delivering campaigns using various forms of media and channels including leaflets, posters, emails, social media posts and newspapers.
- **Political and stakeholder engagement:** Meet with election candidates, local MPs, State and Federal Ministers/Shadow Ministers, and other key decision-makers. This may include letters, emails or meetings.
- **Submissions:** Making formal and informal submissions to inquiries, committees and other forums to influence policies, legislation, standards, guidelines and grant submission criteria.
- **Community empowerment:** Empowering and educating the community to advocate for themselves or in collaboration with Council and other organisations.
- **Funding applications:** Submitting grant applications to secure funding for specific projects, programs and services.
- **Petitions:** Create and distribute petitions to Parliament.

## Cardinia Shire Council's Advocacy Framework

Council's Advocacy Framework is presented in **Error! Reference source not found.** below. The Advocacy Framework incorporates **Initial Requirements**, the seven step **Advocacy Lifecycle**, and four **Enablers**.

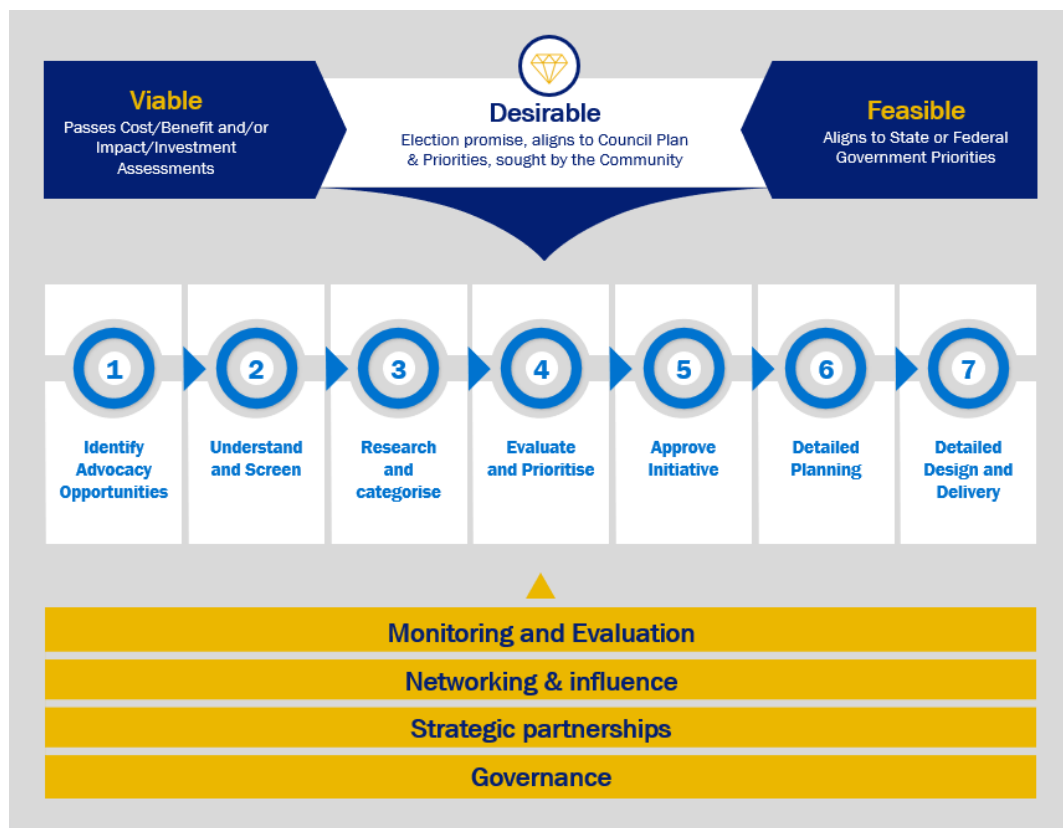


Figure 4: Cardinia's Advocacy Framework, combining the Initial Requirements, Advocacy Life Cycle and Enablers

### Initial Requirements

The Framework highlights the prerequisites for advocacy opportunities to be *desirable*, *viable* and *feasible* before they progress through the process.

- **Desirable**  
Is it important to the community? Was it an election promise? Does it align with the Community Vision and Council Plan? Is it something that the council has control or influence over?
- **Viable**  
Does it make sense for Council? E.g., will it solve the problem or achieve the objective that council has regarding the advocacy opportunity? Will the outcome provide economic, social or environment benefits? And will the benefits outweigh the cost?
- **Feasible**  
Is it likely to get support from partner stakeholders, or target subjects i.e., Does it align to State or Federal Government priorities?



### Understanding the cornerstone of the Advocacy Lifecycle – evaluation and prioritisation

The Advocacy Lifecycle outlines the steps an advocacy opportunity takes, from identification through to detailed design, planning and delivery. The stage in this process that requires the most effort and understanding is step 3 – Research and Categorisation. It's important however, to understand how this leads into step 4 – Evaluate and Prioritise.

Ultimately, each Advocacy Opportunity should fall into one of three categories; **Do**, **Consider**, or **Avoid**.

		COST / EFFORT			
		4 (low)	3 (moderate)	2 (high)	1 (very high)
IMPACT	7-8 (high)	Do	Do	Do	Consider
	4-6 (Medium)	Do	Consider	Consider	Avoid
	1-3 (Low)	Consider	Avoid	Avoid	Avoid

Figure 5: Impact / Cost and Effort Decision Guide

The Effort/Impact guide helps to determine whether the opportunity should be prioritised or not and will be influenced by the outcomes from step 3 – Research and Categorisation.

The outcomes from step 3 includes the completion of the Impact Assessment Scoring Table, Cost and Effort Scoring Table, and Tier Allocation Matrix.

## Seven Steps of The Advocacy Lifecycle

### 1. Identifying Advocacy Opportunities

#### How?

Opportunities to advocate can come from a range of different sources. Some are well known and may form part of a councillor's election platform, some might come from the community advocating for a specific initiative, others might be identified by Council Officers through community engagement, research, service planning or in response to state or federal policy changes. Many opportunities present themselves following a state or federal government initiative or priority.

Advocacy opportunities broadly fall into two categories – Planned Advocacy and Responsive Advocacy.

#### *Planned Advocacy*

Cardinia Shire Council will take a strategic and coordinated approach to advocacy by developing an Advocacy Agenda aligned with its strategic documents including the Council Plan, Cardinia Planning Scheme, Liveability Plan, Long-term Financial Plan and Asset Plan. The Advocacy Agenda will set-out Council's primary advocacy priorities for the four-year term and will include the elements such as:

- **Context:** a brief overview of the background and problem identified behind the advocacy request.
- **Advocacy request:** a clear description of the outcome council is seeking.
- **Audience:** Identification of the target audience for the advocacy efforts.
- **Partners:** Any partnerships that Cardinia intends to leverage or develop to deliver the advocacy more effectively. These may include other councils, community groups, peak bodies etc.
- **Key stakeholders:** Other key stakeholders to be involved.

#### *Responsive Advocacy*

Council operates in a dynamic environment, where new advocacy opportunities may arise from Council resolutions, changes to community circumstances or expectations, emergencies such as natural disasters, shifts in the political environment due to government election and budget cycles, funding and policy announcements. As such the Advocacy Agenda must remain flexible and adaptable to change when required. New advocacy opportunities will be reviewed and assessed, following the Advocacy Framework and as per Table 3: Tier Allocation Matrix.

#### When?

An Advocacy Agenda with a clear list of priorities will be developed every 4 years, alongside the Council Plan, (referred to here as the Advocacy Planning Process).

New opportunities or problems may be identified at any time. The Advocacy Agenda may be updated as new problems / opportunities arise. These are most likely to be around election times for State and Federal Governments, following the State and Federal Budgets and around announcements of new priorities or legislative changes.

## 2. Understanding and screening

### How?

When an advocacy opportunity arises or is identified, it is important that the person who raises or identifies the opportunity has a sufficient understanding of the opportunity details and a good understanding of the Advocacy Framework in order to assess whether the opportunity should be considered for prioritisation and approved as an Advocacy Initiative.

The screening is based on the requirement that the opportunity be *desirable, feasible and viable*, as outlined previously.

Whoever is leading or proposing the opportunity for advocacy will need to conduct qualitative and quantitative research (at a high level) to sufficiently analyse any available data to validate the problem / opportunity, clarify the objective and confirm the desired outcome should advocacy be successful.

Ultimately, before moving to the next stage, there should be clear evidence that the opportunity is desirable for the community, feasible from a regulatory, legislative and organisation perspective, and viable – that the benefits will outweigh the costs to the council and the community.

Part of the understanding and screening process is to review the opportunity in line with other advocacy initiatives and confirm whether the opportunity should be combined with existing advocacy efforts.

### When?

For Planned Advocacy – every four years (Advocacy Planning Process), aligned to the council election cycle. Most evidence will likely be gathered during the development of Council's Strategic Plans which in turn will inform the Advocacy Planning Process, however, additional evidence may be required in some cases.

In addition to the planned advocacy, new opportunities are presented and considered on an ongoing basis. Additional evidence will likely need to be collected and analysed for new advocacy opportunities that arise.

## 3. Research and categorisation

### How?

In order to accurately categorise the advocacy opportunities, some research and analysis is required. Council Officers will follow the below steps in the research and categorisation process:

#### 1. Clearly and thoroughly define the advocacy request

Before scoring the advocacy opportunity it is imperative that the "Advocacy Request" (i.e. the expected outcome should advocacy be successful) is clearly defined. An ill-defined request may result in incorrect scoring.

#### 2. Perform impact assessment (using the [Impact Assessment Scoring Table in Appendix 1.1](#))

The Impact Assessment considers how significant the impact would be on individuals/groups and how widely the benefits would reach as well as the strategic alignment to council plans, political alignment to state and federal governments, relative confidence of success in achieving advocacy objectives, along with the amount of evidence available that supports the estimates and claims.

The impact of Advocacy Opportunities is measured using the Impact Assessment Scoring Table – See [Appendix 1.1 Impact Assessment Scoring Table](#).



### 3. Perform cost and effort assessment (using the [Cost and Effort Scoring Table in Appendix 1.2](#))

The cost and effort required for Advocacy Opportunities are evaluated based on the Cost and Effort Scoring Table – See [Appendix 1.2 Cost and Effort Scoring Table](#). This is important for the advocacy planning and prioritisation process and allows for effective resource management to ensure sufficient resources are allocated for an advocacy initiative.

### 4. Allocation of opportunities into Tiers (1,2,3 or 4)

**Error! Reference source not found.** Matrix serves as a flexible guide for assessing the scale of effort required for various advocacy initiatives. It is designed to provide indicative guidance rather than being prescriptive or too rigid. While not every Tier 1 initiative will necessitate all roles or advocacy strategies listed in that tier, and some Tier 4 initiatives may require additional roles and strategies beyond those noted, the Tier Allocation Matrix aims to provide guidance and manage expectations for further discussion and planning.

Users are encouraged to adapt the approach based on the specific needs and context of each advocacy opportunity.

Most advocacy initiatives will be reviewed and approved during the Advocacy Planning process by the Executive Leadership Team (ELT) and Councillors and included in the Advocacy Agenda. Emergent advocacy initiatives (i.e., advocacy opportunities that may arise from Council resolutions, changes in community circumstances or expectations, or changes in the political environment due to Government budget and policy cycles, funding and policy announcements, and election cycles) may be approved as per the “Approver for Tier Allocation” column.

Tier	Description	Approver
1	This is the highest priority tier and usually relate to high impact issues and opportunities with direct alignment to Council Plan and a clearly defined ‘ask’ or scope. The community impact is measurable and there is strong political alignment with the relevant government.  Tier 1 priorities are documented in the Advocacy Agenda	Approval sits with the <b>Councillors</b> and the advocacy lead would be the <b>Advocacy Team</b>
2	Issues and opportunities in this tier are still a high priority with strong alignment to the Council Plan and good political alignment with the relevant government. However, the ask or scope is either broad or not as clearly defined as Tier 1 and the community impact, while clearly positive, is harder to measure.  Tier 2 priorities are documented in the Advocacy Agenda	Approval sits with the <b>Councillors</b> and the advocacy lead would be the <b>Advocacy Team</b>
3	These issues and opportunities are medium to lower priorities with moderate impact. They are still aligned to the Council Plan or another adopted council policy or plan and have good political alignment or are likely to secure funding / support through existing channels (i.e. grant programs within delegations)  Tier 3 priorities may be endorsed through adoption of other council plans and strategies and may also be documented in the Advocacy Agenda where relevant	Approval sits with the <b>Councillors</b> and the advocacy lead would be the <b>relevant executive or manager</b> with support from the Advocacy Team
4	These are the lower priority issues and opportunities. They still need to have a clear benefit to the community and direct alignment to the Council Plan or another adopted policy, strategy, partnership or position statement of Council. The overall impact of these issues and opportunities, however, is likely lower than those in Tier 3 or above.  Tier 4 priorities are likely part of business-as-usual operations and are documented in Business Unit Plans.	Approval sits with the <b>ELT</b> and the advocacy lead would be the <b>relevant executive or manager</b> with support from the Advocacy Team

*Table 1: Table for allocating advocacy initiatives into tiers*  
*See [Appendix 1.3 Tier Allocation Matrix](#) for the detailed version allocation matrix.*

**When?**

Research and categorisation is conducted every four years in line with development of the Council Plan and reviewed annually as part of the annual review process. Ongoing research, categorisation and prioritisation is conducted as required as new opportunities arise.

**4. Evaluation and prioritisation****How?**

Building on the Impact Assessment and the Cost and Effort Assessment and using the Impact / Effort Decision Guideline available in [Appendix 1.4](#), each Advocacy Opportunity should fall into one of three categories; Do, Consider, Avoid. This should be used to prioritise initiatives and develop a proposal to allocate internal resources and budget accordingly.

Once advocacy initiatives have been scored, they should be reviewed by the Approver as per the tier Allocation Matrix in **Error! Reference source not found..**

The Impact / Effort Decision Guide serves as a guiding tool for decision-making, in conjunction with other considerations such as priorities, available capacity of those involved, and timelines. The scoring system may also be used to prioritise individual initiatives. These guidelines are intended to be flexible and should be adapted based on the specific context of each initiative.

**When?**

The Impact/Effort Decision Guidelines should be used as part of the planning process and ongoing as opportunities arise.

**5. Approval / endorsement****How?**

Approval is the point where an Advocacy Opportunity becomes an endorsed Advocacy Initiative. Per the "Tier Allocation Matrix", tier 1-3 Opportunities require endorsement by Councillors and/or the ELT, while tier 4 opportunities can be approved by the Business Unit Manager.

All approvals will incorporate input from specific departments or experts from within council.

**When?**

Most Advocacy Planning is done every four years in line with development of the Council Plan. This is where the majority of Advocacy Initiatives are decided and prioritised, especially Tier 1 and 2 priorities.

However, some ad-hoc or responsive Advocacy Opportunities may be approved through:

- Corporate business and budget planning
- Capital Works Governance Committee
- ELT meetings
- Council meetings

Other tier 3-4 opportunities may be approved as required on an ongoing basis.

**6. Detailed Planning****How?**

Once an Advocacy initiative is endorsed, the advocacy lead will need to do some detailed planning. This includes assembling the right team of people and convening any other stakeholders such as peak bodies or partner groups, establishing a budget (if it hasn't been set as part of the approval

process) and mapping out activities and timelines. The advocacy lead should guide the following steps:

1. Identify internal experts and stakeholders to be part of the advocacy team / working group.
2. Identify potential partners (e.g. other councils, peak bodies, community groups) to support the advocacy effort. *See **Error! Reference source not found.** section.*
3. The advocacy team / working group has a project kick off to initiate the commencement of the advocacy. This is for the team to come together and get on the same page regarding the objectives of the advocacy and individual roles and responsibilities.
4. Develop stakeholder map for the advocacy's target audience (political, bureaucratic, business and community figures). *See Appendix B from the Community Advocacy Toolkit*
5. Establish a budget. Sometimes the budget might be set as part of the approvals process and sometimes it won't be (depending on tier). If it has been, at this stage it is important to properly cost out the initiative and confirm whether the budget is accurate to achieve the desired outcome from the advocacy. If no budget has been set, the team needs to work through the details of the cost of the initiative and submit it for approval to either the Advocacy Sponsor or the ELT.
6. Map out the scope and details of the advocacy initiative into a Plan. What is the timeline we are working towards, what activities will we use and what is the sequencing of the different activities. i.e., What are we going to do as part of this advocacy, how will we do it, when will each thing be done and who is going to do what?

#### **When?**

Ongoing as new advocacy opportunities are approved. Depending on the level of effort required planning may need to be incorporated into larger business planning cycles.

### **7. Detailed Design and Delivery**

#### **How?**

Once the team has been assembled, there has been a project kick-off and a Plan has been developed, it's time to implement the plan. This includes engaging with partners to align on the approach and the development of advocacy materials - key messages, campaign branding, letters etc. Templates and examples are available in the **Community Advocacy Toolkit**.

#### **When?**

Following the commencement of the initiative through to completion.

## The Four Enablers of the Advocacy Lifecycle

### Monitoring And Evaluation

Monitoring and evaluation will be undertaken on an ongoing basis and as part of the four-year planning cycle.



Figure 6: Four-year advocacy planning cycle

### Ongoing

Advocacy initiatives are monitored throughout their delivery. Monitoring allows the team to adjust the plan as required to achieve greater effectiveness and benefit from the advocacy without having to wait until the end. Additionally, learnings along the way are fed into the overall framework and toolkit for continuous improvement of the process and for the benefit of future advocacy initiatives.

Each advocacy initiative will be evaluated upon completion to measure the overall effectiveness of the advocacy and the effectiveness of each of the activities. This evaluation should be done using quantitative data where possible and qualitative evidence when relevant.

### Annually

Every year, the Advocacy Team will review the Advocacy Register against the Advocacy Framework and provide an update to Council on complete, ongoing or new advocacy opportunities and initiatives.

The Advocacy Team will also review how the framework and toolkit have been used throughout the year, including eliciting feedback from council staff and community who have been involved in advocacy to consider improvement opportunities.

### Every four years

The Advocacy Agenda will be evaluated every four years and community and stakeholder consultation undertaken to develop a new Advocacy Agenda, alongside the new Council Plan.

### Measurement

Having clear and specific measures are an important part of the monitoring and evaluation process and will be key inputs into the ongoing, annual and four-yearly reviews. The table below identifies progress measures, outcome measures and impact measures across four different types of advocacy objectives; grants, advocacy plans, partnership and service provision.

	Progress measures	Outcome measures	Impact measures
Grants	<ul style="list-style-type: none"><li>Register of grants applications applied for</li><li>Total \$ applied for</li><li>Total \$ successful / unsuccessful / pending</li><li>Grants completed / acquitted / carried forward</li></ul>	<ul style="list-style-type: none"><li>Outcomes identified in funding applications and documented in advocacy register <i>i.e. completed footpath missing link</i></li><li>Total Council cash contributions offset by grants <i>i.e. offset \$750K from Capital budget</i></li></ul>	<ul style="list-style-type: none"><li>Strategic indicators identified within Council Plan and Liveability Plan  <i>i.e. Increase access to and connectivity of public transport, cycling routes and footpaths.</i></li></ul>
Advocacy Plans	<ul style="list-style-type: none"><li>Actions in Advocacy Plans complete/in progress / not started</li><li>Meetings with MPs</li><li>Engagement with campaigns</li><li>Letters to Ministers</li><li>Submissions</li></ul>	<ul style="list-style-type: none"><li>Election commitments</li><li>Funding secured</li><li>Policy changes</li></ul>	
Partnerships	<ul style="list-style-type: none"><li>Participation in meetings / events</li><li>Cardinia priorities reflected in partner research and campaigns</li></ul>		
Advocacy Service provision	<ul style="list-style-type: none"><li>Internal staff survey results (review advocacy framework and tools)</li><li>Feedback from councillors at annual briefing</li><li>Community feedback on Community toolkit, training, involvement in campaigns etc</li></ul>	<ul style="list-style-type: none"><li>Increased use of and improvements to the advocacy framework and tools</li></ul>	<ul style="list-style-type: none"><li>Improved progress and outcome measures for grants, advocacy plans and partnerships</li></ul>

Table 2: Table of measures for monitoring and evaluation

### Networking And Influence

Fostering positive relationships with key decision makers across State and Federal governments such as ministers, parliamentarians, and senior government officials is an important element for effective advocacy. These relationships need to be established and constantly nurtured prior to any specific advocacy need. This is usually the role of the Mayor, Councillors or the CEO.

Networking and Influence includes collaborating with leading local government and regional associations to shape their agendas in alignment with local council priorities and engaging with organisations and individuals across the community and more broadly across the state to promote collaboration and raise awareness of key issues affecting the Council and community.

### Strategic Partnerships

Strategic partnerships form an important part of advocacy in local government. It is important to form alliances with other councils, advocacy groups, and community organisations to strengthen advocacy efforts and create a larger and more influential cohort of advocates.

Cardinia Shire Council has a number of Strategic Partnerships in place. These should be reviewed and considered as part of any advocacy initiative planning process for a few reasons.

1. To check whether advocacy activities are aligned (and not contradictory)
2. To share relevant resources that might be helpful in the advocacy efforts
3. To combine efforts and advocate as part of a larger group

Some of the strategic Partnerships and Partner organisations for consideration include:

- [MAV \(Municipal Association of Victoria\)](#) is the statutory peak body for local government in Victoria. It represents and advocates on behalf of local councils and provides a range of services, including policy development, advocacy, training, and support. Cardinia Shire Council has representation on some MAV working groups including, for example, social and affordable housing.
- [SECCCA \(South East Councils Climate Change Alliance\)](#) is a collaborative group of local councils in the south-east region of Melbourne, focused on addressing climate change. SECCCA aims to support its member councils in developing and implementing strategies to mitigate and adapt to the impacts of climate change. The alliance works on projects and initiatives related to sustainability, energy efficiency, renewable energy, and community education on climate change issues.
- [Greater South East Melbourne \(GSEM\)](#) advocates for jobs, infrastructure, investment, liveability, sustainability and wellbeing for the southeast and everyone who works and lives in the region. GSEM includes the shires of [Cardinia](#) and [Mornington Peninsula](#), and the cities of [Casey](#), [Frankston](#), [Greater Dandenong](#), [Kingston](#), [Knox](#) and [Monash](#).
- [Outer Melbourne Councils](#) is a group of 10 municipalities that form a ring around metropolitan Melbourne and advocate for better services and infrastructure for residents.

### Governance

Effective governance is essential to the success of Cardinia Shire Council's advocacy efforts. The Cardinia Shire Council Advocacy Framework is guided by the following principles: being evidence based; being strategically aligned to the Council Plan and Liveability Plan; being community focussed; flexible; transparent; and collaborative. Governance ensures that all advocacy activities are carefully planned, well-coordinated, and aligned with the priorities and needs of the Shire's growing community.

The Council's governance structure supports a collaborative approach to advocacy, involving key stakeholders, including Councillors, senior management, and the Advocacy Team. This approach ensures that advocacy efforts are not only driven by internal goals but also reflect the diverse needs of the local community. Regular reporting and performance evaluation processes are built into the framework to ensure that advocacy efforts remain effective, adaptive, and responsive to changing circumstances.

A robust decision-making process is in place to identify priority projects and issues for advocacy, ensuring that they align with both short-term and long-term community goals. The Council also adheres to a set of ethical standards and legal obligations, fostering trust and confidence among the community and external partners.

By embedding good governance into its advocacy framework, Cardinia Shire Council can effectively influence other levels of government and stakeholders, secure necessary funding, and ensure that community needs are met through sustainable and well-supported initiatives.

## Roles and Responsibilities

Everyone at Council may be required to support advocacy initiatives.

The table below provides an overview of each of the important functions in supporting the delivery of the Advocacy Framework:

Role	Responsibility
Councillors	<ul style="list-style-type: none"> <li>Decision making: endorse tier 1 and 2 Advocacy Initiatives and the Advocacy Agenda</li> <li>Receive regular updates on forward planning of advocacy opportunities.</li> <li>Participation and engagement to drive key advocacy priorities</li> <li>Proactive strategic relationship management</li> </ul>
Mayor	<ul style="list-style-type: none"> <li>Principal public spokesperson on advocacy issues</li> </ul>
Executive Leadership Group (ELT)	<ul style="list-style-type: none"> <li>Make decisions regarding Tier 4 advocacy issues</li> <li>Sponsor and drive progress towards key advocacy priorities</li> <li>Proactive strategic relationship management</li> <li>Strategic and tactical decision making</li> <li>Receive regular updates on forward planning of advocacy opportunities</li> </ul>
Senior Leadership Team (Managers) and Coordinators	<ul style="list-style-type: none"> <li>Lead and coordinate implementation of advocacy projects, supported by the Advocacy team.</li> <li>Identify and allocate resources to plan and deliver advocacy priorities</li> <li>Provide regular updates on progress and forward planning of Advocacy Initiatives</li> </ul>
Advocacy Team	<ul style="list-style-type: none"> <li>Provide advice and support to departments and initiative leads in planning and implementing advocacy projects</li> <li>Proactive strategic relationship management</li> <li>Ongoing strategic and tactical decision making</li> <li>Build capacity in advocacy techniques and strategies across council</li> <li>Develop and maintain the Advocacy Framework and related resources</li> <li>Develop and maintain the Community Advocacy Toolkit</li> <li>Lead the monitoring and evaluation process and the Annual and four-yearly Advocacy Planning process</li> </ul>



Communications Team	<ul style="list-style-type: none"> <li>• Identify proactive media and communication opportunities for advocacy priorities</li> <li>• Support delivery of advocacy campaigns</li> </ul>
Advocacy leads	<ul style="list-style-type: none"> <li>• Have an awareness of Council's Advocacy Agenda</li> <li>• Familiar with the Advocacy Framework and key steps involved</li> <li>• Knowledge of relevant state and federal policies/strategies in relation to the advocacy issue</li> <li>• Ensuring there is quantitative and qualitative evidence to support Council's position/case</li> <li>• Enlisting community advocates who are the champions of their issues/opportunities</li> </ul>
Community involvement	<p>Some advocacy projects are best led by the community and others simply benefit from community participation. Involving the community requires:</p> <ul style="list-style-type: none"> <li>• Community trust and confidence in Council</li> <li>• Community capacity, energy and willingness to get involved</li> <li>• Leadership from Council throughout the life of the project</li> <li>• Community leaders (either individual or group)</li> <li>• Resourcing and support from Council where the Council is leading the advocacy approach</li> </ul>

*Table 3: Roles and Responsibilities in Advocacy*

## Grants identification and approval process

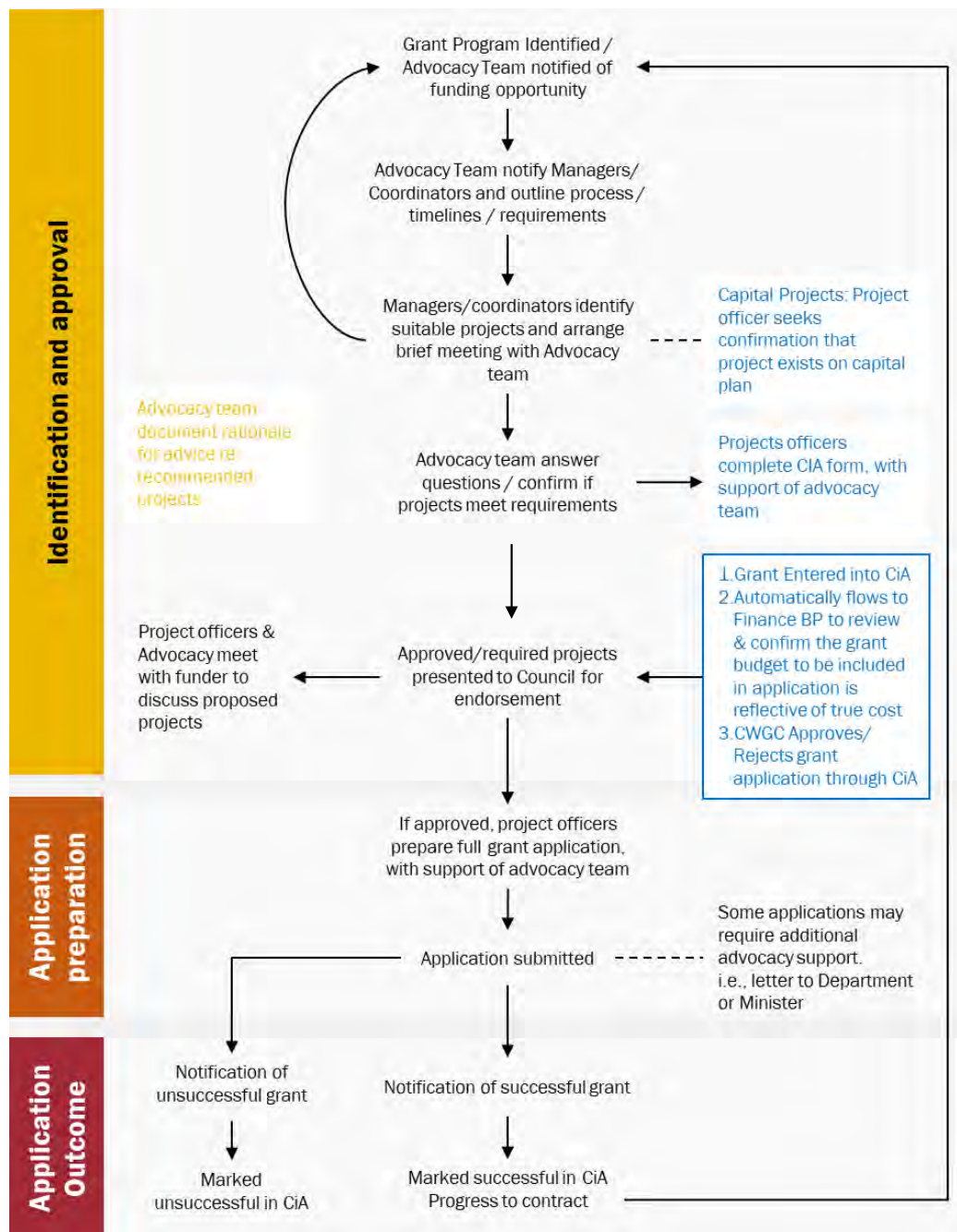


Figure 7: Grant Application Process Flowchart

## Maintaining and updating the Advocacy Framework and Toolkit

The operating model provides an approach to implementing the Advocacy Guidelines and Framework. Specifically, the different people and their responsibility to implement, promote the awareness and compliance against the framework and the implementation and uptake of the toolkit. It may include integration into other processes and business rules, roles and responsibilities for advocacy activities, governance, and how the framework and toolkit will be maintained.

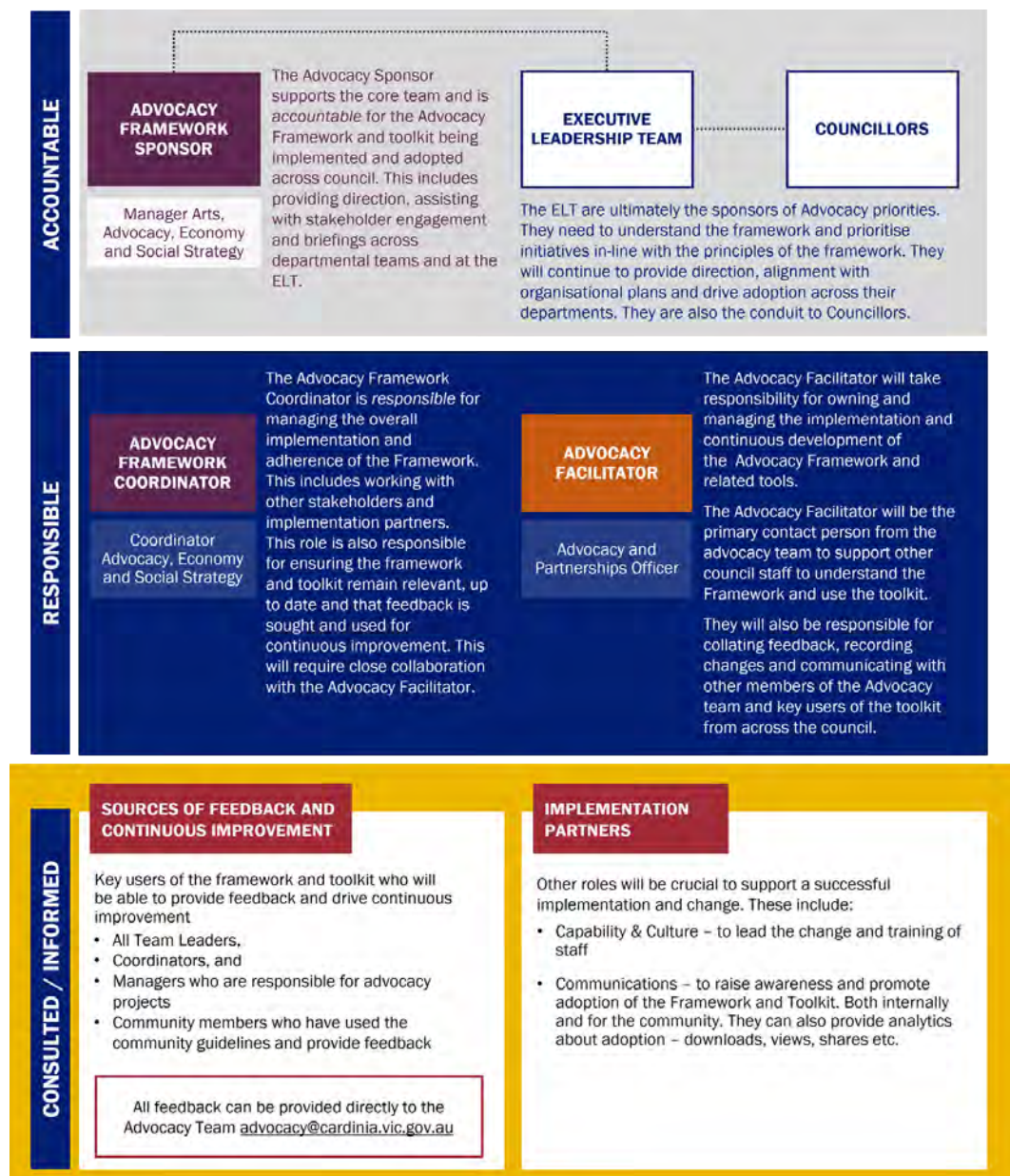


Figure 8: Operating Model for maintain and updating the Advocacy Framework and Toolkit

## Key advocacy terms and definitions

Term	Meaning
Advocacy	<p>The activity of advocating, which typically aims to secure funding or support for specific projects, services, or policy outcomes, or to promote Cardinia as a council of choice for infrastructure and other project investments.</p> <p>Advocacy includes building partnerships, lobbying for services, infrastructure, and funding to improve the liveability, desirability and general amenity of the municipality.</p>
Advocacy Activities	Any activity related to Advocacy. These may include parliamentary submissions, grant applications, engagement with influential stakeholders i.e., sending letters to members of government (including councillors), petitions, marketing campaigns etc.
Advocacy Framework	The Advocacy Framework is this document. It should be used to assess the opportunities and to guide the confirmation, approval and endorsement of Initiatives and to guide the prioritization of the initiatives into the Advocacy Plan.
Advocacy Initiatives	Once an issue or opportunity has been identified and prioritized to be advocated for, i.e., approved as a priority, then it becomes an Advocacy Initiative.
Advocacy Opportunities	<p>An Advocacy Opportunity represents an issue that might require advocacy or an opportunity where Cardinia Shire Council might want to advocate for a particular outcome that would benefit the municipality.</p> <p>Prior to approval or prioritisation, Advocacy Initiatives are considered Opportunities.</p>
Advocacy Plan	<p>The Advocacy Plan outlines the priority areas and the specific Advocacy Initiatives that the Council is going to focus on for the term of the plan (usually 4 years and is aligned to the term of the council).</p> <p>The plan should also outline the details of the initiatives and the activities required to progress each initiative. E.g., what tier each of the initiatives are, activities are aligned for each initiative, any partners that might be involved in the initiative, what the objective(s) of the initiative is, how it will be evaluated and reported etc.</p> <p>While the Advocacy Plan represents a four-year period, the plan should be reviewed annually. The review should consider all priorities and whether anything has changed to influence whether they should remain as prioritised initiatives and to assess the progress of advocacy and the effectiveness of the activities and efforts towards achieving the desired advocacy outcomes.</p>
Advocacy Request	Members of the public or community groups may submit an advocacy request for the Council to consider. These are added to the list of Advocacy Opportunities and treated the same.
Advocacy Toolkit	The Advocacy Toolkit is a collection of tools and templates to help both community members and council staff with Advocacy Activities. The toolkit includes a community advocacy guide, email templates, and work sheets to support people through the advocacy lifecycle. Many of the templates are included in the appendix of this document.

## References and Supporting Documents

### Applicable Legislation

*Local Government Act 2020* (Vic.)

### Associated Documents

Cardinia Shire Community Vision 2040

Cardinia Shire Council Plan

Cardinia Shire Planning Scheme

Cardinia Shire Liveability Plan 2017 – 2029

Community Engagement Policy

Cardinia Shire Community Advocacy Toolkit

### Human Rights Charter Compatibility

This Document has been assessed as being compatible with the *Charter of Human Rights and Responsibilities Act 2006* (Vic.).

### Gender Impact Assessment

This document has been assessed as being compatible with the *Gender Equality Act 2020* (Vic.)

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**Next Review Date:** xx/xx/xxxx

**Last Updated by:** Tom Ellis, Advocacy and Partnerships Officer

## **Appendix 1 – Tables and templates to support the Advocacy Lifecycle**

## Appendix 1.1 Impact Assessment Scoring Table

Table 4: Impact Assessment Scoring Table

Assessment Criteria This is the criteria used to assess the impact of the opportunity	Consideration Please add comments to support the scoring and additional considerations related to the criteria	Score Score the opportunity 0, 1 or 2
<p><b>Strategic alignment:</b> Does it align with priorities in the Council Plan or is it a regional advocacy priority through GSEM?</p> <p>2 – Alignment with advocacy initiatives and strategies in the Council Plan and/or regional partnerships advocacy plans (i.e. GSEM Strategic Plan) (e.g. “Advocate for funding to construct a multicultural centre in Cardinia Shire”)</p> <p>1 – Alignment with advocacy-related initiatives and strategies in other adopted plans, strategies or reports of Council. (e.g. Cardinia Planning Scheme, Liveability Plan, Open Space Strategy etc)</p> <p>0 – No alignment (i.e. not referenced in any adopted document or report of Council)</p>		
<p><b>Political Alignment:</b> Does it align with State or Federal budgets, policies and priorities?</p> <p>2 – Strong alignment with commitment/indication of support e.g., official policy documents or strategic plans published by State or Federal Government, specific funding announcements or budget allocation for these types of projects.</p> <p>1 – Moderate alignment with some commitment/indication of support e.g. political speeches or commitments made by influential politicians or government officials indicating a favourable view but without formal policy or funding backing, draft policies, election promises.</p> <p>0 – Minimal alignment, limited indication of support</p>		
<p><b>Evidence / Confidence:</b> Is there sufficient evidence supporting the opportunity/issue and potential impact should advocacy be successful?</p> <p>2- Supported by comprehensive quantitative analysis (e.g. a combination of compelling, definitive and robust evidence)</p> <p>1 – Supported by simple quantitative analysis and/or qualitative assessment from a moderate and less diverse sample</p> <p>0 – Minimal data, anecdotal evidence, small non-representative sample</p>		
<p><b>Scale of impact:</b> How many people / who will be impacted?</p> <p>2 – State, regional, multi-generational, significant proportion (&gt;20%) of the impacted community, vulnerable or disadvantaged group,</p> <p>1 – Local, moderate proportion (10-20%) of the community,</p> <p>0 – Local, small proportion of community (&lt;10%)</p>		



<p><b><i>Risk of Inaction:</i></b> Is there risk of a negative impact to the community, environment, infrastructure or council <b><i>if no action is taken?</i></b> <i>i.e. If we do not advocate, there is a risk of adverse outcomes for the community.</i></p> <p>2 - The likelihood is <b>high</b>, and the potential impact is <b>high</b></p> <p>1 - The likelihood is <b>moderate</b>, and the potential impact is <b>moderate</b></p> <p>0 - The likelihood is <b>low</b>, and the potential impact is <b>low</b></p> <p>Note: If acting could result in risk to the community, environment, infrastructure or council this should be scored as a negative number.</p>		
<p><b><i>Social Impact:</i></b> <i>How might the community be positively impacted on a social level?</i></p> <p>2 -Significantly and directly improve health and wellbeing - physical and mental, safety, access to affordable housing, emergency response, accessibility and inclusion, necessary infrastructure</p> <p>1 - Moderately or indirectly improve health and wellbeing - physical and mental, safety, emergency response, accessibility and inclusion, necessary infrastructure</p> <p>0 - Possible improvements in the general amenity of the municipality</p>		
<p><b><i>Economic Impact:</i></b> <i>How might the community benefit economically?</i></p> <p>2 -Significantly and directly improve economic prosperity and / or employment opportunities</p> <p>1 - Moderately or indirectly improve economic prosperity and/or employment opportunities</p> <p>0 - Possible improvements in the general economic prosperity of the municipality</p>		
<p><b><i>Environmental Impact:</i></b> <i>What might be the positive impact on the local environment?</i></p> <p>2 -Significantly and directly improve natural environment and overall environmental sustainability of the municipality</p> <p>1 - Moderately or indirectly improve natural environment and overall environmental sustainability of the municipality</p> <p>0 - Possible improvements in the natural environment and overall environmental sustainability of the municipality</p>		
<b>Total Score:</b>		

## Appendix 1.2 Cost and Effort Scoring Table

Table 5: Cost and Effort Scoring Table

Consideration	Comments	Score
Complete and assessment of both cost estimate and effort estimates. While they are likely correlated, they are standalone and should be considered individually.	Please add comments and/or evidence to support the scoring and estimated cost / effort estimate	Score the opportunity 0, 1 or 2
<p><b>Cost:</b> Which order of magnitude represents the cost required for advocacy to be successful? i.e., total cash expenses over the lifetime of the advocacy initiative</p> <ul style="list-style-type: none"> <li>- 1 - &gt;\$100,000</li> <li>- 2 - \$51,000 - \$100,000</li> <li>- 3 - \$6,000 - \$50,000</li> <li>- 4 - &lt;\$5,000</li> </ul>		
<p><b>Effort:</b> Which level of effort would be required for advocacy to be successful (based on number of people involved and their effort/time required per month)?</p> <ul style="list-style-type: none"> <li>- 1 - Internal governance, plus Councillor or external partner involvement</li> <li>- 2 - Project Control Group or Working Group required.</li> <li>- 3 - Multiple officers</li> <li>- 4 - Single officer</li> </ul>		

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## Appendix 1.3 Tier Allocation Matrix

Table 6: Tier Allocation Matrix

Tier	Description	Approver for tier allocation	Advocacy Lead	Typical roles and resourcing	Typical strategies and tactics
1	High impact issue / opportunity with direct alignment to Council Plan and a clearly defined 'ask'. Strong political alignment and clearly measurable community impact	Councillors	Advocacy Team	Requires high level of strategic support from Advocacy Team, including development of an Advocacy Plan.  Requires support from Communications Team and may require significant community engagement or research and support from advocacy partners.  Likely to require a Project Governance / Control Group with executive sponsorship and support for government relations.	Large campaigns Relationships and networking with partners Direct engagement with MPs Submissions to government Harness community engagement and contribution Funding application/s
2	High impact issues / opportunity with direct alignment to Council Plan.  Good political alignment, broad asks and clear sense of community impact	Councillors	Advocacy Team	Requires advisory support from Advocacy Team and development of an Advocacy Plan.  May require communication and engagement support, research and partnership liaison.  May require executive or senior leadership support on government relations.	Moderate campaigns Relationships and networking with partners Direct engagement with MPs Submissions Harness community engagement and contribution Funding application/s
3	Moderate impact / issue with direct alignment to an adopted strategy / plan of Council  Good political alignment or opportunity to secure funding / support through existing channels (i.e. grants programs)  Clear sense of community impact	Councillors / ELT	ELT with support from Advocacy Team	Requires advice from Advocacy Team but unlikely to require full Advocacy Plan.  May require support for further research, community engagement or problem definition.  Likely to require support in identifying and preparing funding submissions.	Direct engagement with MPs, government officials or other agencies Funding application/s Partnership agreement Community empowerment
4	Moderate impact / issue with clear sense of community impact and direct alignment to an adopted strategy / plan / partnership / position statement of Council	ELT / SLT	Project Officer with support from SLT / Advocacy Team	May require advice from Advocacy Team but unlikely to require full Advocacy Plan.  May require support for further research, community engagement or problem definition.	Letters to MPs/government officials Funding application/s Partnership agreement Community empowerment

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Tier	Description	Approver for tier allocation	Advocacy Lead	Typical roles and resourcing	Typical strategies and tactics
				Likely to require support in identifying and preparing funding submissions.	

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## Appendix 1.4 Impact/Effort Decision Guide

Figure 9: Impact / Cost Decision Guide

		COST			
		4 (low)	3 (moderate)	2 (high)	1 (very high)
IMPACT	7-8 (high)	Do	Do	Do	Consider
	4-6 (Medium)	Do	Consider	Consider	Avoid
	1-3 (Low)	Consider	Avoid	Avoid	Avoid

Figure 10: Impact / Effort Decision Guide

		EFFORT			
		4 (low)	3 (moderate)	2 (high)	1 (very high)
IMPACT	7-8 (high)	Do	Do	Do	Consider
	4-6 (Medium)	Do	Consider	Consider	Avoid
	1-3 (Low)	Consider	Avoid	Avoid	Avoid



Cardinia Shire Council

# Community Advocacy Toolkit



Prepared by:

**Cardinia Shire Council**

Arts, Advocacy, Economy and Social Strategy  
Unit in association with Croftglen Collective

Version 1.0

Published 2025

**2** Cardinia Shire Council | Advocacy toolkit

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# Acknowledgement of Country



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

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

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

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

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



# Introduction

## What is advocacy?

Advocacy is the process of actively supporting a cause and seeking to influence decisions within political, economic, and social systems and institutions. Successful advocacy results in the ability to obtain public or government support for a project, policy or program.

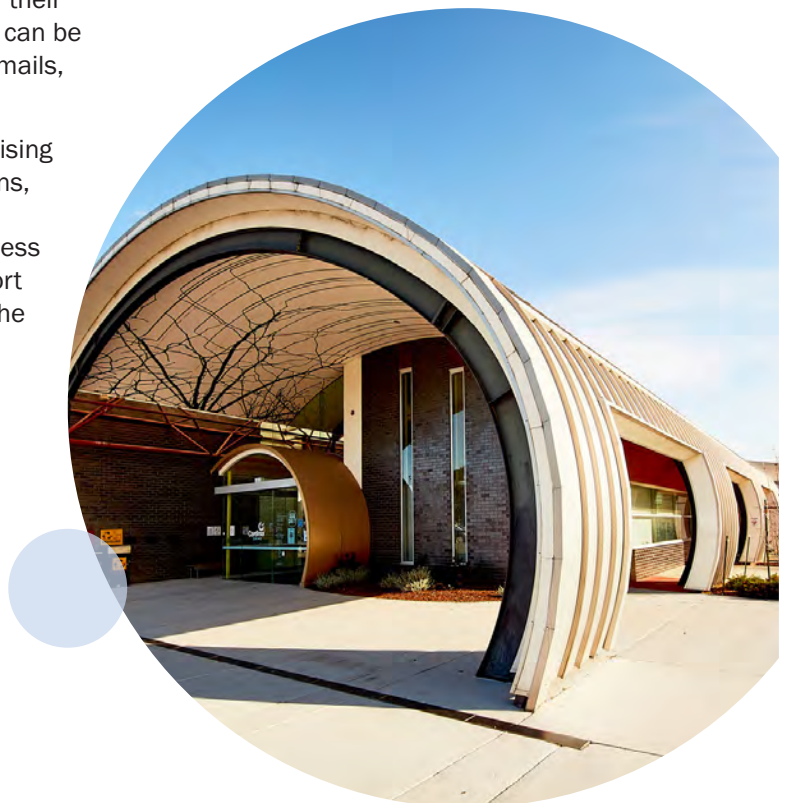
Advocacy usually involves campaigning for a specific and measurable outcome that will benefit the community. This could be the funding and/or delivery capability required to achieve the community goal.

**Direct campaigns:** this involves directly communicating with elected officials or their staff to influence policy decisions. This can be done through meetings, phone calls, emails, or written submissions.

**Indirect campaigns:** this involves mobilising public opinion through media campaigns, grassroots organising, or letter-writing campaigns. The goal is to build awareness and influence elected officials to support specific policies that are important to the people they represent.

Advocacy does not always achieve instant results. Some advocacy campaigns are long-term undertakings that respond to complex issues. In other cases, advocacy may focus on a single issue and may only require a handful of actions to achieve a result.

Participating in advocacy can connect you with other people who share your passion about where you live, delivering personal and communal benefits. It is also a great way to learn new skills, meet new people and have a say.



## Why advocate?

Advocacy is a powerful tool for ensuring that the needs and priorities of our community are heard and addressed.

By speaking up, gathering support and engaging with elected officials, you can help shape policies and decisions that directly impact your daily lives. Whether it's advocating for improved infrastructure, increased funding for local services, or stronger environmental protections, you can become an agent of change by using your voice.

Cardinia Shire Council brings expertise in policy development and government relations, while the community provides valuable insights and firsthand experience.

By combining our efforts, we can create a more powerful and effective voice for our community when petitioning State and Federal government.

## Examples of community advocacy

- Public speaking.
- Participating in community projects and organisations, for example through steering committees.
- Meeting with politicians and community leaders.
- Contributing to public inquiries, for example Senate inquiries or Royal Commissions.
- Contributing to academic research.
- Addressing schools, businesses, organisations and other community groups.
- Participating in public events, community forums, conferences and other public discussions.
- Contributing to advocacy campaigns.



# About this toolkit

Cardinia Shire Council has put together this toolkit to support individuals and community groups to advocate on issues that are important to them.

It can help you with developing and implementing advocacy campaigns of any size.

We've created tools, like checklists and templates, to help you advocate effectively and get your message heard.

[View Advocacy Tools and Templates](#)

## Ingredients of an effective advocacy campaign

### Evidence based

The 'ask' at the heart of the campaign needs to be based on evidence. This can take the form of data, research, statistics, public policy or case studies. Any type of evidence supporting the 'ask' must be reliable, relevant and robust.

### Realistic and relevant

The 'ask' should be achievable from a political, environmental, economic or financial perspective. Advocacy should be targeting the people or groups that have the power and responsibility to make decisions that could help secure the 'ask'.

### Community centric

Advocacy efforts should centre and address the needs of the community, rather than individual people or businesses. Community support and engagement are vital in progressing the advocacy campaign.

### Clear, consistent and coordinated

Clear messages that explain and support the 'ask', are needed. Messages should use facts and statistics to help generate support for the 'ask' and be used consistently in all campaign materials from social media posts to brochures and websites. An advocacy plan that details what needs to be done, when, by whom and what resources or materials may be required will help coordinate all campaign elements.

## Examples of effective advocacy

### Stop the Tip

[stopthetip.com.au](http://stopthetip.com.au)

### West Footscray Velodrome

[starweekly.com.au](http://starweekly.com.au)

### Advocacy Campaign, Access Denied, 2014

[accessdenied.net.au](http://accessdenied.net.au)



# Glossary

Advocacy has a language of its own. Below are definitions of key terms that are helpful to understand.

## **Advocacy**

An activity or series of activities designed to get public and/or government support for a project, policy or program.

## **Ask**

The objective that the advocacy campaign is trying to achieve. E.g. obtaining funding, securing regulatory change or a new service.

## **Tactics**

Activities used to communicate campaign messages, seek support for the campaign and place pressure on the target to support the ask.

## **Influencers**

Those who have the potential to encourage the target/decision-maker to make a decision that supports an ask.

## **Stakeholder**

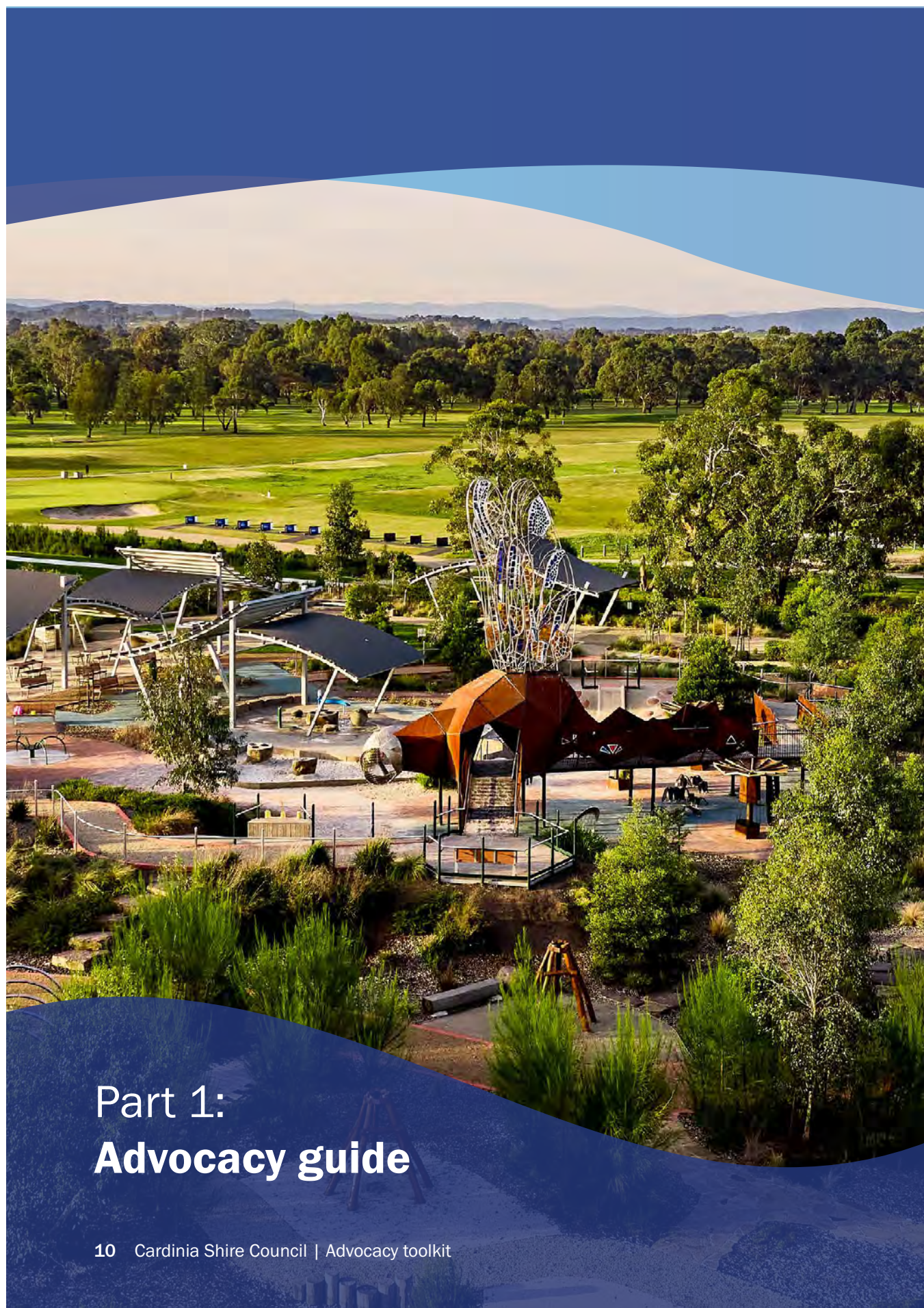
An individual or organisation with an interest in the ask, E.g. they may benefit from it.

## **Target/decision-maker**

The individual or organisation responsible for funding, supporting or implementing an ask.







## Part 1: **Advocacy guide**

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# When to advocate

**Before you start planning an advocacy campaign, ask yourself the following questions to make sure you are on the right track.**

## Can you confirm the ask?

What do you want the advocacy campaign to achieve? Can you explain it in one sentence?

**Tip:** Define exactly what you want to achieve through your advocacy efforts. Identify ways to maintain integrity and transparency in your advocacy efforts.

## Do others want the same thing?

Can you identify partners/allies/supporters who will also benefit from the ask?

**Tip:** There are many campaigns running on social media and other channels. An amplified voice sends a stronger message. Form coalitions who will benefit from the ask to join you and strengthen your voice.

## Is there research or data that supports your ask?

Is there an evidence base to support your ask? Do you understand the issue thoroughly, including its history, status, and key stakeholders? If so, make sure you include details of it in your campaign materials.

**Tip:** Try searching council or relevant government websites. You could even collect data by conducting an online survey or asking people to complete a questionnaire at the local shops.

## What are the reasons against supporting your ask?

Put yourself in the shoes of your advocacy target, what arguments might they use to oppose your ask? Can you counter them? Ultimately, who has the power to provide what you are advocating for?

**Tip:** Try brainstorming reasons the solution you're asking for will provide may fail to draw out potential counter arguments. Or, think of some questions stakeholders or decision makers may have.

## Can you identify who your advocacy campaign should target?

It may be an individual (such as a Minister) or an organisation (such as government department, agency or council).

**Tip:** To land on a consistent, concise message that resonates with your target audience, you need to know what's important to them. How could your 'ask' ultimately help them achieve their goals or fulfil their responsibilities?



# Advocacy essentials

## 1. Research the issue

If you're not already, become an expert on the issue. Start by finding out:

- Are there any existing plans to deliver the policy, project or program you want? Has it been delayed, if so, why?
- How much will it cost?
- Has anybody else asked for it in the past and why hasn't it been funded?
- How many people would it benefit? An online search using words that describe your ask, your location and other relevant search terms is a good first step.
- Go through back editions of the local paper to see if they have reported on the issue, these are usually available online at your local library.

## 2. Confirm your ask

Your 'ask' needs to be simple. You should be able to explain it in one sentence.

For example:

"This campaign is seeking to secure (insert dollar value) to fund/develop (insert brief description of the policy, project or program) that will benefit (number of people or specific demographic for example older residents) in (insert location)."

## 3. Develop an evidence base


Good campaigns are based on solid research. Gather all available research and statistics that support your ask. You may find these on council or government websites or through relevant community organisations, peak bodies or industry associations.

Local population, demographic, economic and housing data collected through the Australian Census is available via [Cardinia Shire's Community Profile](#).

You could also do your own research by:

- Posting an online questionnaire to a relevant Facebook page or sharing an online survey using a tool like Google Forms. Be sure to explain why you are doing the research and how you will use the results. Start with the [Survey Checklist](#).
- Providing volunteers with clipboards and questionnaires on the ask outside the local shopping centre, school or local train station.

Using these tactics will also help link you with others who support your ask and find anecdotal evidence that could also be used to support the advocacy campaign.



The data you obtain should be used in campaign messages and materials to help generate support for your ask, for example:

“More than (insert percentage) of (insert location) residents surveyed said they strongly supported the need for the (insert brief description of the policy, project or program).”

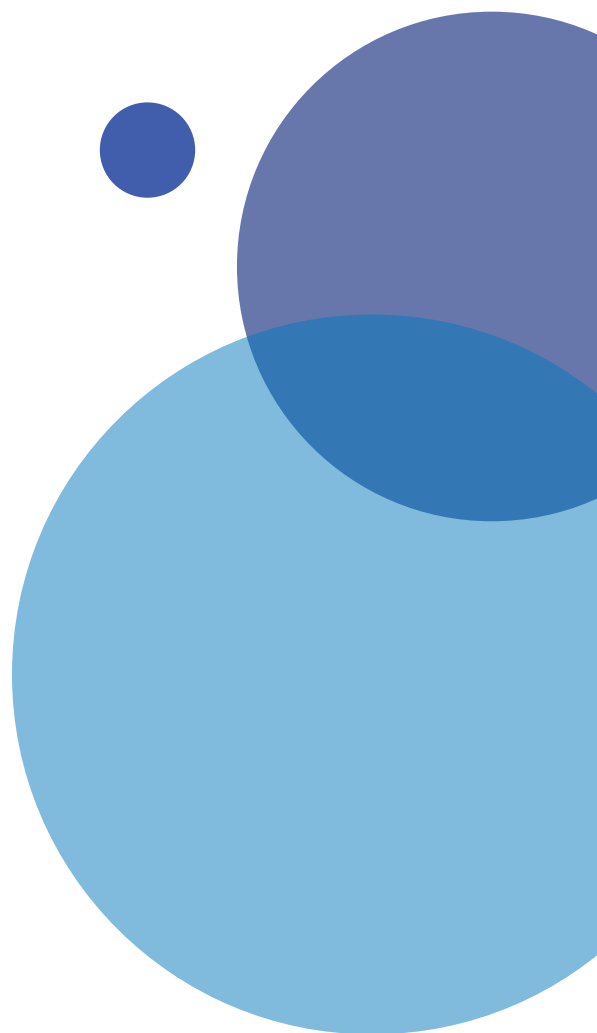
#### **4. Identify the target/decision-makers and influencers**

As part of considering whether to advocate or not, you may have already identified the target of your advocacy effort. If you haven't already, learn more about their views and policies and determine how best to approach them.

#### **5. Raise the profile of the issue**

An important precursor to any advocacy campaign is raising awareness of the issue the advocacy campaign intends to resolve.

You need to state the problem and propose a solution (for example what the campaign seeks to achieve) as highlighting the issue and raising the profile of it among the community creates a ready environment for a campaign.



# Who is responsible for what?

**Understanding the responsibilities and current priorities of local (council), state and federal governments will help you isolate the targets for your advocacy.**

This [factsheet](#) from the Parliamentary Education Office details the breakdown of local, state and federal government responsibilities to their constituents and communities.

The Cardinia Shire community has an impressive advocacy history, successfully advocating for much needed infrastructure projects. View Cardinia Shire Council's current Advocacy Plan to gain understanding of what Council is currently advocating for on behalf of shire residents and businesses.

Some 'asks' are better directed at private enterprise or regulatory bodies. To help identify where to direct your advocacy effort, and specifically who to target, start with the [Stakeholder Register](#).

## Asks that affect policy

Advocacy can include asking for changes to, or introduction of, new laws. Before you start creating a campaign that seeks legislative change, it's important to understand the way parliament works.

NGO Oxfam Australia has detailed information about the [Australian political system](#), including the structures and processes for making and changing laws.

You can view recent [Bills in Parliament](#) here.

## Your voice in parliament

Australian Members of Parliament (MPs) play a vital role in representing the interests of their electorate and addressing local issues.

As constituents, you can ask your MP to support specific initiatives, raise concerns in Parliament, or advocate for funding and resources that benefit your community.

To amplify your advocacy cause, consider various ways to connect with your local MP, such as writing a thoughtful letter, requesting a face-to-face meeting, or organising a community petition.

When reaching out, it's important to clearly communicate your concerns and suggest actionable steps that your MP can take to support your issue.

Check out [Appendix B](#) of the advocacy toolkit for practical tips and tools to use when building relationships with members of parliament.

# Advocating to Cardinia Shire Council

**Cardinia Shire Council is responsible for the delivery and maintenance of a range of services and infrastructure.**

To give your feedback on projects the Council is delivering, or to follow progress on the projects you care about, visit [creating.cardinia.vic.gov.au](https://creating.cardinia.vic.gov.au). To receive ongoing updates, select the project of interest to you and click the 'follow' button at the top of the project page.

Another way to engage directly with Council is by attending and asking questions [at Council meetings](#).

## Cutting through the noise

Visit [Cardinia Calls For](#) to find out more about what Council is currently advocating for. You can also find opportunities to volunteer or community groups to engage with on Council's [online directory](#).

You can search petition sites like [GetUp!](#) Or [Change.org](#) to search for campaigns and add your voice to an existing petition relating to your issue.

Researching the issues championed by your local MPs may uncover campaigns that cross over with yours.

For state level initiatives, check out [Strategies and Policies](#) on the Victorian Government's website.

Stakeholders and potential allies are approached frequently with requests from the

community. It's important to check if advocacy is already underway for the issue you're passionate about or the ask you're trying to secure. Rather than dilute existing advocacy efforts by adding to the noise, you or your community group may act as supportive allies to strengthen an existing advocacy campaign.



# Working with stakeholders

**Stakeholders are a valuable resource in advocacy. Their level of power and interest in the issue you are raising and the ask you're trying to secure determines how highly engaged they should be with your campaign.**

A stakeholder can be a community group, private company (e.g., utility providers), a regulatory body or officials such as an Ombudsman.

To help define who your stakeholders are, try out the [Stakeholder Register](#) and [Stakeholder Map](#).

Thinking about who is invested in your cause, and who needs convincing, is a great place to start before determining how you'll advocate and what your messages will be.

## Engaging your local Member of Parliament

Engaging with your Member of Parliament (MP) is a valuable step in advancing your advocacy campaign.

As a representative of your community, an MP can take various actions to support your cause, making your voice heard in important discussions.

Here are some ways you can ask your MP to get involved:

- **Vote on legislation:** ask your MP to support or oppose specific bills that impact your issue.
- **Initiate committee inquiries:** request that they call for a committee inquiry to examine the potential consequences of a bill or issue.
- **Make a speech:** encourage your MP to speak about your issue in Parliament, raising awareness among their colleagues.
- **Move a motion:** suggest they propose a motion to formally address your concern and gauge parliamentary support.
- **Ask questions:** ask your MP to pose questions in Parliament to seek further information on your issue from the government.
- **Raise your issue with ministers:** encourage your MP to discuss your cause with the relevant Minister or portfolio holder.
- **Attend local events:** invite your MP to participate in community events related to your advocacy, strengthening your connection.

- **Engage with the media:** request that your MP speak to the media about your issue to help gain broader visibility.
- **Include your story in newsletters:** ask your MP to feature your advocacy topic in their regular communications to constituents.

Partnering with an MP starts with clear, concise communication that is effective in grabbing their interest.

We've created a guide and provided an example to help you create your email or letter to your MP and request a meeting with them, and a handy checklist to help you prepare for the meeting.

Find your [State Electorate](#) and [Member of Parliament](#)

Find you [Federal Electorate and Member](#)





# Championing the cause

**Ultimately, successful advocacy requires sharing the load among multiple people, groups or organisations.**

Campaigns are most impactful when the message is approached from multiple angles — such as personal stories, data-driven evidence, and emotional appeals. Sharing personal narratives can create an emotional connection, while statistics can provide compelling evidence to support your claims.

Additionally, utilising various platforms — like social media, community events, and traditional media — helps to broaden the message's reach and impact. This multi-faceted approach not only strengthens your advocacy efforts but also fosters a deeper understanding of the issue, encouraging more individuals to join your cause and advocate for change.

We've created an [Advocacy readiness checklist](#) and [Advocacy Campaign Checklist](#) to guide you through what's required to succeed in advocacy.

A concerted advocacy effort might involve multiple organisations joining forces to address a social issue, ensuring that their messaging and activities are unified and strategically planned.

This collaboration enhances the likelihood of achieving desired outcomes by pooling expertise, resources, and support.

Essential skill sets for advocacy campaigning include:

1

## Communication skills:

This includes writing, public speaking, and social media proficiency. Look for individuals with experience in journalism, marketing, or community organising.

2

## Organisational skills:

Effective campaign planning and project management are key. Those with experience in event planning, project coordination, or volunteer management will be valuable.

3

## Research and analytical skills:

Being able to gather and interpret data is important. Seek out people with backgrounds in research, education, or policy analysis.

4

## Networking skills:

Building relationships with stakeholders is an essential part of advocacy. Individuals with experience in fundraising, community outreach, or lobbying can help in this area. Individuals with corporate, consulting or government employment experience are usually skilled in networking and stakeholder management.

5

## Creativity and innovation:

Finding new ways to engage the community and convey your message is important. Look for allies with backgrounds in design, media production, or creative writing.

# Building your case: Surveys

## When to run a survey

Surveys can be a powerful tool in advocacy when you want to gather insights from a broad audience, assess community needs, or measure the impact of initiatives.

Surveys can be a useful way to find out what, when, how often, and by whom something happens. By collecting data from a large group of people, patterns can be identified. In this way, you can assess if the problem or need is widespread or isolated to a specific group of people.

Online surveys can be created using tools like [Google Forms](#), [Typeform](#) or [Survey Monkey](#). You could also conduct surveys in person or using printed forms created using a Microsoft Word template.

## The pitfalls of surveys

It's important to recognise that surveys, when they are poorly designed, and not targeting the right profile or number of people, result in misleading or 'skewed' results. Low response rates are very common, which means you'll need to approach more people than your sample size to collect enough data.

There are lots of resources to help you with the design of your sample and survey online. Here are a few to look over before you start creating your survey.

[Survey Monkey](#)

[Typeform](#)

## Making sense of the data

Once you collect the data, understanding it involves identifying themes or patterns and trends.

The total number of responses collected using a survey needs to be large enough to have confidence in the results and to confidently rely on the story the data is telling.

It can also be useful to cross-check the results of your survey with other forms of data collection to confirm the reliability of your data. This might look like complementing a survey with interviews or focus groups to gain deeper insight, observing people's behaviour in a location, or if relevant, online feedback such as ratings or reviews.

By combining different perspectives, you can create a more robust understanding of the problems your ask should address, giving your campaign credibility. This ensures your ask is able to meet the need and create beneficial change.

To guide you through developing your survey, we've provided a detailed [checklist here](#).



# Building your case: Petitions

Petitions are another good way of raising awareness, gathering evidence of support and for advocating directly to government. There is a significant difference in the approach to government compared with raising awareness and evidence of support.

## Raising awareness and gathering evidence of support through petitions

Most of these types of petitions are developed and shared online using tools such as Change.org and Getup.org.au.

The high-level steps of developing petitions are:

1. Craft a clear and concise title.
2. Write a brief, powerful statement of your demand.
3. Explain the importance of the issue.
4. Set a realistic signature goal.
5. Include fields for name, email, and optional comments.
6. Select an online platform for distributing and managing the petition. Ensure it works on mobile phones.

For physical versions, include space for handwritten signatures and addresses.

## Petitioning directly to government

Petitions are also used to petition government to take action or make decisions. It's important to note, that petitions to Council, State and Federal Government have specific compliance requirements to be acknowledged and considered.

## References, tools and guidelines

### Government Petitions

- Submitting petitions to Cardinia Shire Council here: [How to submit a petition - Cardinia Shire Council](#)
- Learn more about petitions to State Government here: [Online & Paper petitions](#)
- Start the process with State Government here: [Petitions - Parliament of Victoria](#)
- Learn more about petitioning Federal Government and start the process here: Petitions – [Parliament of Australia](#)

### Other tools and guidelines

- [Start your petition](#) (Change.org)
- [ACF petition education content](#)

# Engaging with the media

## Understanding the media

Understanding how the media works and knowing who's who is incredibly helpful when advocating for something. Equally, having strong relationships with people from local media organisations is important for local advocacy campaigns.

Below are a few guidelines and things to consider.

## How to work with journalists

- Respect their deadlines: real and non-negotiable.
- Always be polite, enthusiastic and cooperative.
- It's the audience that matters: talk to them.

## How to handle interview requests

- Take time to prepare: don't respond immediately, take details and return the call if you need to
- You can say no, but advise early rather than cancel late
- Prepare three key messages and practice saying them aloud several times
- Know your material and think about what you may be asked.

## Conducting interviews

- Use your key messages
- Remember who your audience is
- Say what you want to say
- You don't have to answer every question

## Key messages

- They work, because they provide a framework for consistent communication
- Write them down, know them and use them
- Test them with a friendly small sample of your audience and refine as needed
- Speak to your audience, use appropriate language, examples and images
- Say the same thing, just in a different way
- Plan and practice, practice and plan

## Media support tools

- Allocate someone as the designated media contact to manage enquiries
- Ensure only designated people from your campaign speak to media
- Create an issues register with holding statements help to ensure consistency
- Keep a media log, tracking interactions with media and outcomes (i.e. copies of articles).

## Media releases

Local journalists often get story ideas from media releases that have been sent to them or contact that has been made with them by phone or email. You may want to issue a media release to:

- Help raise the profile of the issue prior to the campaign.
- Launch the campaign.
- Promote or report on a campaign event or activity.
- Release research findings.

### Below are tips on the type of information to include in your media release:

- The name of your group, campaign and the ask
- Comments from relevant spokespeople
- Different ways people can support the campaign
- Offer interviews with organisers
- Promote an event: include time, place, date, spokespeople and special guests
- Release of a new report that supports your campaign

## Other media tactics

Case studies using real people telling real stories, letters to the editor and opinion pieces are also useful ways to get media coverage of your campaign.

### Personal stories

Real people telling real stories of how they are directly affected by the issue and how they will benefit from the campaign ask can be very powerful.

- Search for local people who have a story to tell and who can support the campaign
- Summarise the story in no more than one page, providing the journalist with an overview of who the person is and how they are impacted
- Propose ideas for photo opportunities to accompany the story
- Present the story to the journalist. Follow up to gauge interest.

### Social media

Social media is revolutionising campaigning – at the national and community level.

Facebook is the perfect grassroots communication tool. It is inexpensive, easy to set up, manage and update and has a wide reach. It allows you to connect directly with the community.

It also helps generated local media coverage with reporters liking, following and reporting on campaign activity they see occurring online. Guidelines for use and moderator guidelines must be publicly available to appropriately manage online interactions.

A digital campaign can comprise a website, online forms, email address, Facebook page, X (formerly twitter) feed, online petitions and surveys. Importantly, most of these activities can be undertaken at no – or low – cost.

### Letter to the editor/Op ed

Writing letters to the editor of a newspaper or arranging an Opinion Editorial (Op-ed) are also good ways to express your views.

Tips on writing opinion content:

- Use current news and events to get readers interested
- Be brief – get straight to the point
- Stick to one issue

# Being an ethical advocate

**Prioritising ethics in advocacy not only strengthens the movement but also promotes a culture of integrity and accountability that benefits society.**

When advocates operate transparently and fairly, they foster an environment where diverse voices are respected, which enhances collaboration and collective impact. In other words, advocacy done right secures what's right for the community.

Ethical advocacy means standing up for a cause or issue in a way that is honest and fair, respecting both the people you're trying to help and those you're working with. To avoid reputational damage and potential legal consequences, it's vital to identify and mitigate potential conflicts of interest.

## Don't...

- Allow your personal interests or relationships to cloud your judgement.
- Offer bribes or any other unethical incentives to people in power, as these actions can undermine your credibility and harm the cause you're advocating for.
- Forget to keep detailed records of communications, decisions, and actions taken throughout the advocacy process. This can provide protection if questions arise about your methods or intentions.
- Allow the use of inflammatory rhetoric in the way you communicate your position or refute your critics.

## Do...

- Focus on building genuine relationships and engaging in open, respectful dialogue to promote positive change. Use clear and respectful language in all communications.
- Create processes that distribute decision making power and create transparency around funding allocation and vendor selection.
- Develop a strategy for responding to criticism or negative feedback. This includes training spokespersons and preparing key messages to address concerns.
- Consult legal experts, when necessary, especially when navigating regulations or potential liabilities related to your advocacy activities.

# Going the distance in advocacy

**Advocacy can be time-consuming and resource-intensive — some campaigns may be short, while others may take years. Consider how you will support yourself and the volunteers helping with the campaign to maintain energy and engagement**

## Embrace flexibility

Be prepared to adapt your strategies as circumstances change.

## Remember your why

Remind yourself why this cause is important to you — whether it's a personal experience, a vision for a better community, or a passion for social justice. Keeping this focus not only energises you but also inspires those around you, creating a lasting commitment to the advocacy journey.

## Take time to replenish yourself

Advocacy can be demanding, so plan for ways to avoid burnout. Plan ways to manage the highs and lows from the beginning, such as:

- Setting realistic goals and taking breaks when needed to manage the demands of advocacy alongside your normal job and other personal commitments.
- Engaging in regular check-ins with your allies or team to share feelings and experiences to foster support and connection.
- Creating a balance between advocacy work and personal interests, such as hobbies or social activities, to top up your tank and energise you.

Practising mindfulness techniques, such as meditation or yoga, can really help recharge emotional batteries.

- Celebrating both small and large victories together can reinforce a sense of purpose and community, keeping everyone energised and focused on the bigger picture.

## Celebrate the wins

Acknowledging efforts and results boosts morale, reinforces commitment, and encourages ongoing participation. Celebrating the small victories helps remind everyone of the progress made and the impact of their efforts. This means volunteers and supporters of your cause are more likely to stay engaged.

Groups and individuals can celebrate accomplishments by:

- Hosting recognition events to celebrate achieving key milestones
- Sharing success stories on social media
- Creating newsletters or pitching a story to local media that highlight achievements, or
- Simply gathering for a coffee to reflect on what's been done with your allies.

# What happens once advocacy is successful?

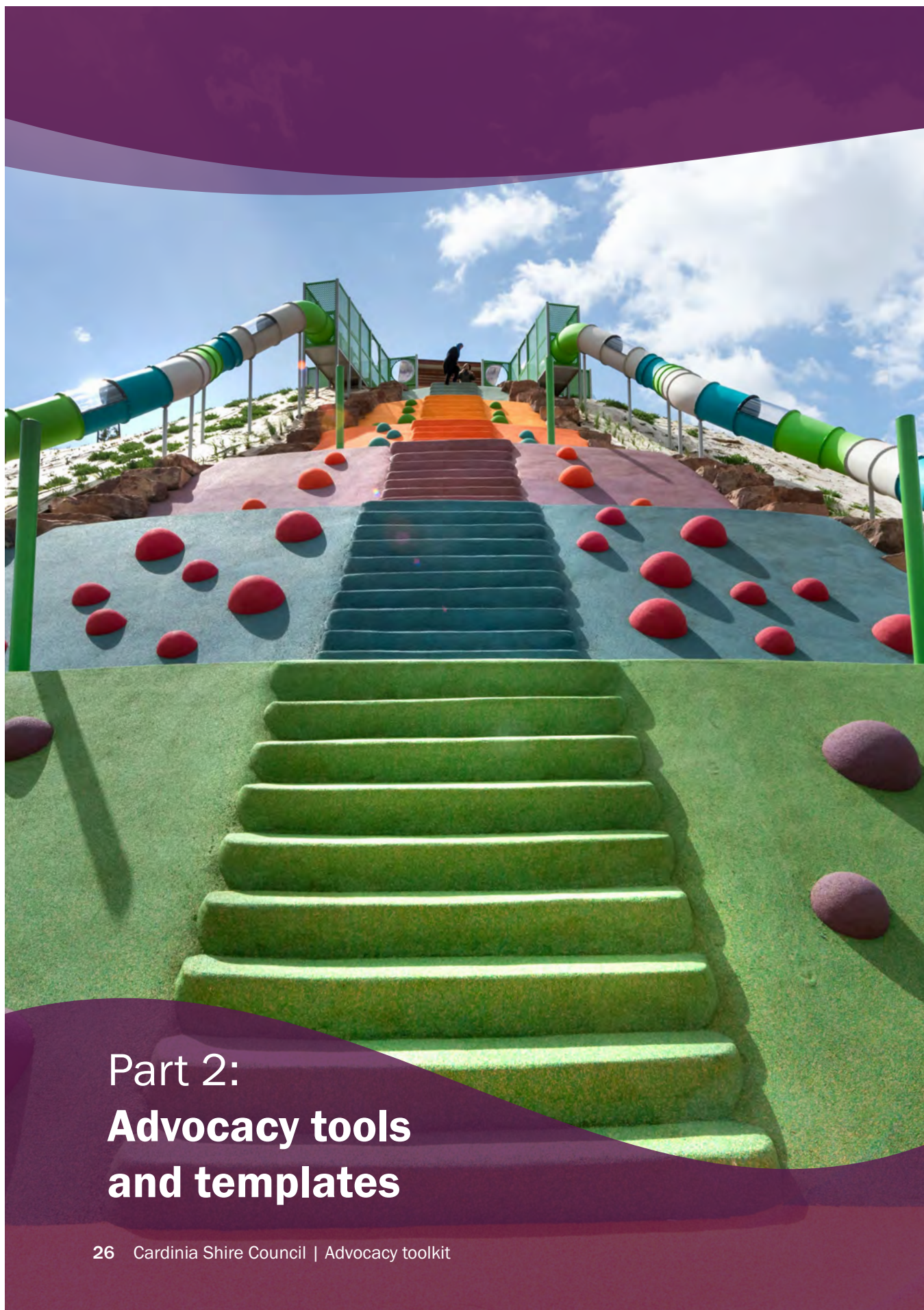
Once an advocacy project has successfully secured its ask — whether it's funding, construction, or policy change — it's reason to celebrate! Following this, there are several key considerations, such as ensuring delivery accountability, maintaining engagement with stakeholders, planning for implementation, and evaluating outcomes.

You may decide to hold a post advocacy debrief, or reflection meeting to collectively answer these and define next steps.

To get started, review the list below, and note additional questions that arise.

<b>Accountability</b> How will we ensure that the commitments made are met and that resources are used effectively?	<b>Stakeholder engagement</b> Who needs to be kept informed and involved as we move forward, and how can we maintain their support?	<b>Implementation</b> What specific steps do we need to take to put our plans into action, and who will be responsible for each step?
<b>Sustainability</b> What strategies do we have in place to ensure that our achievements are sustained over the long term?	<b>Community feedback</b> How will we solicit and incorporate feedback from the community to ensure their needs are being met?	<b>Adaptability</b> What potential challenges could arise during implementation, and how can we prepare to adapt our plans as necessary?
<b>Celebration</b> How will we celebrate this success with our community to reinforce support and encourage future engagement?	<b>Future advocacy</b> What lessons have we learnt from this advocacy effort that we can apply to future campaigns or initiatives?	<b>Legacy</b> What long-term changes do we hope to see from our advocacy, and how can we ensure our work contributes to these changes?





## Part 2: **Advocacy tools and templates**

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Get advocacy ready

## Advocacy readiness checklist

Before you start planning an advocacy campaign, you should be able to answer these questions:

What's the ask or desired outcome?

Who will support the campaign?

What supporting evidence do we have?

What counter arguments should be addressed?

Who is the target or has the power to provide the ask?

## Get advocacy ready

# Advocacy campaign checklist and progress tracking

Complete the steps below to prioritise tasks needed to develop your advocacy campaign. As you advance, shade the boxes indicating progress of the activity to indicate completion.

Step	Activity	Progress				
		Not started	In progress	Half-way	Almost done	Complete
1	Answer all five questions in the "Advocacy Readiness Checklist".					
2	Develop a stakeholder map. Identify the political, bureaucratic, business and community players.					
3	Confirm what your budget is. If you require funding and don't have any, explore ways to get financial support from allies.					
4	Write down the key messages of the campaign.					
5	Develop campaign infrastructure if required. E.g., Incorporation, official roles, bank account, social media channels, web address, PO box					
6	Recruit volunteers that will help you with different tasks.					
7	Develop tools and tactics. List all communications and engagement activities that you are planning to use.					
8	Create a campaign plan. Include the communications and engagement activities that you plan to use, budget and resource implications.					
9	Launch and manage campaign.					
10	Track and measure campaign success. Continuously elicit feedback and track success, tweaking the messaging and approach as required.					
11	Reflect on the highs and lows of your campaign and celebrate!					

Get advocacy ready

## Advocacy S.M.A.R.T goals

Use this tool to help clarify objectives, whether it's planning a campaign to secure funding, organising events to raise awareness, or pushing for policy changes.

Example S.M.A.R.T. Goals:

- **Specific:** Host three community workshops on local environmental issues.
- **Measurable:** Reach at least 200 community members through these workshops.
- **Achievable:** We have the venue and volunteers secured.
- **Relevant:** This will help us gather support for local environmental policy changes.
- **Time-Bound:** Complete this by the end of the next quarter.

### Specific

**What is the exact goal you want to achieve?**

**Tip:** Clearly define what you want to accomplish. Avoid vague language.

### Measurable

**How will you measure progress and success?**

**Tip:** Identify quantifiable indicators. What do you want to aim for and how will you track this?

### Achievable

**Is this goal realistic and attainable?**

**Tip:** Consider your resources, time, and capabilities. Do you have the skills and support needed to achieve this goal?

### Relevant

**Does this goal align with your broader advocacy mission?**

**Tip:** What direct impact will achieving the goal have? How is this aligned to the values or needs of the community or group?

### Timebound

**What is your deadline for achieving this goal?**

**Hint:** Set a clear timeframe. For example, "By the end of the next quarter" or "Within six months."

Get advocacy ready

## Community survey checklist

Follow the below steps to ensure that your survey is purposeful, well-structured, and capable of gathering valuable insights to support your advocacy efforts. For further reading on ways to gather evidence, visit [NNG.com](https://nng.com).

It is important to consider the following ethical and privacy points

1. Consider whether the approach or any of the questions might cause harm
2. Personal details must be recorded securely on a server in Australia and destroyed when no longer needed
3. Contact details cannot be used for any other purpose unless permission is given by the respondent

Please review [The Research Society's code of professional behaviour](#). It is easy to read and provides important information on ethics and privacy when designing surveys.

### 1. Define the survey's purpose

#### Steps:

- Clearly state the goal (e.g. understanding community needs about parking)
- Ensure a survey is the best method for your objectives; consider existing data sources like the ABS. Cardinia Shire Council also has local data available.

**Resources:** ABS Survey Design

### 2. Design the survey sample

#### Steps:

- Identify characteristics of your target audience.
- Ensure representation to avoid bias; consider multiple respondent profiles.
- Choose the appropriate sampling method and calculate sample size.

**Resources:** Sample Size Calculator

### 3. Draft clear, unbiased questions

#### Steps:

- Write neutral questions; avoid leading language or topics.
- Ensure consistent interpretation by the respondent.
- Focus on single ideas in each question / answer option.

**Resources:** Non-Leading Questions Guide

**Get advocacy ready****4. Include demographic questions** (if relevant)**Steps:**

- Add optional demographic questions to help give your results context.
- Include a brief description of how the data will be used, and alleviate privacy concerns to encourage participation.
- Only ask for personal information if it is needed for the research purpose.

**Resources:** Demographic Questions

**5. Choose question types****Steps:**

- Select formats based on the data needed (e.g., multiple choice, open-ended). Try not to use more than 2 open ended questions in a survey.
- Include varied question types for comprehensive insights and improved respondent experience.

**Resources:** Explore Google Forms for options.

**6. Organise questions logically****Steps:**

- Structure from general to specific; group similar questions.
- Start with easier questions directly related to the topic to engage respondents.

**Resources:** Sensitive Questions Best Practices

**7. Test the survey with a small group****Steps:**

- Pilot test with a small segment of your audience.
- Gather feedback on clarity and engagement.

**Resources:** Try Google Forms for testing.

**8. Plan for data analysis and reporting****Steps:**

- Decide on analysis methods and tools so you can make sense of your data.
- Visualise results clearly – referring to percentages, or using charts and graphs is effective.
- Review insights to ensure you've got data you can use to advocate.

Stakeholder engagement

Stakeholder register

It's important to understand who the stakeholders involved are and their respective role and level of influence. This is helpful to understand who needs to be engaged throughout the advocacy and who the potential 'Friends' or 'Allies' are and who the specific target or decision maker(s) are.

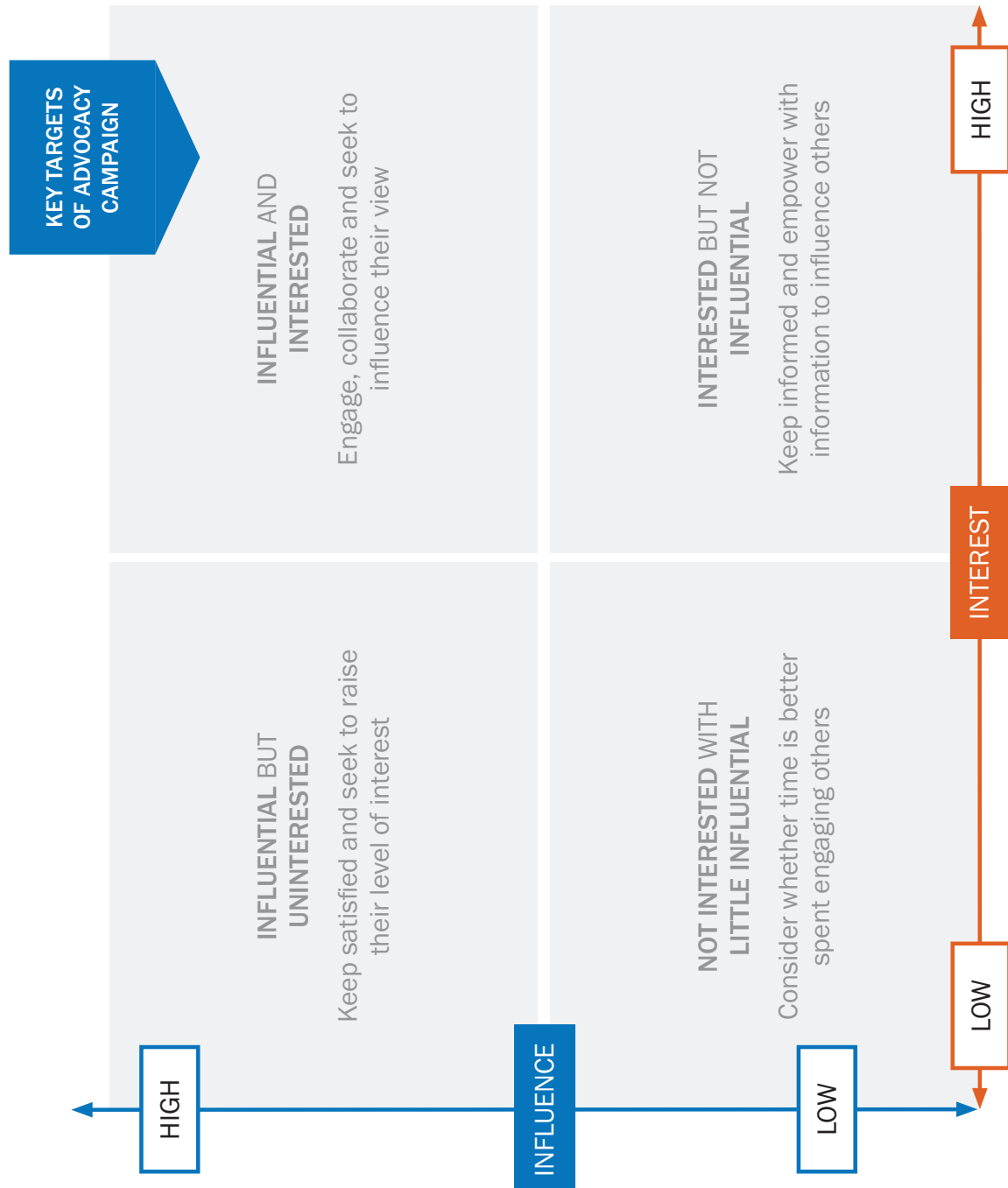
To help identify the priority, work through the Stakeholder Map to determine which people are critical to successfully securing your ask.

Category	Stakeholder Title/Role	Name	Priority (High/Med/Low)	Notes
State/Federal Government	Ministers			
State/Federal Government	Shadow Ministers			
State/Federal Government	Local MPs			
Government	Department of			
Council	Councillors			
Council Staff				
Community groups				

## Stakeholder engagement

## Stakeholder map

Plot where each of the stakeholders you've listed in the Stakeholder Register sit on the spectrum of interest in your cause, and power to provide the ask. This will help you determine the 'Target Priority' and direct your time and resources effectively.



## Stakeholder engagement

### Sample letter

<Date>

The Hon. <First name> <Last name>, MP

Minister for <Portfolio name>

<Address line >

<Address line 2 if applicable>

<Suburb>

<State> <postcode>

Via email: <email>

Dear Minister,

**Re: Urgent attention – <Advocacy Project Name>**

I am writing to you to request that you reconsider the decision to significantly reduce the funding for the “Sealing the Hills” and “Roads for our Community” programs.

As a local community member, I know first-hand the significant environmental, social, and economic benefits these unsealed road programs would have provided our area. Unfortunately, I also know the damaging repercussions that cutting unsealed roads funding will have on my community.

These works are vital to the development of the existing townships in and around the Hills and will greatly improve our community’s safety and access, while reducing dust, pollution, and wear and tear on our vehicles.

Our community has been severely impacted by major storms, our roads are littered with potholes, and we are one of the highest-risk bushfire areas in the state. A dangerous network of unsealed roads adds another layer of complexity that our community just doesn’t need or deserve.

Sealing our local roads would have improved the liveability and connectivity of my community; providing emergency services improved road access and supporting regional tourism to thrive.

This funding was originally announced by the Australian Government in 2019 with support from both sides of government. My community and I are understandably devastated that funding has been cut.

We’re outraged that the safety, wellbeing, accessibility, growth and future development of the Dandenong Ranges and surrounding townships has not been prioritised, supported, or even considered by the federal government.



The decision to strip funding from these vital infrastructure programs has been a massive blow locally, as it was made without any consultation or explanation and despite significant work already being underway.

I support and believe in the work being undertaken as part of the Sealing the Hills program.

I want to see my local roads sealed and upgraded; I know many members within my community also do. We deserve to have the federal government's promises of funding for unsealed road upgrades upheld.

I urge you to immediately reinstate the previously committed funding for the 'Sealing the Hills' and 'Roads for our Community' programs in their entirety.

To further understand the severe impact that this cut will have on my community, I would like to invite you to come and visit the Hills area to witness the state of our unsealed roads first-hand.

I look forward to hearing from you.

Yours sincerely,

First name Last name

<Add return address if posting>

**Stakeholder engagement**

## Checklist for meeting with an MP

### Before the meeting

#### Request a meeting

Write a clear, brief email to request a meeting.

State who you are, the issue you represent, and why you want to meet.

Follow up with a phone call to confirm your request.

#### Know your MP

Research your MP's background, party, and party position on the issue.

Understand their personal views on your issue by checking past statements or speeches.

#### Understand your issue

Gather key facts and current developments about your issue.

Practice discussing your issue with a friend to prepare for potential questions.

#### Clarify your goals

Decide on specific actions you want your MP to take.

Prepare two or three clear requests for action.

Make a list of all the reasons why the MP may decline your request, so you have a follow up answer or question prepared and don't hit a dead end in the conversation.

### During the meeting

#### Team up

Bring 2-3 supporters who share your concern to the meeting.

Choose one person to lead the conversation and assign someone to take notes.

#### Be organised

Provide a brief document outlining key points for the MP.

Prepare notes with your main arguments but avoid reading a script.

**Make a good impression**

Dress appropriately and arrive slightly early.

Introduce yourself and thank your MP for their time.

Deliver a brief outline of the issue and how it's affecting the electorate

**State your request clearly**

Tell your MP exactly what action you want them to take.

Provide reasons why this action is important and beneficial.

**Listen and respond**

Pay attention to your MP's reactions and adjust your message as needed.

Be respectful, even if they disagree with you.

**Secure a commitment**

Ask your MP what actions they will take and when they will do it.

If referred to another MP, remind them you want their involvement.

**After the meeting**

**Debrief with your team**

Discuss what worked well and what could improve for next time.

Review notes and commitments made during the meeting.

**Follow up**

Send a thank-you email or letter to your MP.

Summarise any commitments they made and provide additional information if promised.

If you don't hear back within a month, follow up with their office to check on the status of their commitments.

## Advocacy planning

### Advocacy strategy canvas

Work through this canvas to help define an approach to communicating and convincing others to act in support of your advocacy goals.

Advocacy campaigns are usually multi-faceted, implemented across multiple channels (social media, print, radio, live events) for different groups of people.

Complete one canvas for each target demographic you wish to reach.

<p><b>1</b></p> <p>What is the long-term vision for what you want to achieve?</p>	<p><b>2</b></p> <p>What are the specific goals for this campaign?</p>	<p><b>3</b></p> <p>What will indicate you're on the right track?</p>
<p><b>4</b></p> <p>What are the key messages or elements of campaign?</p>	<p><b>5</b></p> <p>What channels will this specific campaign use?</p>	<p><b>6</b></p> <p>What relationships, trends or events currently have influence over the issue?</p>
<p><b>7</b></p> <p>What are the activities and tasks we need to do?</p>		

## Resourcing tracker

[illegible]

## Advocacy planning

## Campaign message worksheet

**Description:** A guide to craft compelling and consistent messages for your advocacy campaign.



**Who is your target audience and who do you want the message to reach?**

E.g. Adults who own or drive a vehicle in Cardinia Shire



**What problem or issue is relevant to this audience?**

E.g. Road safety, access, travel time



**What solution are you offering?**

E.g. Safer and more accessible roads for the community



**How will your solution have an impact?**

E.g. Sealing the roads will reduce the number of road accidents in our community



**What action should your audience take to help secure the solution?**

E.g. Sign our petition today

Write your campaign message using the guidelines to the left. You'll need to create:

1. An attention-grabbing headline
2. Explanation of the problem, solution and impact the solution will have
3. A call-to-action - next steps for the audience to take

### **Headline**

### **Explanation**

### **Call-to-action**

## Advocacy planning

## Campaign planning calendar

This tool will help keep track all of the different activities across various channels and platforms. It can also help with resource planning using the Campaign Resourcing Tracker.

Marketing Activity	Date	Target audience	Channel	Resource(s) Needed	Owner	Completed
E.g. Instagram post	E.g. 11/12/24	(E.g. Parents, 24-45yrs)	(E.g. Social Media)	(E.g. Social Media expert)	Name of person leading	DD/MM/YY



## Media and communications

# Social media checklist

### 1. Define your goals

Identify objectives: what do you want to achieve? (e.g. raise awareness, gather support, drive action) this should align to the Campaign Strategy Canvas.

Set measurable targets: using the Campaign Strategy Canvas, define specific metrics (e.g., number of shares, followers, engagement rate) that will help you understand how successful your content is.

### 2. Know your audience

Research your target audience: understand their demographics, interests, and behaviour.

Create audience personas: outline key characteristics of your ideal supporters.

### 3. Choose the right platforms

Identify suitable platforms: select social media channels that align with your audience (e.g., Facebook, X, Instagram).

Create accounts: set up profiles on chosen platforms with consistent branding.

### 4. Develop a content strategy

Plan content types: decide on format (e.g., posts, videos, stories, infographics).

Create a content calendar: schedule posts to maintain consistency and keep your audience engaged. Leave space for spontaneous posts, e.g. responding to news articles.

### 5. Craft compelling messages

Write engaging copy: use clear, concise, and persuasive language to communicate your message using the Campaign Message worksheet.

Include calls to action: encourage followers to take specific actions (e.g., sign a petition).

### 6. Establish brand voice

Use consistent visuals: work with the same logos, colours, and fonts each time you post.

Create eye-catching graphics: use tools like Canva or Adobe Spark to design posts.

**7. Engage with your audience**

Respond to comments and messages: foster a sense of community by interacting with followers. Be courteous and humble, and always respectfully disagree.

Share user-generated content: highlight posts from supporters to encourage more engagement. Create tags your supporters can use to link all the content together.

**8. Monitor and analyse performance**

Track key metrics: track engagement, reach, and conversions for your content.

Adjust strategy as needed: review metrics frequently. Analyse what works and refine your message or content based on what the data is telling you.

**9. Promote your campaign**

Utilise paid advertising: consider boosting posts or running targeted ads to reach a larger audience and amplify your message.

Collaborate with influencers: partner with people who align with your cause to extend your reach.

**10. Stay informed and adapt**

Follow trends: keep up with social media trends and platform updates. Understand what the platform will 'favour' e.g. reels over static imagery.

Media and communications

Media contacts

Cardinia community newsletters and radio

[Local community newsletters and radio stations are listed on the Cardinia website.](#)

Below is a list of local and metropolitan media contacts. Please note, these were correct as of September 2024 but things can change. If these have expired, a Google search will help you find new contact details.

Metropolitan print media, radio and television

Metropolitan print media	<p><b>The Age</b></p> <p>Switchboard: 8667 2000</p> <p>Media release: <a href="mailto:newsdesk@theage.com.au">newsdesk@theage.com.au</a></p> <p>Letters to the editor: <a href="mailto:letters@theage.com.au">letters@theage.com.au</a></p> <p><b>Herald Sun</b></p> <p>Switchboard: 9292 1226</p> <p>Website: <a href="http://www.heraldsun.com.au/help/storytips">www.heraldsun.com.au/help/storytips</a></p> <p>Email: <a href="mailto:news@heraldsun.com.au">news@heraldsun.com.au</a></p>
Metropolitan radio	<p><b>ABC radio Melbourne</b></p> <p>Talkback: 1300 222 774</p> <p>SMS: 0437 774 774</p> <p>Switchboard: 8646 1771</p> <p><b>3AW</b></p> <p>Open Line: 9690 0693</p>
Television	<p><b>ABC News</b></p> <p>Switchboard: 139 994</p> <p>Email: <a href="mailto:investigations@abc.net.au">investigations@abc.net.au</a></p> <p><b>9 News</b></p> <p>Email: <a href="mailto:contact@9news.com.au">contact@9news.com.au</a></p> <p>A Current Affair email: <a href="mailto:aca@nine.com.au">aca@nine.com.au</a></p> <p><b>7 News</b></p> <p>SMS/Phone: 0438 777 123</p> <p>Email: <a href="mailto:tips@7news.com.au">tips@7news.com.au</a></p>

**Media and communications****Media contact list**

Use this contact list to record relevant media outlets and channels you'll use to raise awareness about your advocacy cause, and the person you're directly dealing with.

As interest or circumstances evolve, these stakeholders will too. It's important to:

1. Research relevant media outlets
2. Identify key journalists and editors
3. Collect contact information (name, email, phone, social media)
4. Note areas of interest or expertise
5. Track past interactions and coverage
6. Schedule regular updates to keep the list current

## Media and communications

[illegible]





**Cardinia Shire Council**  
Civic Centre  
20 Siding Avenue, Officer

PO Box 7  
Pakenham 3810 (DX 81006 Pakenham)

Phone: 1300 787 624  
Email: [mail@cardinia.vic.gov.au](mailto:mail@cardinia.vic.gov.au)  
Web: [www.cardinia.vic.gov.au](http://www.cardinia.vic.gov.au)

**National Relay Service (NRS)**  
TTY: 133 677 (ask for 1300 787 624)  
Speak and Listen (speech-to-speech relay): 1300 555 727 (ask for 1300 787 624)



**Translator Interpretation Service**  
131 450 (ask for 1300 787 624)





## 7.2.3 COUNCIL OWNED LAND - 1 HALFORD STREET BEACONSFIELD UPPER

Responsible GM:	Wayne Mack
Author:	Paige Kennett
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	<b>5.1 We practise responsible leadership</b> 5.1.1 Build trust through meaningful community engagement and transparent decision-making.

### Recommendation

That Council:

1. Notes an initial assessment indicates that 1 Halford Street, Beaconsfield Upper known as Lot 21 LP2461 V3287 F381, is surplus to Council needs and not required to be retained and consequently resolve to:
  - a. Commence the statutory process, as required under section 114 of the *Local Government Act 2020*, to advise of Council's intention to sell the subject land through a public process, for no less than market value (plus GST) as determined by an independent valuer;
  - b. Pursuant to section 114 of the *Local Government Act 2020*, to give public notice of the proposed sale of the subject land on the Council website;
  - c. Undertake Community Consultation in accordance with section 114 (2)(b) of the *Local Government Act 2020*.
2. Notes a further report will be presented to a future Council meeting to enable consideration of any submissions and determination of the matter.

### Executive Summary

In 1991, the Council purchased 1 Halford Street, Beaconsfield Upper (Land), from the Country Fire Authority (CFA) for \$50,000. The Land, initially acquired with the vision to consolidate with other council owned properties, has been leased to the Upper Beaconsfield Conservation Group (operating as Green Circle Plant Nursery) since 1997. The tenant vacated the Land in February 2025, prompting a review of future uses.

Key Points:

- **Historical Context:** The CFA owned the Land from 1946 until 1991, relocating due to space constraints. Council purchased the Land from the CFA with the vision of consolidating with other council owned sites.
- **Current Status:** The Land is vacant following the tenant's departure. The Land is not located adjacent to any other parcel of Council land so is unable to be consolidated as per the original vision.
- **Community Interest:** There have been recent enquiries expressing interest in using the Land for carparking or a nursery.
- **Options for Use:**
- **Community Lease:** Potential annual return of \$120 - \$460, with maintenance and other costs likely borne by the tenant.

- Commercial Lease: Estimated return of \$14,000, though this option has not been fully explored due to the uncertainty of this option eventuating.
- Sale: Market value with proceeds recommended to be allocated to a specific reserve fund, spent contingent on a Council resolution.

#### Considerations:

- Community Engagement: will be required in accordance with Council Policies and legislation.
- Strategic Alignment: The Land is identified as suitable for residential development under the Beaconsfield Upper Township Strategy 2009, is not required under the Open Space Strategy, there are no known gaps in service that require the Land for community purposes and is not recommended for traffic/carparking purposes.
- Financial Implications: Maintenance costs and land tax on council if the Land remains vacant and in Council ownership.

This paper presents information for Council to provide direction on the future uses of the Land, balancing community and financial needs, and strategic goals.

### Background

Council purchased 1 Halford Street Beaconsfield Upper in 1991 from the CFA for \$50,000 (as valued by the Valuer Generals Office). Council report at the time indicated that the Land was purchased to ultimately consolidate the title with the other Council land in close proximity. The CFA purchased the Land in 1946, using it until the late 80's when the CFA outgrew the Land. The CFA purchased a new site in Upper Beaconsfield, constructed a building, and relocated. The buildings that existed on the Land when Council purchased it, were gifted by Council to the local Scouts and were relocated leaving the Land vacant.

The Land has been leased to the Upper Beaconsfield Conservation Group operating as Green Circle Plant Nursery (Tenant) since 1997. The Tenant constructed all improvements on the Land, which included various nursery buildings. The Tenant gave notice as they no longer proposed to operate from the Land and their service will be offered from an alternative address as the main committee member plans to retire. The Tenant has removed all improvements from the Land, vacating the Land in February 2025.

### Discussion

Details of the Land are as follows:

Land	Land Details
Land description	Lot 21 LP2461 V3287 F381
Land area	Land area 810 sq m, 20.11m x 40.23m
Zoning	NRZ neighbourhood residential use development land
Overlays	Bushfire Management Overlay Design and Development Overlay Vegetation Protection Overlay Environmental Significance Overlay

Rental assessment	Rental assessment \$14,000pa excl GST
Location	Images below showing the location within Halford Street and the wider area showing the various open space within Beaconsfield Upper.



Image 1: Photo of 1 Halford Street Beaconsfield Upper taken 21/02/2025



Image 2: Aerial Image of 1 Halford Street Beaconsfield Upper. White circle on brown background denotes site.





Image 3: Land owned by Council in Beaconsfield Upper (brown is land, red is road and dark green is reserve). White circle denotes site.

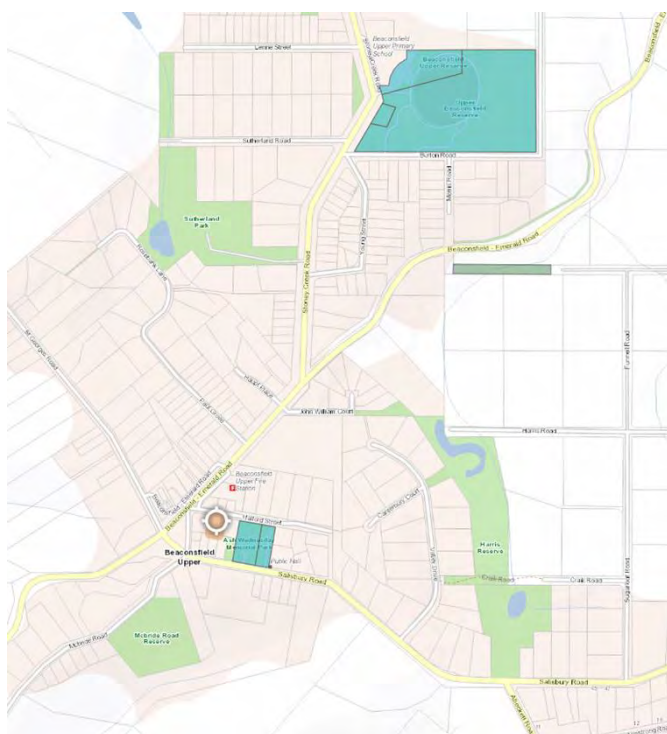


Image 4: Crown Land (aqua colour). White circle denotes site.

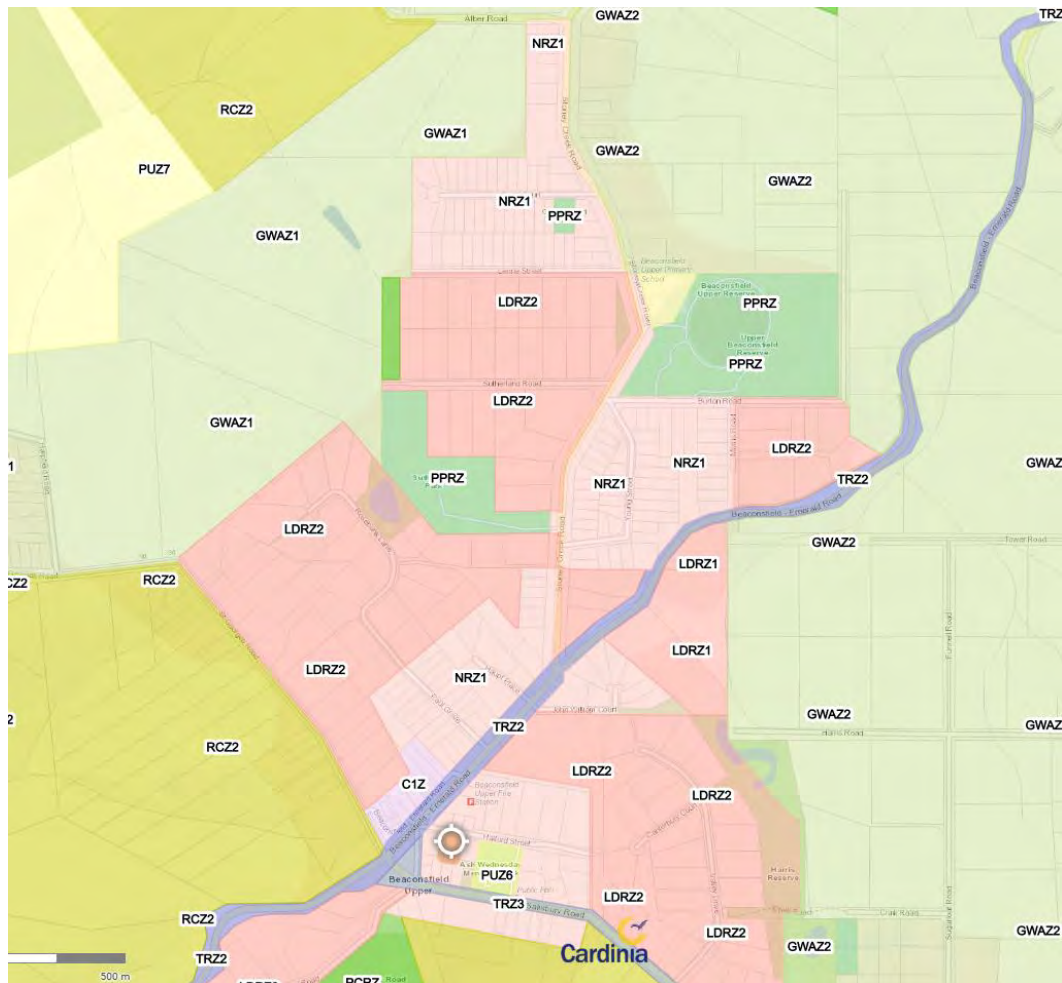


Image 5: Upper Beaconsfield zoning (1 Halford St Upper Beaconsfield is zoned NRZ1). White circle denotes site.

According to the Township Strategy 2009, there were 180 lots within the Residential Zone, 104 Low Density and 20 Rural Living with Green Wedge zoning applying to outside the township (refer to Image 5).

## Options

### Lease

A lease for the vacant land is an option open to Council. In accordance with Council's Lease and Licence Policy, the Land can be leased, once an Expression of Interest (EOI) process has been completed. An EOI process ensures probity, assists in understanding interest, and decision making.

Direct negotiations with a potential tenant can be considered under certain circumstances as listed in the policy (i.e. negotiating with an existing tenant, no competition for the site, capital investment has been offered, cost to run a competitive process greater than potential return). Other costs/obligations associated with a community lease include maintenance (including fencing), utility charges, would likely be borne by the community tenant.

Given interest shown in the Land, and Council's current Policy position, it's likely that if a lease option were pursued, a community lease would provide a community lease return in line with Council adopted Fees and Charges (approx. \$120 per annum, up to \$476 per annum aligning with DEECA community lease charge). However, if Council were to establish a ground lease with a private entity, an independent valuation indicates the likely return would be \$14,000pa, although this opportunity has not been explored in any detail as there is no known such

interest. Other costs such as utilities, rates and charges, maintenance etc, would likely be passed on to a private tenant.

To note, alternative uses outside the Beaconsfield Upper Township Strategy Design Guidelines may cause community concern and local issues given the location of the Land and the limited car parking available.



Image 6: Town Centre Framework Plan, from the Township Strategy (1 Halford St shown as a blue rectangle)

### Sale / Disposal

The *Local Government Act 2020* (Act) allows Council to sell, exchange or transfer land under Section 114. The process to sell land under the Act is a public notice of Council's intention to deal with the land, community engagement in accordance with Council's Community Engagement Policy and an independent valuation made not more than 6 months prior to the transaction.

The State Government Best Practice Guideline for the Sale, Exchange and Transfer of Land (Guidelines) sets out steps to consider land for sale. The Guidelines provide that land should be sold at highest and best use, which is demonstrated by being prepared for sale (vacant) and zoned appropriately (Residential) to ensure a maximum price is achieved. If sale of land was considered, the appropriate process would be to sell at no less than market value, through a public process.

The Beaconsfield Upper Township Strategy 2009 (Strategy) identifies the Land as 'Garden Estate Residential' and provides information on preferred character to be met for future developments. The minimum lot size for Garden Estate Residential is 700sqm, 1 Halford St is 809 sqm so the Land cannot be subdivided. Based on the Strategy and current zoning, the Land is ideal for residential development.

Strategic Planning are currently working on an Economic Report and a Bushfire Report, for Beaconsfield Upper which are not yet finalised, and therefore have not been considered as part of this assessment.

Windfall Gains Tax (WGT) is a State Government Tax which applies to any rezoned land that receives a value uplift as a result of rezoning. Fortunately, WGT does not apply to the Land as the zoning is already appropriate to achieve the highest and best use (NRZ1).

Council's Community Engagement Policy requires Council to engage with the community when major decisions, issues, plans and projects are being considered by Council. Both leasing the Land or selling the Land require community engagement in accordance with Council's Engagement Policy.

### **Policy Implications**

This paper has taken into account:

Council Policy, Strategy and Plans:

- Community Engagement Policy – which is triggered for a lease or sale of land;
- Upper Beaconsfield Township Strategy 2009 - provides a strategic policy framework for the future development of each township;
- Lease and Licence Policy 2022 - establishes guiding principles for leasing and licensing councils land, promoting equitable, efficient and responsible management;
- Cardinia's Community Infrastructure Plan - guides the planning and delivery of community infrastructure required to accommodate services required for the growing and changing population of Cardinia Shire 2024.

Other Policies, Strategy and Plans:

- Local Government Act 2020 – provides a legislative framework for the operation of councils, and specifically for the legislative process for managing the lease or sale of public land;
- Local Government Best Practice Guideline for the Sale, Exchange and Transfer of Land 2009 – sets out general principles and best practice guidance for local government in the management of the sale, exchange and transfer of public land.

### **Financial and Resource Implications**

#### **Costs to hold**

Maintenance, Connection and Charges, and Fire Services Property Levy (FSPL) are all costs which Council will incur if the Land is left vacant.

Land Tax is estimated at \$2,250 per annum. When the Land was leased for community purposes, land tax exemptions applied, however if the Land remains vacant with no use, the land tax exemption no longer applies, and Council will be required to pay land tax each year.

If the Land was to be leased for a community purpose, rates/waste charge would be payable by the tenant, FSPL, connection and utilities, and maintenance costs would likely be passed onto the tenant as part of an agreement.

#### **Implications to 25/26 budget**

Community Lease – if the Land was leased for community purposes, there would be potentially no costs to Council. There would be on-going management of the tenant and administration, with an income through an agreement, which aligns with Councils adopted Fees and Charges.



Commercial Lease – the Land can be offered commercially with an estimated return of \$14,000 pa, however there are very few options that could meet the intent of the Land.

Sale – The value of this land is determined by an independent valuer in accordance with the Local Government Act 2020.

It is typical practice for all proceeds of sale to be directed to general revenue, however there are options for Councillors to consider:

- Direct proceeds to general revenue; or
- Hold any proceeds of sale in a reserve for the specific purpose of establishing, funding and driving a commercial / investment in a bid to identify and drive further revenue for Council; or
- Hold any proceeds of sale in a reserve set aside for community infrastructure projects.

#### Costs / Revenue (estimated)

	Hold Asset	Community Lease	Commercial Lease	Sale of Land
Revenue	Nil	\$120 - \$460 p.a.	\$14,000 p.a.	TBD
Maintenance Costs	TBD	Nil	Nil	Nil
Land Tax	\$2,250 p.a.	Nil (apply for exemption to SRO)	\$2,250 p.a.	\$2,250 (dependant on holding period)
Utilities / Connection Costs	Connection costs - TBD	Nil – passed onto tenant	Nil – passed onto tenant	Termination costs - TBD
Rates and Charges	\$184.20 p.a. (FSPL)	\$184.20 p.a. (FSPL) passed onto tenant	\$184.20 p.a. (FSPL) and Council rates passed onto tenant	\$184.20 p.a. (FSPL)
Agent Fees	Nil	Nil – internally managed	7% of rental = \$980 p.a.	2% of market value advertising fees, estimated at \$5,000
Legal Fees	Nil	Nil	Nil	\$10,000
<b>Total (estimates only)</b>	<b>Cost \$2,434.20 plus, p.a.</b>	<b>Income \$120 - \$460 p.a.</b>	<b>Income \$10,770 p.a.</b>	<b>Income from sale less costs</b>

Table 2: Costs and Revenue (estimated)

#### Resourcing

Lease – usual community lease administration through a client liaison officer would be required, together with annual reporting and inspection, invoicing and general administration. If the Land was commercially leased, we can have it managed by an agent for a fee or managed internally.

Sale – as the Land is prepared as highest and best use through existing appropriate zoning, the process of sale would be straight forward, and in accordance with the Act and Guidelines, which require a public sale process (Auction). The sale process would be managed through a real estate agent.

### **Climate Emergency Consideration**

The site has no vegetation (refer to Image 1).

If the Land was leased (community or commercial) it is likely the Land would remain as it is, dependant on permitted use.

If the Land was sold for residential purposes, and being in the Garden Estate, the development of the Land would need to respond to percentages of permeable area, and vegetation requirements.

### **Consultation/Communication**

#### **Internal Referrals**

In December 2024, the Property team conducted an internal referral to Planning, Environment and Heritage, Assets, Active and Connected Communities, Community and Family Services, and Operations, to consider or identify future uses of the Land. There was no current internal interest to utilise the Land, and no future use identified.

Parks and Planning have advised that the Open Space Strategy indicates that Beaconsfield Upper is well accommodated for open space and all residents in the vicinity of the Land have walkable access to open space within 500 metres. In this profile area, there are some gaps with residents in Guys Hill not having access within 500m to open space but not in the vicinity of the Land.

Further internal consultation has been completed including strategic planning, social planning and traffic management for future land considerations, and is considered throughout this paper.

Further consultation will be undertaken once a preference for the Land is decided by Council.

#### **External Interest**

External interest has been shown, with contact from two interested parties.

One request was for consideration of the Land to be utilised for carparking which was considered with the following advice received:

The Traffic Team were consulted, and based on their review of Halford Street, utilising the Land parcel for carparking is not recommended.

It is a dead end narrow unsealed road and not suitable to locate a public car park.

The only way in / out is via the Halford Road / Emerald Beaconsfield Service Road intersection which has poor sight lines which cannot be readily improved and would increase risk at this location.

The Social Infrastructure Team were consulted on strategic reviews of Beaconsfield Upper which identified that there is a current oversupply of community infrastructure in Beaconsfield Upper. Intergenerational impacts of disposing of the Land were also considered with no significant growth expected for the area which signifies no future demand for land or additional infrastructure in the area.

Strategic Planning provided guidance as to precinct character in the Garden Estate as described in the Beaconsfield Upper Township Strategy 2009. The strategy identifies the Land as being located within “Garden Residential”, and the Land is zoned as Residential.

#### **Future Community Consultation**

If the Council propose selling the Land, officers will progress community consultation in accordance with Council’s Community Engagement Policy.

If a proposed lease is supported, an EOI process will proceed in accordance with Council’s Leasing and Licencing Policy, due to the multiple interests, which allows for a fair and equitable process.

#### **Conclusion**

Based on the information provided in this report, and the initial assessment of this parcel of land completed, officers recommend that Council declare the subject Land surplus, and commence the community consultation process in accordance with section 114 (2)(b) of the *Local Government Act 2020*, proposing to sell the subject Land at no less than market value as determined by an independent valuer, through a public process with a further report to be presented to Council.

#### **Attachments**

Nil

## 7.2.4 INSTRUMENT OF DELEGATION - TOWN PLANNING COMMITTEE

Responsible GM:	Wayne Mack
Author:	Sharyn Tilley
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	<b>5.1 We practise responsible leadership</b> 5.1.1 Build trust through meaningful community engagement and transparent decision-making.

### Recommendation

That Council, in exercise of the powers conferred by s 63 of the *Local Government Act 2020* (the Act) and s 188 of the *Planning and Environment Act 1987*:

1. Delegate to the Town Planning Committee the powers, discretions and authorities set out in the attached Instrument of Delegation (the Instrument).
2. The Instrument:
  - i. comes into force immediately upon this resolution being made and is to be signed by the Mayor, and
  - ii. remains in force until Council determines to vary or revoke it.
3. The powers, discretions and authorities conferred on the Town Planning Committee by the Instrument must be exercised in accordance with the delegations and limitations set out in the Instrument and with any guidelines or policies Council may from time to time adopt.

### Executive Summary

The *Planning and Environment Act 1987* (the Act) establishes the duties and function of councils as the Responsible Authority. Section 188 of the Act provides that certain power, duties and function of Council can be delegated to a Committee of Council or Council staff.

Section 11, part 7 of the *Local Government Act 2020* requires Council to review its Delegation to any Delegated Committees within 12 months of an election. The Town Planning Committee is a Delegated Committee established under Section 63 of the *Local Government Act 2020*.

The Instrument of Delegation to the Town Planning Committee was adopted by Council at its 17 August 2020 Council Meeting and reaffirmed with no changes at Council's 18 October 2021 Council Meeting. Council has developed guidelines for officers which are attached to the delegation schedule from Council to Members of Staff (S6) which is presented to Council in this same meeting.

### Background

Council, at its meeting on 18 October 2021, reappointed the Town Planning Committee as a Delegated Committee under the new provisions of the *Local Government Act 2020*. This includes an Instrument of Delegation to the Committee.

The members of the Town Planning Committee are the whole number of Councillors. The Chairperson of the Planning Committee is the Mayor of the day.

The Committee is required to meet at the intervals set annually by the Council and report to Council at the first available Council Meeting. A quorum for the Town Planning Committee is a whole number that is an absolute majority, which is the number of members that is greater than half the total number of members of the Committee

### **Discussion**

The attached Instrument of Delegation reaffirms Council's commitment to a delegated Town Planning Committee to consider all matters under the *Planning and Environment Act 1987*.

### **Policy Implications**

It has been the Council's practice to have a Town Planning Committee consisting of the whole Council to consider matters under the *Planning and Environment Act 1987*.

### **Financial and Resource Implications**

Nil

### **Climate Emergency Consideration**

Nil

### **Consultation/Communication**

No community consultation has been undertaken regarding this matter as it is a legislative requirement to have an Instrument of Delegation for Delegated Committees.

### **Conclusion**

It is appropriate to delegate Council's powers under the *Planning and Environment Act 1987* to the Town Planning Committee for it to perform its function as an established delegated committee.

### **Attachments**

1. Attachment 1 - C5 Committee Package Instrument of Delegation - Council to Planning Committees - May 2025 [7.2.4.1 - 2 pages]



**Cardinia Shire Council  
Instrument of Delegation  
Town Planning Committee**

Cardinia Shire Council Council (**Council**) delegates to each person who is from time to time appointed as a member of the committee established by resolution of Council passed on 19 May 2025 and known as the "Town Planning Committee" (**the Committee**), the powers, discretions and authorities set out in the Schedule, and declares that:

1. this Instrument of Delegation is authorised by a resolution of Council passed on 19 May 2025;
2. the delegation:
  - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
  - 2.2 remains in force until Council resolves to vary or revoke it; and
  - 2.3 is to be exercised in accordance with the exceptions, conditions and limitations set out in the Schedule and with the guidelines or policies which Council from time to time adopts; and
3. all members of the Committee have voting rights.

The Common Seal of the  
Cardinia Shire Council was  
hereto affixed in the presence of:

Councillor

Chief Executive Officer

C5. Instrument of Delegation to P&E Committees

## SCHEDULE

### **Purpose**

To exercise Council's powers, discretions and authorities to perform Council's functions under the *Planning and Environment Act 1987* in accordance with relevant policies and guidelines of the Council and to do all things necessary or convenient to be done for or in connection with the performance those functions, duties and powers.

### **Exceptions, conditions and limitations**

The Committee is not authorised by this Instrument to exercise the powers which, under s 11(2) of the *Local Government Act 2020* or s 188 of the *Planning and Environment Act 1987*, cannot be delegated to the Committee.



## 7.2.5 INSTRUMENT OF DELEGATION - COUNCIL TO CEO

Responsible GM:	Wayne Mack
Author:	Sharyn Tilley
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	<b>5.1 We practise responsible leadership</b> 5.1.1 Build trust through meaningful community engagement and transparent decision-making.

### Recommendation

That Council, In the exercise of the power conferred by s 11(1)(b) of the *Local Government Act 2020* resolves that:

1. There be delegated to the person holding the position, or acting in or performing the duties, of Chief Executive Officer the powers, duties and functions set out in the attached *Instrument of Delegation to the Chief Executive Officer*, subject to the conditions and limitations specified in that Instrument.
2. The instrument comes into force immediately upon this resolution being made and is to be signed by the Council's Chief Executive Officer and the Mayor.
3. On the coming into force of the instrument all previous delegations to the Chief Executive Officer are revoked.
4. The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.

### Executive Summary

Section 11, part 7 of the *Local Government Act 2020* requires Council to review its Delegation to the CEO within 12 months of an election.

A change is proposed to the financial delegation for contract variations in this Instrument to reflect a change in current practices with contract variations to ensure timely approvals can be obtained to keep projects progressing.

### Background

Section 11(1)(b) of the *Local Government Act 2020* allows for delegation of Council powers to the Chief Executive Officer and any person acting in or performing the duties of the Chief Executive Officer. The Instrument of Delegation to the Chief Executive Officer was last adopted on 21 August 2023 and prior to that on 11 April 2022.

### Discussion

The attached Instrument has had one change relating to the power of the CEO to approve and execute variations to existing contracts within a 10% financial tolerance and within the existing financial delegation of the CEO. The current instrument approves a 10% variation with anything above that needing a Council resolution. This change to 20% enables officers to expedite decisions quickly, maintaining formal approvals and governance, as well as facilitating payment to suppliers in a timely manner.

### Policy Implications

This instrument will revoke and supersede the previous version from 17 August 2020.

### **Financial and Resource Implications**

This change enables officers to expedite decisions and facilitate payment to suppliers in a timely manner.

### **Climate Emergency Consideration**

Nil

### **Consultation/Communication**

Legal advice was sought to inform the review of this Instrument of Delegation.

### **Conclusion**

Council is advised to delegate its powers to the Chief Executive Officer enable effective and efficient service delivery.

### **Attachments**

1. Attachment 1 - S5 Instrument of Delegation Council to CEO April 2025 [7.2.5.1 - 4 pages]



***S5 Instrument of Delegation to Chief Executive Officer***

**Cardinia Shire Council**

**Instrument of Delegation**

**to**

**The Chief Executive Officer**

## Instrument of Delegation

In exercise of the power conferred by s 11(1) of the *Local Government Act 2020* (**the Act**) and all other powers enabling it, the Cardinia Shire Council (**Council**) delegates to the member of Council staff holding, acting in or performing the position of Chief Executive Officer, the powers, duties and functions set out in the Schedule to this Instrument of Delegation,

AND declares that

1. this Instrument of Delegation is authorised by a Resolution of Council passed on **19 May 2025**;
2. the delegation
  - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
  - 2.2 is subject to any conditions and limitations set out in the Schedule;
  - 2.3 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
  - 2.4 remains in force until Council resolves to vary or revoke it.

**Signed** by the Chief Executive Officer of Council     )  
in the presence of:   )

.....  
Witness

Date: .....

**Signed** by the Mayor in the presence of:                     )  
   )

.....  
Witness

Date: .....



### SCHEDULE

The power to

1. determine any issue;
  2. take any action; or
  3. do any act or thing
- arising out of or connected with any duty imposed, or function or power conferred on Council by or under any Act.

### Conditions and Limitations

The delegate must not determine the issue, take the action or do the act or thing

1. if the issue, action, act or thing is an issue, action, act or thing which involves
  - 1.1 entering into a contract exceeding the value of \$1,000,000, except as set out in clause 1.2 or unless:
    - 1.1.1 it is a contract for works or services or the acquisition of land which is being entered into pursuant to a Development Contributions Plan ("DCP") or Infrastructure Contributions Plan ("ICP"), in which case the delegate may enter into the contract up to any amount not exceeding 10% more than the amount referred to in the DCP or ICP); or
    - 1.1.2 it is a contract for works or services tendered, procured or awarded through the Construction of Urban and Rural Roads, Construction Contractors Panel, established by resolution of Council on 14 April 2020, and extended by resolution of Council on 20 March 2023, in which case the delegate may enter into the contract up to any amount not exceeding \$3,500,000. If this delegation is exercised the Chief Executive Officer is required to report to the Council on the award of the contract at the earliest available opportunity after it is entered.
  - 1.2 approving and executing a variation to an existing contract if the total value of the proposed variation when combined with the total value of the contract and any previous variations exceeds both:
    - 1.2.1 the CEO's financial delegation for awarding contracts; and
    - 1.2.2 20% of the original value of the existing contract as executed;
  - 1.3 authorising any expenditure that exceeds \$1,000,000 (unless it is expenditure made under a contract already entered into, or is expenditure which Council is, by or under legislation, required to make.
  - 1.4 appointing an Acting Chief Executive Officer for a period exceeding 28 days;
  - 1.5 electing a Mayor or Deputy Mayor;
  - 1.6 granting a reasonable request for leave under s 35 of the Act;
  - 1.7 making any decision in relation to the employment, dismissal or removal of the Chief Executive Officer;



- 1.8 approving or amending the Council Plan;
- 1.9 adopting or amending any policy that Council is required to adopt under the Act;
- 1.10 adopting or amending the Governance Rules;
- 1.11 appointing the chair or the members to a delegated committee;
- 1.12 making, amending or revoking a local law;
- 1.13 approving the Budget or Revised Budget;
- 1.14 approving the borrowing of money;
- 1.15 subject to section 181H(1)(b) of the Local Government Act 1989, declaring general rates, municipal charges, service rates and charges and specified rates and charges;
- 2. if the issue, action, act or thing is an issue, action, act or thing which is required by law to be done by Council resolution;
- 3. if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
- 4. if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
  - 4.1 policy; or
  - 4.2 strategy
 adopted by Council;
- 5. if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of s 11(2)(a)-(n) (inclusive) of the Act or otherwise; or
- 6. the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

## 7.2.6 INSTRUMENT OF DELEGATION - COUNCIL TO MEMBERS OF STAFF

Responsible GM:	Wayne Mack
Author:	Sharyn Tilley
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	<b>5.1 We practise responsible leadership</b> 5.1.1 Build trust through meaningful community engagement and transparent decision-making.

### Recommendation

That Council in exercising its powers conferred by the legislation referred to in the attached instrument of delegation (Attachment 1), Council resolves that:

1. There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached *Instrument of Delegation to members of Council staff (S6)*, the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.
2. The instrument comes into force immediately upon this resolution being made and is to be signed by the Council's Chief Executive Officer and the Mayor.
3. On the coming into force of the instrument all previous delegations to members of Council staff (S6) are revoked.
4. The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.
5. Adopt the Decision Guidelines for Council Planning Staff set out in Attachment 2.

### Executive Summary

The attached instrument of delegation (Attachment 1) delegate powers that are contained in certain legislation which have their own power of delegation (but no express power of sub-delegation) to Council officers. This reflects legislation changes and changes in the organisational structure to ensure compliance and that Council officers can exercise the powers and functions to perform their duties.

There have been no material changes to this Instrument. There has however, been changes made to the planning decision guidelines for staff that supports this document. They reflect best practice principles for planning matters.

### Background

An Instrument of Delegation is required to be adopted by Council to ensure that Council officers can exercise the powers and duties required to perform their roles. There is certain legislation that does not allow for the CEO to sub-delegate to staff and so an Instrument from Council delegating to Council staff is required.

## Discussion

A review of the Instrument has been conducted with changes made largely to reflect change in position titles in the organisation. There have however, been changes made to the planning delegations and guidelines for staff that supports this Instrument, attached as Attachment 2. These have previously not been included in the S6 Delegation from Council to Staff. Officers have consulted with Maddocks who have advised that the proper way for handling the specific planning guidelines are to attach these to the S6 Delegation for them to be adopted by Council. Maddocks have reviewed the technical wording in the decision guidelines and this is attached as Attachment 2, reflecting best practice principles for Planning matters.

It is timely to review the planning delegations and associated guidelines to ensure that they meet best practice principles and enable efficient processes, considering the number of planning permit applications being received by Council and the timeframes for issuing permits.

The State Government sets out principles for delegating powers, discretions, or functions under the Act to an officer of a council to improve consistency in delegations across councils. The principles provide a proportional approach to delegations in planning decision making. This suggests that Councillors should remain engaged in applications of significance or broad community interest, while council officers should have delegation to determine all other applications for planning permits as a default position for planning decisions. It enables Councillors to focus on strategic planning policy decisions and direction for the municipality.

Best practice principles for Council planning decision-making processes seek to:

1. increase certainty through consistent approaches to decision making across councils
2. retain community representation through councillors in the planning process for matters of significant community interest
3. reduce delays in the planning process through delegation arrangements that facilitate efficient and timely decision making
4. recognise the key role of councillors in determining the strategic direction of the Municipality.

Benchmarking with adjoining Councils highlights that the Cardinia planning delegations for planning applications are more restrictive and less empowering to professional staff compared to adjoining Councils and the sector norms (see Attachment 3).

A review of the delegation guidelines will assist with improving efficiencies; timelines; consistency of decision making; stakeholder confidence; and staff development.

The proposed updates are underpinned by retention of a call in mechanism and added reporting regime that provides Councillors with regular information on new applications, advertised applications, and decisions made under Delegation. The key updates are summarised below:

Decision Guideline	Current Guideline	Proposed Updated Guideline
Call in mechanism	An application where a Councillor has requested for a matter to be reported to council/committee.	Call in mechanism retained with process clarified and added Council officer reporting.
Significant community interest	An application subject of a previous application that raised significant community interest.	Included as a consideration of the call in mechanism.



Major Development	An application for a major commercial development.	Included as a consideration of the call in mechanism.
Policy conflict or significant precedent consideration	An application which raises matters which are in conflict with planning policy and may set a significant precedent which may be deemed to be planning policy.	Included as a consideration of the call in mechanism.
Applications with objections	An application with 4 or more objections.	Approval of application for; 10 or more objections in urban zones; 6 or more objections in non-urban zones
Refusal of applications	An application where the recommendation is for refusal other than prohibited uses or where a referral authority objection.	Refusals subject to call in mechanism and added reporting to Councillors.
Carparking reduction or waivers	An application for a reduction in carparking which does not meet rates agreed to by council in adopted policy, strategy, or guideline.	Carparking waivers and reductions from standard planning scheme rate subject to call in mechanism and added reporting to Councillors.
VCAT mediation	Not addressed	Provide delegation to mediate at VCAT if outcome aligns with intent of decision and agreed position of all parties to the proceeding.
Council applications	Minor applications only	Provide delegation where no objections received.
Urgency matters	Exception for urgent matters include but not limited to over allotted statutory days, Christmas period, or no meeting quorum, and subject to weekly Bulletin reporting.	Retain and add Councillor caretaker period; activation of emergencies, business continuity plan or crisis management plan.

### Policy Implications

This Instrument ensures Council staff are transparent in their decision-making and have the powers and duties required to perform their day-to-day duties.

Planning decisions will continue to be exercised in accordance with the policies and provisions within the Cardinia Planning Scheme.

### Financial and Resource Implications

This Instrument does not have any financial implications. It supports existing resourcing to perform their roles.

Planning delegations are a tool available to Council that contribute to efficient use of limited resources by empowering staff and enabling decision making to occur at the most appropriate level in the organisation.

### **Climate Emergency Consideration**

No impacts.

### **Consultation/Communication**

The Council officers named in the Instrument were consulted in preparing the Instrument.

Council is required to continue to meet public notice and statutory communication obligations under the *Planning & Environment Act 1987* for individual matters.

### **Conclusion**

The update to the Instrument is necessary to allow Council officers to complete the required duties, powers and functions of their roles.

### **Attachments**

1. Attachment 1 - S6 Instrument of Delegation from Council to members of Council staff [7.2.6.1 - 75 pages]
2. Attachment 2 - Updated Decision Guidelines for Planning Staff - 2025 [7.2.6.2 - 2 pages]
3. Attachment 3 - Planning Delegation benchmarking results [7.2.6.3 - 1 page]



***S6 Instrument of Delegation – Members of Staff***

**Cardinia Shire Council**

**Instrument of Delegation**

**to**

**Members of Council Staff**

S6 Instrument of Delegation – Members of Staff

## Instrument of Delegation

In exercise of the powers conferred by the legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. record that references in the Schedule are as follows:
3.
  - CEO** means Chief Executive Officer
  - GMCS** means General Manager Corporate Services
  - GMIE** means General Manager Infrastructure & Environment
  - GMCPs** means General Manager Community and Planning Services
  - MGSP** means Manager Governance, Safety and Property
  - MIS** means Manager Infrastructure Services
  - MCID** means Manager Community Infrastructure Delivery
  - MO** means Manager Operations
  - MPD** means Manager Planning and Design
  - MGSP** means Manager Governance, Safety and Property
  - CFO** means Chief Finance Officer
  - CCM** means Coordinator Civil Maintenance
  - COSP** means Coordinator Open Space Presentation
  - CTC** means Coordinator Tree Care
  - CGAPS** means Coordinator Growth Area Planning & Subdivisions
  - CSP** means Coordinator Statutory Planning
  - CPS** means Coordinator Property Services
  - CPSUD** means Coordinator Planning, Strategy & Urban Design
  - CD** means Coordinator Development
  - CDC** means Coordinator Development Contributions
  - CCI** means Coordinator Community Infrastructure
  - TLDC** means Team Leader Development Contributions
  - MRS** means Manager Regulatory Services
  - CCS** means Coordinator Compliance Services
  - TLCS** means Team Leader Compliance Services
  - CO** means Compliance Officer
  - PO** means Prosecution Officer
  - CP** means Coordinator Prosecutions
  - IOO** means Infringements & Oversight Officer
  - TLCM** means Team Leader Civil Maintenance
  - TLTT** means Team Leader Traffic and Transport
  - PMMP** means Program Manager – Major Projects
  - PPCPS** means Lead Principal and Principal Planners (Statutory, Strategic and Growth)
  - PCPS** means Senior Planners and Planners (Statutory, Strategic and Growth)
  - PSO** means Planning Support Officers
  - SO** means Subdivision Officers
  - PO** means Property Officer
  - PLAN ADMIN** means Planning Administrators
  - PLANNING GROUP 1** means CEO, GMCPs, MPD, CGAPS, CSP, CPSUD, PPCPS
  - PLANNING GROUP 2** means CEO, GMCPs, MPD, CGAPS, CSP, CPSUD, PPCPS, PCPS, PSO, SO
4. declares that:

- 4.1 this Instrument of Delegation is authorised by **resolution** of Council passed on 19 May 2025;  
and
- 4.2 the delegation:
- 4.2.1 comes into force immediately when the common seal of Council is affixed to this Instrument of Delegation or where the Chief Executive Officer of Council is authorised under resolution, the Chief Executive Officer executes the Instrument of Delegation;
  - 4.2.2 remains in force until varied or revoked;
  - 4.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and
  - 4.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts (including the document titled Decision Guidelines for Planning Staff); and
- 4.3 the delegate must not determine the issue, take the action or do the act or thing:
- 4.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
  - 4.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
    - (a) policy; or
    - (b) strategy
 adopted by Council;
  - 4.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or
  - 4.3.4 if the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff or delegated committee.

**Signed** by the Chief Executive Officer of Council     )  
in the presence of:   )

.....  
Witness

Date: .....

## **SCHEDULE**

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Maddocks

DOMESTIC ANIMALS ACT 1994			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
s 41A(1)	Power to declare a dog to be a menacing dog	GMCPs, MRS, CCS, TLCS, CP	Council may delegate this power to a Council authorised officer



<b>FOOD ACT 1984</b>			
<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>	<b>Column 4</b>
<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
s 19(2)(a)	Power to direct by written order that the food premises be put into a clean and sanitary condition	MRS, CCS, CP, TLCS	If s 19(1) applies
s 19(2)(b)	Power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable	MRS, CCS, CP, TLCS	If s 19(1) applies
s 19(3)	Power to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other specified purpose, or for the use of any specified equipment or a specified process	MRS, GMCPs	If s 19(1) applies Only in relation to temporary food premises or mobile food premises
s 19(4)(a)	Power to direct that an order made under s 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises, (ia) displayed at any point of sale, (ib) be published on the food business's Internet site and (ii) inform the public by notice in a published newspaper, on the Internet site or otherwise	MRS, CCS, CP, TLCS	If s 19(1) applies
s 19(6)(a)	Duty to revoke any order under s 19 if satisfied that an order has been complied with	MRS, CCS, CP, TLCS	If s 19(1) applies
s 19(6)(b)	Duty to give written notice of revocation under s 19(6)(a) if satisfied that an order has been complied with	MRS, CCS, CP, TLCS	If s 19(1) applies
s 19AA(2)	Power to direct, by written order, that a person must take any of the actions described in (a)-(c).	MRS, CCS, CP, TLCS	Where Council is the registration authority

<b>FOOD ACT 1984</b>			
<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>	<b>Column 4</b>
<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
s 19AA(7)	Duty to revoke order issued under s 19AA and give written notice of revocation, if satisfied that that order has been complied with	MRS, CCS, CP, TLCS	Where Council is the registration authority
s 19CB(4)(b)	Power to request copy of records	MRS, CCS, CP, TLCS	Where Council is the registration authority
s 19E(1)(d)	Power to request a copy of the food safety program	MRS, CCS, CP, TLCS	Where Council is the registration authority
s 19EA(3)	Function of receiving copy of revised food safety program	MRS, CCS, CP, TLCS	Where Council is the registration authority
s 19FA(1)	Power to direct a proprietor of a food premises to revise the food safety program for the premises or comply with any requirements specified in the food safety program	MRS, CCS, CP, TLCS	Where Council is the registration authority Subject to s 19FA(2), which requires a time limit for compliance to be specified
s 19FA(3)(a)	Power to refuse to approve an application for registration or renewal of the premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	MRS, GMCPS	Where Council is the registration authority Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 19FA(3)(b)	Power to revoke a registration granted in respect of premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	MRS, GMCPS	Where Council is the registration authority
s 19FA(3)(c)	Power to suspend the registration of the premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	MRS, GMCPS	Where Council is the registration authority

<b>FOOD ACT 1984</b>			
<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>	<b>Column 4</b>
<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
s 19GB	Power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	MRS, CCS, CP, TLCS	Where Council is the registration authority
s19IA(1)	Power to form opinion that the food safety requirements or program are non-compliant.	MRS, CCS, CP, TLCS	Where Council is the registration authority
s 19IA(2)	Duty to give written notice to the proprietor of the premises	MRS, CCS, CP, TLCS	Where Council is the registration authority Note: Not required if Council has taken other appropriate action in relation to deficiencies (see s 19IA(3))
s 19M(4)(a) & (5)	Power to conduct a food safety audit and take actions where deficiencies are identified	MRS, GMCPS	Where Council is the registration authority
s 19N(2)	Function of receiving notice from the auditor	MRS, GMCPS	Where Council is the registration authority
s 19NA(1)	Power to request food safety audit reports	MRS, CCS, CP, TLCS	Where Council is the registration authority
s 19U(3)	Power to waive and vary the costs of a food safety audit if there are special circumstances	MRS, GMCPS	
s 19UA	Power to charge fees for conducting a food safety assessment or inspection	MRS, GMCPS	Except for an assessment required by a declaration under s 19C or an inspection under ss 38B(1)(c) or 39
s 19W	Power to direct a proprietor of a food premises to comply with any requirement under Part IIIB	MRS, CCS, CP, TLCS	Where Council is the registration authority

<b>FOOD ACT 1984</b>			
<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>	<b>Column 4</b>
<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
s 19W(3)(a)	Power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction	MRS, CCS, CP, TLCS	Where Council is the registration authority
s 19W(3)(b)	Power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises	MRS, CCS, CP, TLCS	Where Council is the registration authority
---	Power to register or renew the registration of a food premises	MRS, CCS, CP, TLCS	Where Council is the registration authority Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 36A	Power to accept an application for registration or notification using online portal	MRS, GMCPS	Where Council is the registration authority
s 36B	Duty to pay the charge for use of online portal	MRS, GMCPS	Where Council is the registration authority
s 38AA(5)	Power to (a) request further information; or (b) advise the proprietor that the premises must be registered if the premises are not exempt	MRS, GMCPS	Where Council is the registration authority
s 38AB(4)	Power to fix a fee for the receipt of a notification under s 38AA in accordance with a declaration under s 38AB(1)	MRS, GMCPS	Where Council is the registration authority
s 38A(4)	Power to request a copy of a completed food safety program template	MRS, GMCPS	Where Council is the registration authority
s 38B(1)(a)	Duty to assess the application and determine which class of food premises under s 19C the food premises belongs	MRS, GMCPS	Where Council is the registration authority

<b>FOOD ACT 1984</b>			
<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>	<b>Column 4</b>
<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
s 38B(1)(b)	Duty to ensure proprietor has complied with requirements of s 38A	MRS, GMCPS	Where Council is the registration authority
s 38B(2)	Duty to be satisfied of the matters in s 38B(2)(a)-(b)	MRS, GMCPS	Where Council is the registration authority
s 38D(1)	Duty to ensure compliance with the applicable provisions of s 38C and inspect the premises if required by s 39	MRS, GMCPS	Where Council is the registration authority
s 38D(2)	Duty to be satisfied of the matters in s 38D(2)(a)-(d)	MRS, GMCPS	Where Council is the registration authority
s 38D(3)	Power to request copies of any audit reports	MRS, CCS, CP, TLCS	Where Council is the registration authority
s 38E(2)	Power to register the food premises on a conditional basis	MRS, GMCPS	Where Council is the registration authority; not exceeding the prescribed time limit defined under s 38E(5)
s 38E(4)	Duty to register the food premises when conditions are satisfied	MRS, GMCPS	Where Council is the registration authority
s 38F(3)(b)	Power to require proprietor to comply with requirements of this Act	MRS, CCS, CP, TLCS	Where Council is the registration authority
s 38G(1)	Power to require notification of change of the food safety program type used for the food premises	MRS, CCS, CP, TLCS	Where Council is the registration authority
s 38G(2)	Function of receiving notice from proprietor if there is a change of the food safety program type used for the food premises	MRS, GMCPS	Where Council is the registration authority

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 38G(4)	Power to require the proprietor of the food premises to comply with any requirement of the Act	MRS, CCS, CP, TLCS	Where Council is the registration authority
s 39(2)	Duty to carry out an inspection of the premises during the period of registration before the registration of the food premises is renewed	MRS, GMCPS	Where Council is the registration authority
s 39A	Power to register, or renew the registration of a food premises despite minor defects	MRS, GMCPS	Where Council is the registration authority Only if satisfied of matters in s 39A(2)(a)-(c)
s 39A (6)	Duty to comply with a direction of the Secretary	MRS, GMCPS	
s 40(1)	Duty to give the person in whose name the premises is to be registered a certificate of registration	MRS, GMCPS	Where Council is the registration authority
s 40(2)	Power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the <i>Public Health and Wellbeing Act 2008</i>	MRS, GMCPS	
s 40C(2)	Power to grant or renew the registration of food premises for a period of less than 1 year	MRS, GMCPS	Where Council is the registration authority
s 40D(1)	Power to suspend or revoke the registration of food premises	MRS, CP, PO	Where Council is the registration authority
s 40E	Duty to comply with direction of the Secretary	MRS, GMCPS	
s 40F	Power to cancel registration of food premises	MRS, GMCPS	Where Council is the registration authority
s 43	Duty to maintain records of registration	MRS, GMCPS	Where Council is the registration authority

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 43F(6)	Duty to be satisfied that registration requirements under Division 3 have been met prior to registering or renewing registration of a component of a food business	MRS, GMCPS	Where Council is the registration authority
s 43F(7)	Power to register the components of the food business that meet requirements in Division 3 and power to refuse to register the components that do not meet the requirements	MRS, GMCPS	Where Council is the registration authority Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 45AC	Power to bring proceedings	MRS, CP, PO	
s 46(5)	Power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged	MRS, CP, PO	Where Council is the registration authority

LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 185L(4)	Power to declare and levy a cladding rectification charge	CEO <sup>1</sup>	

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<sup>1</sup> The only member of staff who can be a delegate in Column 3 is the CEO.



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 4G	Function of receiving prescribed documents and a copy of the Victorian Planning Provisions from the Minister	PLANNING GROUP 1	
s 4H	Duty to make amendment to Victorian Planning Provisions available in accordance with public availability requirements	PLANNING GROUP 2	
s 4I(2)	Duty to make a copy of the Victorian Planning Provisions and other documents available in accordance with public availability requirements	PLANNING GROUP 2	
s 8A(2)	Power to prepare amendment to the planning scheme where the Minister has given consent under s 8A	CEO, GMCPS, MPD	
s 8A(3)	Power to apply to Minister to prepare an amendment to the planning scheme	CEO, GMCPS, MPD	
s 8A(5)	Function of receiving notice of the Minister's decision	PLANNING GROUP 1	
s 8A(7)	Power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days	CEO, GMCPS, MPD	
s 8B(2)	Power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district	CEO, GMCPS, MPD	
s 12(3)	Power to carry out studies and do things to ensure proper use of land and consult with other persons to ensure co-ordination of planning scheme with these persons	PLANNING GROUP 1	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 12B(1)	Duty to review planning scheme	PLANNING GROUP 1	
s 12B(2)	Duty to review planning scheme at direction of Minister	PLANNING GROUP 1	
s 12B(5)	Duty to report findings of review of planning scheme to Minister without delay	PLANNING GROUP 1	
s 14	Duties of a Responsible Authority as set out in s 14(a) to (d)	PLANNING GROUP 2	
s 17(1)	Duty of giving copy amendment to the planning scheme	PLANNING GROUP 2	
s 17(2)	Duty of giving copy s 173 agreement	PLANNING GROUP 1	
s 17(3)	Duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days	PLANNING GROUP 1	
s 18	Duty to make amendment etc. available in accordance with public availability requirements	PLANNING GROUP 2	Until the proposed amendment is approved or lapsed
s 19	Power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under s 19 to a planning scheme	PLANNING GROUP 1	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 19	Function of receiving notice of preparation of an amendment to a planning scheme	PLANNING GROUP 2, PLAN ADMIN	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or  Where the amendment will amend the planning scheme to designate Council as an acquiring authority
s 20(1)	Power to apply to Minister for exemption from the requirements of s 19	CEO, GMCPS, MPD.	Where Council is a planning authority
s 21(2)	Duty to make submissions available in accordance with public availability requirements	PLANNING GROUP 2	Until the end of 2 months after the amendment comes into operation or lapses
s 21A(4)	Duty to publish notice	PLANNING GROUP 2	
s 22(1)	Duty to consider all submissions received before the date specified in the notice	PLANNING GROUP 2	Except submissions which request a change to the items in s 22(5)(a) and (b)
s 22(2)	Power to consider a late submission  Duty to consider a late submission, if directed by the Minister	PLANNING GROUP 1	
s 23(1)(b)	Duty to refer submissions which request a change to the amendment to a panel	PLANNING GROUP 2	
s 23(2)	Power to refer to a panel submissions which do not require a change to the amendment	CEO, GMCPS, MPD	
s 24	Function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D)	PLANNING GROUP 2	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 26(1)	Power to make report available for inspection in accordance with the requirements set out in s 197B of the Act	PLANNING GROUP 1	
s 26(2)	Duty to keep report of panel available in accordance with public availability requirements	PLANNING GROUP 2	During the inspection period
s 27(2)	Power to apply for exemption if panel's report not received	PLANNING GROUP 1	
s 28(1)	Duty to notify the Minister if abandoning an amendment	PLANNING GROUP 1	Note: the power to make a decision to abandon an amendment cannot be delegated
s 28(2)	Duty to publish notice of the decision on Internet site	PLANNING GROUP 2	
s 28(4)	Duty to make notice of the decision available on Council's Internet site for a period of at least 2 months	PLANNING GROUP 2	
s 30(4)(a)	Duty to say if amendment has lapsed	PLANNING GROUP 1	
s 30(4)(b)	Duty to provide information in writing upon request	PLANNING GROUP 2	
s 32(2)	Duty to give more notice if required	PLANNING GROUP 2	
s 33(1)	Duty to give more notice of changes to an amendment	PLANNING GROUP 2	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 36(2)	Duty to give notice of approval of amendment	PLANNING GROUP 2	
s 38(5)	Duty to give notice of revocation of an amendment	PLANNING GROUP 2	
s 39	Function of being a party to a proceeding commenced under s 39 and duty to comply with determination by VCAT	PLANNING GROUP 2	
s 40(1)	Function of lodging copy of approved amendment	PLANNING GROUP 1	
s 41(1)	Duty to make a copy of an approved amendment available in accordance with the public availability requirements during inspection period	PLANNING GROUP 2, PLAN ADMIN	
s 41(2)	Duty to make a copy of an approved amendment and any documents lodged with it available in person in accordance with the requirements set out in s 197B of the Act after the inspection period ends	PLANNING GROUP 2, PLAN ADMIN	
s 42(2)	Duty to make copy of planning scheme available in accordance with the public availability requirements	PLANNING GROUP 2, PLAN ADMIN	
s 46AAA	Duty to prepare an amendment to a planning scheme that relates to Yarra River land that is not inconsistent with anything in a Yarra Strategic Plan which is expressed to be binding on the responsible public entity	PLANNING GROUP 1	Where Council is a responsible public entity and is a planning authority

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46AW	Function of being consulted by the Minister	CEO, GMCPS, MPD,	Where Council is a responsible public entity
s 46AX	Function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy Power to endorse the draft Statement of Planning Policy	CEO, GMCPS, MPD,	Where Council is a responsible public entity
s 46AZC(2)	Duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity	PLANNING GROUP 1	Where Council is a responsible public entity
s 46AZK	Duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area	PLANNING GROUP 2	Where Council is a responsible public entity
s 46GI(2)(b)(i)	Power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction	MIS, GMIE, CEO, GMCPS, MPD	Where Council is the planning authority, the municipal Council of the municipal district in which the land is located and/or the development agency
s 46GJ(1)	Function of receiving written directions from the Minister in relation to the preparation and content of infrastructure contributions plans	MIS, GMIE, CDC PLANNING GROUP 1	
s 46GK	Duty to comply with a Minister's direction that applies to Council as the planning authority	GMIE, MIS, CDC, PLANNING GROUP 1	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GN(1)	Duty to arrange for estimates of values of inner public purpose land	GMIE, MIS, CDC, PLANNING GROUP 1	
s 46GO(1)	Duty to give notice to owners of certain inner public purpose land	GMIE, MIS, CDC, PLANNING GROUP 1	
s 46GP	Function of receiving a notice under s 46GO	GMIE, MIS, CDC, PLANNING GROUP 1	Where Council is the collecting agency
s 46GQ	Function of receiving a submission from an affected owner who objects to the estimated value per hectare (or other appropriate unit of measurement) of the inner public purpose land	GMIE, MIS, CDC PLANNING GROUP 1	
s 46GR(1)	Duty to consider every submission that is made by the closing date for submissions included in the notice under s 46GO	GMIE, MIS, CDC, PLANNING GROUP 1	
s 46GR(2)	Power to consider a late submission Duty to consider a late submission if directed to do so by the Minister	CEO, GMIE, MIS, GMCPS, MPD	
s 46GS(1)	Power to accept or reject the estimate of the value of the inner public purpose land in a submission made under s 46GQ	MIS, GMIE, CDC, CEO, GMCPS, MPD	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GS(2)	Duty, if Council rejects the estimate of the value of the inner public purpose land in the submission, to refer the matter to the valuer-general, and notify the affected owner of the rejection and that the matter has been referred to the valuer-general	GMIE, MIS, CDC, PLANNING GROUP 1	
s 46GT(2)	Duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference	GMIE, MIS, CDC, PLANNING GROUP 1	
s 46GT(4)	Function of receiving, from the valuer-general, written confirmation of the agreement between the planning authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land	GMIE, MIS, CDC, PLANNING GROUP 1	
s 46GT(6)	Function of receiving, from the valuer-general, written notice of a determination under s 46GT(5)	GMIE, MIS, CDC, PLANNING GROUP 1	
s 46GU	Duty not to adopt an amendment under s 29 to an infrastructure contributions plan that specifies a land credit amount or a land equalisation amount that relates to a parcel of land in the ICP plan area of the plan unless the criteria in s 46GU(1)(a) and (b) are met	GMIE, MIS, CDC, PLANNING GROUP 1	
s 46GV(3)	Function of receiving the monetary component and any land equalisation amount of the infrastructure contribution  Power to specify the manner in which the payment is to be made	GMIE, MIS, CDC, PLANNING GROUP 1	Where Council is the collecting agency



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GV(3)(b)	Power to enter into an agreement with the applicant	MIS, GMIE, CDC, CEO, GMCPS, MPD	Where Council is the collecting agency
s 46GV(4)(b)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	MIS, GMIE, CDC, TLDC, PLANNING GROUP 1	Where Council is the collecting agency
s 46GV(7)	Duty to impose the requirements set out in s 46GV(3) and (4) as conditions on the permit applied for by the applicant to develop the land in the ICP plan area	MIS, GMIE, CDC, TLDC, PLANNING GROUP 1	
s 46GV(9)	Power to require the payment of a monetary component or the provision of the land component of an infrastructure contribution to be secured to Council's satisfaction	MIS, CDC, TLDC, GMIE, CEO, GMCPS, MPD	Where Council is the collecting agency
s 46GX(1)	Power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable	MIS, CDC, TLDC, GMIE, GMCPS, MPD	Where Council is the collecting agency
s 46GX(2)	Duty, before accepting the provision of works, services or facilities by an applicant under s 46GX(1), to obtain the agreement of the development agency or agencies specified in the approved infrastructure contributions plan	MIS, CDC, TLDC, GMIE, CD, PLANNING GROUP 1	Where Council is the collecting agency
s 46GY(1)	Duty to keep proper and separate accounts and records	GMIE, MIS, CDC, PLANNING GROUP 1	Where Council is the collecting agency

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GY(2)	Duty to keep the accounts and records in accordance with the <i>Local Government Act 2020</i>	GMIE, MIS, CDC, TLDC, PLANNING GROUP 1	Where Council is the collecting agency
s 46GZ(2)(a)	Duty to forward any part of the monetary component that is imposed for plan preparation costs to the planning authority that incurred those costs	GMIE, MIS, CDC, TLDC CD, TLD, PLANNING GROUP 1	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is that planning authority
s 46GZ(2)(a)	Function of receiving the monetary component	GMIE, MIS, CDC, TLD, CD, TLDC, PLANNING GROUP 1	Where the Council is the planning authority This duty does not apply where Council is also the collecting agency
s 46GZ(2)(b)	Duty to forward any part of the monetary component that is imposed for the provision of works, services or facilities to the development agency that is specified in the plan as responsible for those works, services or facilities	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 1	Where Council is the collecting agency under an approved infrastructure contributions plan This provision does not apply where Council is also the relevant development agency
s 46GZ(2)(b)	Function of receiving the monetary component	GMIE, MIS, CDC, PLANNING GROUP 1	Where Council is the development agency under an approved infrastructure contributions plan This provision does not apply where Council is also the collecting agency

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZ(4)	Duty to use any land equalisation amounts to pay land credit amounts under s 46GZ(7), except any part of those amounts that are to be forwarded to a development agency under s 46GZ(5)	GMIE, MIS, CDC, TLDC, PLANNING GROUP 1	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZ(5)	Duty to forward any part of a land equalisation amount required for the acquisition of outer public purpose land by a development agency specified in the approved infrastructure contributions plan to that development agency	GMIE, MIS, CDC, TLDC, PLANNING GROUP 1	Where Council is the collecting agency under an approved infrastructure contributions plan  This provision does not apply where Council is also the relevant development agency
s 46GZ(5)	Function of receiving any part of a land equalisation amount required for the acquisition of outer public purpose land	GMIE, MIS, CDC, TLDC, PLANNING GROUP 1	Where Council is the development agency specified in the approved infrastructure contributions plan  This provision does not apply where Council is also the collecting agency
s 46GZ(7)	Duty to pay to each person who must provide an infrastructure contribution under the approved infrastructure contributions plan any land credit amount to which the person is entitled under s 46GW	GMIE, MIS, CDC, TLDC, PLANNING GROUP 1	Where Council is the collecting agency under an approved infrastructure contributions plan

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZ(9)	Duty to transfer the estate in fee simple in the land to the development agency specified in the approved infrastructure contributions plan as responsible for the use and development of that land	GMIE, MIS, CDC, TLDC, PLANNING GROUP 1	If any inner public purpose land is vested in Council under the <i>Subdivision Act 1988</i> or acquired by Council before the time it is required to be provided to Council under s 46GV(4)  Where Council is the collecting agency under an approved infrastructure contributions plan  This duty does not apply where Council is also the development agency
s 46GZ(9)	Function of receiving the fee simple in the land	GMIE, MIS, CDC, TLDC, PLANNING GROUP 1	Where Council is the development agency under an approved infrastructure contributions plan  This duty does not apply where Council is also the collecting agency
s 46GZA(1)	Duty to keep proper and separate accounts and records	GMIE, MIS, CDC, TLDC, PLANNING GROUP 1	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZA(2)	Duty to keep the accounts and records in accordance with the <i>Local Government Act 2020</i>	GMIE, MIS, CDC, TLDC, PLANNING GROUP 1	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(3)	Duty to follow the steps set out in s 46GZB(3)(a) – (c)	GMIE, MIS, CDC, TLDC, PLANNING GROUP 1	Where Council is a development agency under an approved infrastructure contributions plan

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZB(4)	Duty, in accordance with requirements of the VPA, to report on the use of the infrastructure contribution in the development agency's annual report and provide reports on the use of the infrastructure contribution to the VPA	GMIE, MIS, CDC, PLANNING GROUP 1	If the VPA is the collecting agency under an approved infrastructure contributions plan  Where Council is a development agency under an approved infrastructure contributions plan
s 46GZD(2)	Duty, within 6 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZD(2)(a) and (b)	GMIE, MIS, CDC, PLANNING GROUP 1	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZD(3)	Duty to follow the steps set out in s 46GZD(3)(a) and (b)	GMIE, MIS, CDC, PLANNING GROUP 1	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZD(5)	Duty to make payments under s 46GZD(3) in accordance with ss 46GZD(5)(a) and 46GZD(5)(b)	GMIE, MIS, CDC, PLANNING GROUP 1	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZE(2)	Duty to forward the land equalisation amount back to the collecting agency within 6 months after the expiry date if any part of a land equalisation amount paid or forwarded to a development agency for acquiring outer public purpose land has not been expended by the development agency to acquire that land at the date on which the approved infrastructure contributions plan expires	GMIE, MIS, CDC, PLANNING GROUP 1	Where Council is the development agency under an approved infrastructure contributions plan  This duty does not apply where Council is also the collecting agency

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZE(2)	Function of receiving the unexpended land equalisation amount	GMIE, MIS, CDC, PLANNING GROUP 1	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency
s 46GZE(3)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZE(3)(a) and (b)	GMIE, MIS, CDC, PLANNING GROUP 1	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(2)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to use the public purpose land for a public purpose approved by the Minister or sell the public purpose land	GMIE, MIS, CDC, PLANNING GROUP 1	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZF(3)	Duty, if land is sold under s 46GZF(2)(b), to follow the steps in s 46GZF(3)(a) and (b)	GMIE, MIS, CDC, PLANNING GROUP 1	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZF(3)	Function of receiving proceeds of sale	GMIE, MIS, CDC, PLANNING GROUP 1	Where Council is the collection agency under an approved infrastructure contributions plan This provision does not apply where Council is also the development agency
s 46GZF(4)	Duty to divide the proceeds of the public purpose land among the current owners of each parcel of land in the ICP plan area and pay each current owner a portion of the proceeds in accordance with s 46GZF(5)	GMIE, MIS, CDC, PLANNING GROUP 1	Where Council is the collecting agency under an approved infrastructure contributions plan

<b>PLANNING AND ENVIRONMENT ACT 1987</b>			
<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>	<b>Column 4</b>
<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
s 46GZF(6)	Duty to make the payments under s 46GZF(4) in accordance with s 46GZF(6)(a) and (b)	GMIE, MIS, CDC, PLANNING GROUP 1	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZH	Power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction	GMIE, MIS, CDC, GMCPs, MPD	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZI	Duty to prepare and give a report to the Minister at the times required by the Minister	GMIE, MIS PLANNING GROUP 1	Where Council is a collecting agency or development agency
s 46GZK	Power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council	GMCS, GMIE, CFO, MIS, CDC, CEO, GMCPs, MPD, MGSP, CPS	Where Council is a collecting agency or development agency
s 46LB(3)	Duty to publish, on Council's Internet site, the payable dwelling amount for a financial year on or before 1 July of each financial year for which the amount is adjusted under s 46LB (2)	GMIE, MIS, CDC, PLANNING GROUP 1	
s 46N(1)	Duty to include condition in permit regarding payment of development infrastructure levy	GMIE, MIS, CDC, PLANNING GROUP 1	
s 46N(2)(c)	Function of determining time and manner for receipt of development contributions levy	GMIE, MIS, CDC, PLANNING GROUP 1	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46N(2)(d)	Power to enter into an agreement with the applicant regarding payment of development infrastructure levy	GMIE, MIS, CDC, TLDC, CEO, GMCPS, MPD	
s 46O(1)(a) & (2)(a)	Power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit	GMIE, MIS, CDC, TLDC, CEO, GMCPS, MPD	
s 46O(1)(d) & (2)(d)	Power to enter into agreement with the applicant regarding payment of community infrastructure levy	CEO, GMIE, MIS, CDC, TLDC, GMCPS, MPD	
s 46P(1)	Power to require payment of amount of levy under s 46N or s 46O to be satisfactorily secured	GMIE, MIS, CDC, TLCD, CEO, GMCPS, MPD	
s 46P(2)	Power to accept provision of land, works, services or facilities in part or full payment of levy payable	GMIE, MIS, CDC, TLCD, CEO, GMCPS, MPD	
s 46Q(1)	Duty to keep proper accounts of levies paid	GMIE, MIS, CDC, TLDC, PLANNING GROUP 1	
s 46Q(1A)	Duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency	GMIE, MIS, CDC, TLDC, PLANNING GROUP 1	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46Q(2)	Duty to apply levy only for a purpose relating to the provision of plan preparation costs or the works, services and facilities in respect of which the levy was paid etc	GMIE, MIS, CDC, TLDC, PLANNING GROUP 1	
s 46Q(3)	Power to refund any amount of levy paid if it is satisfied the development is not to proceed	GMIE, MIS, CDC, TLDC, CFO, CEO, GMCPs, MPD	Only applies when levy is paid to Council as a 'development agency'
s 46Q(4)(c)	Duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal council as a development agency for plan preparation costs incurred by the Council or for the provision by the Council of works, services or facilities in an area under s 46Q(4)(a)	GMIE, MIS, CDC, TLDC, PLANNING GROUP 1	Must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister
s 46Q(4)(d)	Duty to submit to the Minister an amendment to the approved development contributions plan	GMIE, MIS, CDC, PLANNING GROUP 1	Must be done in accordance with Part 3
s 46Q(4)(e)	Duty to expend that amount on other works etc.	GMIE, MIS, CDC, PLANNING GROUP 1	With the consent of, and in the manner approved by, the Minister
s 46QC	Power to recover any amount of levy payable under Part 3B	CFO, CEO, GMIE, MIS, GMCPs, MPD	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46QD	Duty to prepare report and give a report to the Minister	GMIE, MIS, CDC, PLANNING GROUP 1	Where Council is a collecting agency or development agency
s 46V(3)	Duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available in accordance with the public availability requirements, during the inspection period	PLANNING GROUP 1, PLAN ADMIN	
s 46V(4)	Duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available in accordance with s 197B of the Act and on payment of the prescribe fee, after the inspection period	PLANNING GROUP 1	
s 46V(5)	Duty to keep a copy of the approved strategy plan incorporating all amendments to it	PLANNING GROUP 1, PLAN ADMIN	
s 46V(6)	Duty to make a copy of the approved strategy plan incorporating all amendments to it available in accordance with the public available requirements	PLANNING GROUP 1, PLAN ADMIN	
s 46Y	Duty to carry out works in conformity with the approved strategy plan	PLANNING GROUP 1	
s 47	Power to decide that an application for a planning permit does not comply with that Act	PLANNING GROUP 2	
s 49(1)	Duty to keep a register of all applications for permits and determinations relating to permits	PLANNING GROUP 2	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 49(2)	Duty to make register available for inspection in accordance with the public availability requirements	PLANNING GROUP 2, PLAN ADMIN	
s 50(4)	Duty to amend application	PLANNING GROUP 2	
s 50(5)	Power to refuse to amend application	PLANNING GROUP 2	
s 50(6)	Duty to make note of amendment to application in register	PLANNING GROUP 2, PLAN ADMIN	
s 50A(1)	Power to make amendment to application	PLANNING GROUP 2	
s 50A(3)	Power to require applicant to notify owner and make a declaration that notice has been given	PLANNING GROUP 2	
s 50A(4)	Duty to note amendment to application in register	PLANNING GROUP 2, PLAN ADMIN	
s 51	Duty to make copy of application available for inspection in accordance with the public availability requirements	PLANNING GROUP 2, PLAN ADMIN	
s 52(1)(a)	Duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any person	PLANNING GROUP 2	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 52(1)(b)	Duty to give notice of the application to other municipal council where appropriate	PLANNING GROUP 2	
s 52(1)(c)	Duty to give notice of the application to all persons required by the planning scheme	PLANNING GROUP 2	
s 52(1)(ca)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if may result in breach of covenant	PLANNING GROUP 2	
s 52(1)(cb)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant	PLANNING GROUP 2	
s 52(1)(d)	Duty to give notice of the application to other persons who may be detrimentally effected	PLANNING GROUP 2	
s 52(1AA)	Duty to give notice of an application to remove or vary a registered restrictive covenant	PLANNING GROUP 2	
s 52(3)	Power to give any further notice of an application where appropriate	PLANNING GROUP 2	
s 53(1)	Power to require the applicant to give notice under s 52(1) to persons specified by it	PLANNING GROUP 2	
s 53(1A)	Power to require the applicant to give the notice under s 52(1AA)	PLANNING GROUP 2	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 54(1)	Power to require the applicant to provide more information	PLANNING GROUP 2	
s 54(1A)	Duty to give notice in writing of information required under s 54(1)	PLANNING GROUP 2	
s 54(1B)	Duty to specify the lapse date for an application	PLANNING GROUP 2	
s 54A(3)	Power to decide to extend time or refuse to extend time to give required information	PLANNING GROUP 2	
s 54A(4)	Duty to give written notice of decision to extend or refuse to extend time under s 54A(3)	PLANNING GROUP 2	
s 55(1)	Duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme	PLANNING GROUP 2	
s 57(2A)	Power to reject objections considered made primarily for commercial advantage for the objector	PLANNING GROUP 2	
s 57(3)	Function of receiving name and address of persons to whom notice of decision is to go	PLANNING GROUP 2, PLAN ADMIN	
s 57(5)	Duty to make a copy of all objections available in accordance with the public availability requirements	PLANNING GROUP 2, PLAN ADMIN	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 57A(4)	Duty to amend application in accordance with applicant's request, subject to s 57A(5)	PLANNING GROUP 2	
s 57A(5)	Power to refuse to amend application	PLANNING GROUP 2	
s 57A(6)	Duty to note amendments to application in register	PLANNING GROUP 2, PLAN ADMIN	
s 57B(1)	Duty to determine whether and to whom notice should be given	PLANNING GROUP 2	
s 57B(2)	Duty to consider certain matters in determining whether notice should be given	PLANNING GROUP 2	
s 57C(1)	Duty to give copy of amended application to referral authority	PLANNING GROUP 2	
s 58	Duty to consider every application for a permit	PLANNING GROUP 2	
s 58A	Power to request advice from the Planning Application Committee	PLANNING GROUP 2	
s 60	Duty to consider certain matters	PLANNING GROUP 2	
s 60(1A)	Duty to consider certain matters	PLANNING GROUP 2	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 60(1B)	Duty to consider number of objectors in considering whether use or development may have significant social effect	PLANNING GROUP 2	
s 61(1)	Power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	PLANNING GROUP 2	The permit must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act 2006</i> Subject to Guidelines
s 61(2)	Duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit	PLANNING GROUP 2	
s 61(2A)	Power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit	PLANNING GROUP 2	
s 61(3)(a)	Duty not to decide to grant a permit to use coastal Crown land without Minister's consent	PLANNING GROUP 2	
s 61(3)(b)	Duty to refuse to grant the permit without the Minister's consent	PLANNING GROUP 2	
s 61(4)	Duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant	PLANNING GROUP 2	
s 62(1)	Duty to include certain conditions in deciding to grant a permit	PLANNING GROUP 2	
s 62(2)	Power to include other conditions	PLANNING GROUP 2	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 62(4)	Duty to ensure conditions are consistent with paragraphs (a),(b) and (c)	PLANNING GROUP 2	
s 62(5)(a)	Power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan	GMIE, MIS, PLANNING GROUP 2	
s 62(5)(b)	Power to include a permit condition that specified works be provided on or to the land or paid for in accordance with s 173 agreement	GMIE, MIS, PLANNING GROUP 2	
s 62(5)(c)	Power to include a permit condition that specified works be provided or paid for by the applicant	GMIE, MIS, CDC PLANNING GROUP 2	
s 62(6)(a)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with ss 46N(1), 46GV(7) or 62(5)	GMIE, MIS, CDC PLANNING GROUP 2	
s 62(6)(b)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in s 62(1)(a)	GMIE, MIS, CDC PLANNING GROUP 2	
s 63	Duty to issue the permit where made a decision in favour of the application (if no one has objected)	PLANNING GROUP 2	
s 64(1)	Duty to give notice of decision to grant a permit to applicant and objectors	PLANNING GROUP 2	This provision applies also to a decision to grant an amendment to a permit – see s 75



<b>PLANNING AND ENVIRONMENT ACT 1987</b>			
<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>	<b>Column 4</b>
<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
s 64(3)	Duty not to issue a permit until after the specified period	PLANNING GROUP 2	This provision applies also to a decision to grant an amendment to a permit – see s 75
s 64(5)	Duty to give each objector a copy of an exempt decision	PLANNING GROUP 2	This provision applies also to a decision to grant an amendment to a permit – see s 75
s 64A	Duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit	PLANNING GROUP 2	This provision applies also to a decision to grant an amendment to a permit – see s 75A
s 65(1)	Duty to give notice of refusal to grant permit to applicant and person who objected under s 57	PLANNING GROUP 2	
s 66(1)	Duty to give notice under s 64 or s 65 and copy permit to relevant determining referral authorities	PLANNING GROUP 2	
s 66(2)	Duty to give a recommending referral authority notice of its decision to grant a permit	PLANNING GROUP 2	If the recommending referral authority objected to the grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority
s 66(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	PLANNING GROUP 2	If the recommending referral authority objected to the grant of the permit or the recommending referral authority recommended that a permit condition be included on the permit

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 66(6)	Duty to give a recommending referral authority a copy of any permit which Council decides to grant and a copy of any notice given under s 64 or 65	PLANNING GROUP 2	If the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not recommend a condition be included on the permit
s 69(1)	Function of receiving application for extension of time of permit	PLANNING GROUP 2, PLAN ADMIN	
s 69(1A)	Function of receiving application for extension of time to complete development	PLANNING GROUP 2, PLAN ADMIN	
s 69(2)	Power to extend time	PLANNING GROUP 2	
s 70	Duty to make copy permit available in accordance with public availability requirements	PLANNING GROUP 2, PLAN ADMIN	
s 71(1)	Power to correct certain mistakes	PLANNING GROUP 2	
s 71(2)	Duty to note corrections in register	PLANNING GROUP 2	
s 73	Power to decide to grant amendment subject to conditions	PLANNING GROUP 2	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 74	Duty to issue amended permit to applicant if no objectors	PLANNING GROUP 2	
s 76	Duty to give applicant and objectors notice of decision to refuse to grant amendment to permit	PLANNING GROUP 2	
s 76A(1)	Duty to give relevant determining referral authorities copy of amended permit and copy of notice	PLANNING GROUP 2	
s 76A(2)	Duty to give a recommending referral authority notice of its decision to grant an amendment to a permit	PLANNING GROUP 2	If the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority
s 76A(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	PLANNING GROUP 2	If the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that a permit condition be included on the amended permit
s 76A(6)	Duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and a copy of any notice given under s 64 or 76	PLANNING GROUP 2	If the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit
s 76D	Duty to comply with direction of Minister to issue amended permit	PLANNING GROUP 2	
s 83	Function of being respondent to an appeal	PLANNING GROUP 2	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 83B	Duty to give or publish notice of application for review	PLANNING GROUP 2	
s 84(1)	Power to decide on an application at any time after an appeal is lodged against failure to grant a permit	PLANNING GROUP 1	
s 84(2)	Duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit	PLANNING GROUP 2	
s 84(3)	Duty to tell principal registrar if decide to grant a permit after an application is made for review of its failure to grant a permit	PLANNING GROUP 2	
s 84(6)	Duty to issue permit on receipt of advice within 3 business days	PLANNING GROUP 2	
s 84AB	Power to agree to confining a review by the Tribunal	PLANNING GROUP 1	
s 86	Duty to issue a permit at order of Tribunal within 3 business days	PLANNING GROUP 2	
s 87(3)	Power to apply to VCAT for the cancellation or amendment of a permit	CEO, GMCPS, MPD	
s 90(1)	Function of being heard at hearing of request for cancellation or amendment of a permit	PLANNING GROUP 2	
s 91(2)	Duty to comply with the directions of VCAT	PLANNING GROUP 2	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 91(2A)	Duty to issue amended permit to owner if Tribunal so directs	PLANNING GROUP 2	
s 92	Duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under s 90	PLANNING GROUP 2	
s 93(2)	Duty to give notice of VCAT order to stop development	PLANNING GROUP 2	
s 95(3)	Function of referring certain applications to the Minister	PLANNING GROUP 2	
s 95(4)	Duty to comply with an order or direction	PLANNING GROUP 2	
s 96(1)	Duty to obtain a permit from the Minister to use and develop its land	PLANNING GROUP 1	
s 96(2)	Function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land	PLANNING GROUP 1	
s 96A(2)	Power to agree to consider an application for permit concurrently with preparation of proposed amendment	PLANNING GROUP 1	
s 96C	Power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C	PLANNING GROUP 1	
s 96F	Duty to consider the panel's report under s 96E	PLANNING GROUP 2	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 96G(1)	Power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under s 23 of the <i>Planning and Environment (Planning Schemes) Act 1996</i> )	PLANNING GROUP 1	
s 96H(3)	Power to give notice in compliance with Minister's direction	PLANNING GROUP 2	
s 96J	Duty to issue permit as directed by the Minister	PLANNING GROUP 2	
s 96K	Duty to comply with direction of the Minister to give notice of refusal	PLANNING GROUP 2	
s 96Z	Duty to keep levy certificates given to it under ss 47 or 96A for no less than 5 years from receipt of the certificate	PLANNING GROUP 2	
s 97C	Power to request Minister to decide the application	PLANNING GROUP 1	
s 97D(1)	Duty to comply with directions of Minister to supply any document or assistance relating to application	PLANNING GROUP 2	
s 97G(3)	Function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister	PLANNING GROUP 2, PLAN ADMIN	
s 97G(6)	Duty to make a copy of permits issued under s 97F available in accordance with public availability requirements	PLANNING GROUP 2	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 97L	Duty to include Ministerial decisions in a register kept under s 49	PLANNING GROUP 2	
s 97MH	Duty to provide information or assistance to the Planning Application Committee	PLANNING GROUP 2	
s 97MI	Duty to contribute to the costs of the Planning Application Committee or subcommittee	PLANNING GROUP 2	
s 97O	Duty to consider application and issue or refuse to issue certificate of compliance	PLANNING GROUP 2	
s 97P(3)	Duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate	PLANNING GROUP 2	
s 97Q(2)	Function of being heard by VCAT at hearing of request for amendment or cancellation of certificate	PLANNING GROUP 2	
s 97Q(4)	Duty to comply with directions of VCAT	PLANNING GROUP 2	
s 97R	Duty to keep register of all applications for certificate of compliance and related decisions	PLANNING GROUP 2, PLAN ADMIN	
s 98(1)&(2)	Function of receiving claim for compensation in certain circumstances	PLANNING GROUP 1	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 98(4)	Duty to inform any person of the name of the person from whom compensation can be claimed	PLANNING GROUP 1	
s 101	Function of receiving claim for expenses in conjunction with claim	PLANNING GROUP 1	
s 103	Power to reject a claim for compensation in certain circumstances	CEO, GMCPS, MPD	
s 107(1)	Function of receiving claim for compensation	PLANNING GROUP 1	
s 107(3)	Power to agree to extend time for making claim	CEO, GMCPS, MPD	
s 113(2)	Power to request a declaration for land to be proposed to be reserved for public purposes	CEO, GMCPS, MPD, CCS	
s 114(1)	Power to apply to the VCAT for an enforcement order	PLANNING GROUP 1, CCS	
s 117(1)(a)	Function of making a submission to the VCAT where objections are received	PLANNING GROUP 2	
s 120(1)	Power to apply for an interim enforcement order where s 114 application has been made	CEO, GMCPS, MPD, CCS	
s 123(1)	Power to carry out work required by enforcement order and recover costs	CEO, GMCPS, MPD, CCS	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 123(2)	Power to sell buildings, materials, etc salvaged in carrying out work under s 123(1)	CEO, GMCPS, MPD, CCS	Except Crown Land
s 129	Function of recovering penalties	PLANNING GROUP 1	
s 130(5)	Power to allow person served with an infringement notice further time	IOO, CP, MRS, PLANNING GROUP 1	
s 149A(1)	Power to refer a matter to the VCAT for determination	PLANNING GROUP 1, CCS	
s 149A(1A)	Power to apply to VCAT for the determination of a matter relating to the interpretation of a s 173 agreement	PLANNING GROUP 1, CCS	
s 149B	Power to apply to the Tribunal for a declaration.	PLANNING GROUP 1, CCS	
s 156	Duty to pay fees and allowances (including a payment to the Crown under s 156(2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under s 156(2B) power to ask for contribution under s 156(3) and power to abandon amendment or part of it under s 156(4)	PLANNING GROUP 2	Where Council is the relevant planning authority
s 171(2)(f)	Power to carry out studies and commission reports	PLANNING GROUP 1, MIS, GMIE	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 171(2)(g)	Power to grant and reserve easements	GMCS, GMIE, MIS, CD, TLD, CEO, GMCPS, MPD, MGSP	
s 172C	Power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan	GMCS, GMIE, MIS, CDC, CEO, GMCPS, MPD, MGSP	Where Council is a development agency specified in an approved infrastructure contributions plan
s 172D(1)	Power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s 46GV(4)	GMCS, GMIE, MIS, CDC, CEO, GMCPS, MPD, MSGP	Where Council is a collecting agency specified in an approved infrastructure contributions plan
s 172D(2)	Power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s 46GV(4)	GMIE, MIS, CDC, CEO, GMCPS, MPD	Where Council is the development agency specified in an approved infrastructure contributions plan
s 173(1)	Power to enter into agreement covering matters set out in s 174	GMIE, MIS, CDC, CD, TLD, CDC, TLDC, PLANNING GROUP 1	
s 173(1A)	Power to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing	PLANNING GROUP 1	Where Council is the relevant responsible authority

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
---	Power to decide whether something is to the satisfaction of Council, where an agreement made under s 173 of the <i>Planning and Environment Act 1987</i> requires something to be to the satisfaction of Council or Responsible Authority	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 1	
---	Power to give consent on behalf of Council, where an agreement made under s 173 of the <i>Planning and Environment Act 1987</i> requires that something may not be done without the consent of Council or Responsible Authority	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 1	
s 177(2)	Power to end a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 1	
s 178	Power to amend a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 1	
s 178A(1)	Function of receiving application to amend or end an agreement	PLANNING GROUP 2	
s 178A(3)	Function of notifying the owner as to whether it agrees in principle to the proposal under s 178A(1)	PLANNING GROUP 1	
s 178A(4)	Function of notifying the applicant and the owner as to whether it agrees in principle to the proposal	PLANNING GROUP 2	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 178A(5)	Power to propose to amend or end an agreement	PLANNING GROUP 1, GMIE, MIS, CDC, CD, TLDC, TLD	
s 178B(1)	Duty to consider certain matters when considering proposal to amend an agreement	PLANNING GROUP 2	
s 178B(2)	Duty to consider certain matters when considering proposal to end an agreement	PLANNING GROUP 2	
s 178C(2)	Duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end	PLANNING GROUP 2	
s 178C(4)	Function of determining how to give notice under s 178C(2)	PLANNING GROUP 1	
s 178E(1)	Duty not to make decision until after 14 days after notice has been given	PLANNING GROUP 2	
s 178E(2)(a)	Power to amend or end the agreement in accordance with the proposal	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 1	If no objections are made under s 178D Must consider matters in s 178B
s 178E(2)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 1	If no objections are made under s 178D Must consider matters in s 178B

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 178E(2)(c)	Power to refuse to amend or end the agreement	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 1	If no objections are made under s 178D Must consider matters in s 178B
s 178E(3)(a)	Power to amend or end the agreement in accordance with the proposal	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 1	After considering objections, submissions and matters in s 178B
s 178E(3)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 1	After considering objections, submissions and matters in s 178B
s 178E(3)(c)	Power to amend or end the agreement in a manner that is substantively different from the proposal	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 1	After considering objections, submissions and matters in s 178B
s 178E(3)(d)	Power to refuse to amend or end the agreement	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 1	After considering objections, submissions and matters in s 178B
s 178F(1)	Duty to give notice of its decision under s 178E(3)(a) or (b)	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 2	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 178F(2)	Duty to give notice of its decision under s 178E(2)(c) or (3)(d)	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 2	
s 178F(4)	Duty not to proceed to amend or end an agreement under s 178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn	PLANNING GROUP 1	
s 178G	Duty to sign amended agreement and give copy to each other party to the agreement	PLANNING GROUP 1, GMIE, MIS, CDC, CD, TLDC, TLD	
s 178H	Power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 1	
s 178I(3)	Duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land	PLANNING GROUP 2	
s 179(2)	Duty to make a copy of each agreement available in accordance with the public availability requirements	PLANNING GROUP 2, PLAN ADMIN	
s 181	Duty to apply to the Registrar of Titles to record the agreement	PLANNING GROUP 2	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 181(1A)(a)	Power to apply to the Registrar of Titles to record the agreement	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 1	
s 181(1A)(b)	Duty to apply to the Registrar of Titles, without delay, to record the agreement	PLANNING GROUP 1	
s 182	Power to enforce an agreement	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 1, CCS	
s 183	Duty to tell Registrar of Titles of ending/amendment of agreement	PLANNING GROUP 2	
s 184F(1)	Power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision	PLANNING GROUP 1	
s 184F(2)	Duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement	PLANNING GROUP 2	
s 184F(3)	Duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for the review of its failure to end or amend the agreement	PLANNING GROUP 2	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 184F(5)	Function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision	PLANNING GROUP 2, PLAN ADMIN	
s 184G(2)	Duty to comply with a direction of the Tribunal	PLANNING GROUP 2	
s 184G(3)	Duty to give notice as directed by the Tribunal	PLANNING GROUP 2, PLAN ADMIN	
s 185B(1)	Duty to comply with a request from the Minister to provide the name, address, email address or telephone number of any person to whom the Minister is required to give notice	PLANNING GROUP 2, PLAN ADMIN	
s 198(1)	Function to receive application for planning certificate	PLANNING GROUP 2, PLAN ADMIN	
s 199(1)	Duty to give planning certificate to applicant	PLANNING GROUP 2, PLAN ADMIN	
s 201(1)	Function of receiving application for declaration of underlying zoning	PLANNING GROUP 2, PLAN ADMIN	
s 201(3)	Duty to make declaration	PLANNING GROUP 1	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
-	Power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 2	
	Power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 2	
	Power to approve any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or condition in a permit	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 2	
-	Power to give written authorisation in accordance with a provision of a planning scheme	GMIE, MIS, CDC, CD, TLDC, TLD, PLANNING GROUP 2	
s 201UAB(1)	Function of providing the Victoria Planning Authority with information relating to any land within municipal district	PLANNING GROUP 2, PLAN ADMIN	
s 201UAB(2)	Duty to provide the Victoria Planning Authority with information requested under s 201UAB(1) as soon as possible	PLANNING GROUP 2, PLAN ADMIN	

RESIDENTIAL TENANCIES ACT 1997			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 518F	Power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements	MRS, CCS, CP, CEM	
s 522(1)	Power to give a compliance notice to a person	MRS, CCS, CP, CEM	
s 525(2)	Power to authorise an officer to exercise powers in s 526 (either generally or in a particular case)	MRS, GMCPS	
s 525(4)	Duty to issue identity card to authorised officers	MRS, GMCPS	
s 526(5)	Duty to keep record of entry by authorised officer under s 526	MRS, GMCPS	
s 526A(3)	Function of receiving report of inspection	MRS, GMCPS	
s 527	Power to authorise a person to institute proceedings (either generally or in a particular case)	CP, MRS, GMCPS	

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 11(1)	Power to declare a road by publishing a notice in the Government Gazette	GMCS, GMIE, MGSP	Obtain consent in circumstances specified in s 11(2)
s 11(8)	Power to name a road or change the name of a road by publishing notice in Government Gazette	GMCS, MGSP, CPS	
s 11(9)(b)	Duty to advise Registrar	GMCS, MGSP, CPS, PO	
s 11(10)	Duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc.	GMCS, MGSP, CPS, PO	Subject to s 11(10A)
s 11(10A)	Duty to inform Secretary to Department of Environment, Land, Water and Planning or nominated person	GMCS, MGSP, CPS, PO	Where Council is the coordinating road authority
s 12(10)	Duty to notify of decision made	GMCS, MGSP, CPS, PO	Duty of coordinating road authority where it is the discontinuing body Does not apply where an exemption is specified by the regulations or given by the Minister
s 13(1)	Power to fix a boundary of a road by publishing notice in Government Gazette	GMCS, GMIE, MGSP	Power of coordinating road authority and obtain consent under s 13(3) and s 13(4) as appropriate
s 14(7)	Power to appeal against decision of the Head, Transport for Victoria	GMIE, MO, MCID, CCI, TLTT	

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 15(1)	Power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport	GMCS, GMIE, MO, MCID, CCI, TLTT, MGSP GMCS, GMIE, MO, MCID, CCI, TLTT, MGSP	
s 15(1A)	Power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority	GMCS, GMIE, MO, MGSP	
s 15(2)	Duty to include details of arrangement in public roads register	GMCS, GMIE, MO, MGSP	
s 16(7)	Power to enter into an arrangement under s 15	GMCS, GMIE, MO, MCID, CCI, TLTT, MGSP	
s 16(8)	Duty to enter details of determination in public roads register	GMCS, GMIE, MO, MCID, CCI, TLTT, MGSP	
s 17(2)	Duty to register public road in public roads register	GMCS, GMIE, MO, MCID, CCI, TLTT, MGSP	Where Council is the coordinating road authority
s 17(3)	Power to decide that a road is reasonably required for general public use	GMCS, GMIE, MO, MCID, CCI, TLTT, MGSP	Where Council is the coordinating road authority

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 17(3)	Duty to register a road reasonably required for general public use in public roads register	GMCS, GMIE, MO, MCID, CCI, TLTT, MGSP	Where Council is the coordinating road authority
s 17(4)	Power to decide that a road is no longer reasonably required for general public use	GMCS, GMIE, MO, MCID, CCI, TLTT, MGSP	Where Council is the coordinating road authority
s 17(4)	Duty to remove road no longer reasonably required for general public use from public roads register	GMCS, GMIE, MO, MCID, CCI, TLTT, MGSP	Where Council is the coordinating road authority
s 18(1)	Power to designate ancillary area	GMCS, GMIE, MO, MCID, CCI, TLTT, MGSP	Where Council is the coordinating road authority, and obtain consent in circumstances specified in s 18(2)
s 18(3)	Duty to record designation in public roads register	GMCS, GMIE, MO, MCID, CCI, TLTT, MGSP	Where Council is the coordinating road authority
s 19(1)	Duty to keep register of public roads in respect of which it is the coordinating road authority	GMCS, GMIE, MO, MCID, CCI, TLTT, MGSP	
s 19(4)	Duty to specify details of discontinuance in public roads register	GMCS, GMIE, MO, MCID, CCI, TLTT, MGSP	

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 19(5)	Duty to ensure public roads register is available for public inspection	GMCS, GMIE, MO, MCID, CCI, TLTT, MGSP, MIS	
s 40(1)	Duty to inspect, maintain and repair a public road	GMIE, MO, CCM, TLMC	
s 40(5)	Power to inspect, maintain and repair a road which is not a public road	GMIE, MO, CCM, TLMC, MIS	
s 41(1)	Power to determine the standard of construction, inspection, maintenance and repair	GMIE, MO, CCM, MIS	
s 42(1)	Power to declare a public road as a controlled access road	GMIE, MO, MCID, CCI, TLTT	Power of coordinating road authority and sch 2 also applies
s 42(2)	Power to amend or revoke declaration by notice published in Government Gazette	GMIE, MO, MCID, CCI, TLTT	Power of coordinating road authority and sch 2 also applies
s 42A(3)	Duty to consult with Head, Transport for Victoria and Minister for Local Government before road is specified	GMIE, MO, MCID, CCI, TLTT	Where Council is the coordinating road authority If road is a municipal road or part thereof
s 42A(4)	Power to approve Minister's decision to specify a road as a specified freight road	GMIE, MO, MCID, CCI, TLTT	Where Council is the coordinating road authority If road is a municipal road or part thereof and where road is to be specified a freight road

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 49	Power to develop and publish a road management plan	GMIE, MO, MIS	
s 51	Power to determine standards by incorporating the standards in a road management plan	GMIE, MO, MIS	
s 53(2)	Power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	GMIE, MO, MIS	
s 54(2)	Duty to give notice of proposal to make a road management plan	GMIE, MO, MIS	
s 54(5)	Duty to conduct a review of road management plan at prescribed intervals	GMIE, MO, MIS	
s 54(6)	Power to amend road management plan	GMIE, MO, MIS	
s 54(7)	Duty to incorporate the amendments into the road management plan	GMIE, MO, MIS	
s 55(1)	Duty to cause notice of road management plan to be published in Government Gazette and newspaper	GMIE, MO, MIS	
s 63(1)	Power to consent to conduct of works on road	GMIE, MO, MCID, CCI, CCM, TLMC	Where Council is the coordinating road authority

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 63(2)(e)	Power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	GMIE, MO, MCID, CCI, CCM, TLM, PMMP, MIS, CD, TLD,	Where Council is the infrastructure manager
s 66(1)	Power to consent to structure etc	GMIE, MIS, MO, MCID, CCI, TLTT, CD, TLD, PMMP	Where Council is the coordinating road authority
s 67(3)	Power to request information	GMIE, MIS, MO, MCID, CCI, TLTT, CD, TLD, PMMP	Where Council is the coordinating road authority
s 68(2)	Power to request information	GMIE, MIS, MO, MCID, CCI, TLTT, CD, TLD,	Where Council is the coordinating road authority
s 71(3)	Power to appoint an authorised officer	CEO, GMCS, MGSP	
s 72	Duty to issue an identity card to each authorised officer	CEO, GMCS, MGSP	
s 85	Function of receiving report from authorised officer	CEO, GMCS, MGSP	
s 86	Duty to keep register re s 85 matters	CEO, GMCS, MGSP	



ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 87(1)	Function of receiving complaints	CEO, GMCS, MGSP	
s 87(2)	Duty to investigate complaint and provide report	CEO, GMCS, MGSP	
s 96	Power to authorise a person for the purpose of instituting legal proceedings	CEO, GMCS, MGSP	
s 112(2)	Power to recover damages in court	GMCS, GMIE, MIS, MO, MCID, MGSP	
s 116	Power to cause or carry out inspection	GMIE, MIS, MO, MCID, CCI, TLTT, CAM, CD,	
s 119(2)	Function of consulting with the Head, Transport for Victoria	GMIE	
s 120(1)	Power to exercise road management functions on an arterial road (with the consent of the Head, Transport for Victoria)	GMIE, MIS, MO, MCID	
s 120(2)	Duty to seek consent of the Head, Transport for Victoria to exercise road management functions before exercising power in s 120(1)	MO, CCM, COSP, CTC	
s 121(1)	Power to enter into an agreement in respect of works	GMIE, MIS, MO, MCID, CCI, TLTT, CD, TLDC	

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 122(1)	Power to charge and recover fees	GMIE, MIS, MO, MCID, CCI, TLTT, CD	
s 123(1)	Power to charge for any service	GMIE, MIS, MO, MCID, CCI, TLTT, CD	
sch 2 cl 2(1)	Power to make a decision in respect of controlled access roads	GMIE, MIS, MO, MCID, CCI, TLTT	
sch 2 cl 3(1)	Duty to make policy about controlled access roads	GMIE, MIS, MO, MCID, CCI, TLTT	
sch 2 cl 3(2)	Power to amend, revoke or substitute policy about controlled access roads	GMIE, MIS, MO, MCID, CCI, TLTT	
sch 2 cl 4	Function of receiving details of proposal from the Head, Transport for Victoria	GMIE	
sch 2 cl 5	Duty to publish notice of declaration	GMIE, MIS, MO, MCID, CCI, TLTT	

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 7 cl 9(1)	Duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works	MO, CCM, COSP, CTC	Where Council is the infrastructure manager or works manager responsible for non-road infrastructure
sch 7 cl 10(2)	Where Sch 7 cl 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected	MO, CCM, COSP, CTC	Where Council is the infrastructure manager or works manager
sch 7 cl 12(2)	Power to direct infrastructure manager or works manager to conduct reinstatement works	GMIE, MO, MIS, CD, TLD,	Where Council is the coordinating road authority
sch 7 cl 12(3)	Power to take measures to ensure reinstatement works are completed	GMIE, MO, MIS, CD, TLD	Where Council is the coordinating road authority
sch 7 cl 12(4)	Duty to ensure that works are conducted by an appropriately qualified person	GMIE, MO, MIS, CD, TLD	Where Council is the coordinating road authority
sch 7 cl 12(5)	Power to recover costs	GMIE, MIS, MCID,	Where Council is the coordinating road authority
sch 7 cl 13(1)	Duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to sch 7 cl 13(2)	GMIE, MO, MIS, CD, TLD	Where Council is the works manager
sch 7 cl 13(2)	Power to vary notice period	GMIE	Where Council is the coordinating road authority

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 7 cl 13(3)	Duty to ensure works manager has complied with obligation to give notice under sch 7 cl 13(1)	GMIE, MO, MIS, CD, TLD	Where Council is the infrastructure manager
sch 7 cl 16(1)	Power to consent to proposed works	GMIE, MO, MCID, MIS, CD, TLD	Where Council is the coordinating road authority
sch 7 cl 16(4)	Duty to consult	GMIE, MO, MCID, MIS, CD, TLD	Where Council is the coordinating road authority, responsible authority or infrastructure manager
sch 7 cl 16(5)	Power to consent to proposed works	GMIE, MO, MCID, MIS, CD, TLD	Where Council is the coordinating road authority
sch 7 cl 16(6)	Power to set reasonable conditions on consent	GMIE, MIS, CD, TLD	Where Council is the coordinating road authority
sch 7 cl 16(8)	Power to include consents and conditions	GMIE, MIS, CD, TLD	Where Council is the coordinating road authority
sch 7 cl 17(2)	Power to refuse to give consent and duty to give reasons for refusal	GMIE, MIS, CD, TLD	Where Council is the coordinating road authority
sch 7 cl 18(1)	Power to enter into an agreement	GMIE, MO, MCID, MIS	Where Council is the coordinating road authority
sch 7 cl 19(1)	Power to give notice requiring rectification of works	GMIE, MO, MIS, MCID, CD, TLD	Where Council is the coordinating road authority

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 7 cl 19(2) & (3)	Power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	GMIE, MO, MIS, MCID, CD, TLD	Where Council is the coordinating road authority
sch 7 cl 20(1)	Power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	GMIE, MO, MCID, CD, TLD,	Where Council is the coordinating road authority
sch 7A cl 2	Power to cause street lights to be installed on roads	GMIE, MIS, CD, TLD	Power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road
sch 7A cl 3(1)(d)	Duty to pay installation and operation costs of street lighting - where road is not an arterial road	GMIE, MIS, CD, TLD	Where Council is the responsible road authority
sch 7A cl 3(1)(e)	Duty to pay installation and operation costs of street lighting – where road is a service road on an arterial road and adjacent areas	GMIE, MIS, CD, TLD	Where Council is the responsible road authority
sch 7A cl (3)(1)(f)	Duty to pay installation and percentage of operation costs of street lighting – for arterial roads in accordance with cls 3(2) and 4	GMIE, MIS, CD, TLD	Duty of Council as responsible road authority that installed the light (re: installation costs) and where Council is relevant municipal council (re: operating costs)

PLANNING AND ENVIRONMENT REGULATIONS 2015			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
r 6	Function of receiving notice, under s 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme	PLANNING GROUP 2	Where Council is not the planning authority and the amendment affects land within its municipal district; or  Where the amendment will amend the planning scheme to designate Council as an acquiring authority.
r 21	Power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under s 54 of the Act	PLANNING GROUP 2	
r 25(a)	Duty to make copy of matter considered under s 60(1A)(g) in accordance with the public availability requirements	PLANNING GROUP 2, PLAN ADMIN	Where Council is the responsible authority
r 25(b)	Function of receiving a copy of any document considered under s 60(1A)(g) by the responsible authority and duty to make the document available in accordance with the public availability requirements	PLANNING GROUP 2, PLAN ADMIN	Where Council is not the responsible authority but the relevant land is within Council's municipal district
r 42	Function of receiving notice under s 96C(1)(c) of the Act from a planning authority of its preparation of a combined application for an amendment to a planning scheme and notice of a permit application	PLANNING GROUP 2, PLAN ADMIN	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or  Where the amendment will amend the planning scheme to designate Council as an acquiring authority.

PLANNING AND ENVIRONMENT (FEES) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
r 19	Power to waive or rebate a fee relating to an amendment of a planning scheme	PLANNING GROUP 1	
r 20	Power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	PLANNING GROUP 1	
r 21	Duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r19 or 20	PLANNING GROUP 1	

RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2024			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 7	Power to enter into a written agreement with a caravan park owner	MRS, GMCPS	
r 10	Function of receiving application for registration	MRS, GMCPS	
r 11	Function of receiving application for renewal of registration	MRS, GMCPS	
r 12(1)	Duty to grant the registration if satisfied that the caravan park complies with these regulations	MRS, GMCPS	
r 12(1)	Power to refuse to grant the registration if not satisfied that the caravan park complies with these regulations	MRS, GMCPS	
r 12(2)	Duty to renew the registration if satisfied that the caravan park complies with these regulations	MRS, GMCPS	
r 12(2)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	MRS, GMCPS	
r 12(3)	Duty to have regard to matters in determining an application for registration or an application for renewal of registration	MRS, GMCPS	
r 12(4) & (5)	Duty to issue certificate of registration	MRS, GMCPS	
r 14(1)	Function of receiving notice of transfer of ownership	MRS, GMCPS	



RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2024			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 14(3)	Power to determine where notice of transfer is displayed	MRS, GMCPS	
r 15(1)	Duty to transfer registration to new caravan park owner	MRS, GMCPS	
r 15(2)	Duty to issue a certificate of transfer of registration	MRS, GMCPS	
r 15(3)	Power to determine where certificate of transfer of registration is displayed	MRS, GMCPS	
r 16(1)	Power to determine the fee to accompany applications for registration or applications for renewal of registration	MRS, GMCPS	
r 17	Duty to keep register of caravan parks	MRS, GMCPS	
r 21(1)	Duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner	MRS, GMCPS	
r 21(2)	Duty to consult with relevant emergency services agencies	MRS, CCS, CP, CEM, GMCPS	
r 22	Power to determine places in which caravan park owner must display a copy of emergency procedures	MRS, CCS, CP, CEM	
r 23	Power to determine places in which caravan park owner must display copy of public emergency warnings	MRS, CCS, CP, CEM	
r 24(2)	Power to consult with relevant floodplain management authority	MRS, CCS, CP,	

RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2024			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
		CEM	
r 26(b)(i)	Power to approve system for the discharge of sewage and wastewater from a movable dwelling	MRS, CCS, CP, CEM	
r 38	Function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe	MRS, GMCPS	
r 38(b)	Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	MRS, CCS, CP, CEM	
r 39(3)	Function of receiving installation certificate	MRS, CCS, CP, CEM	
r 45(3)	Power to determine places in which caravan park owner must display name and telephone number of an emergency contact person	MRS, CCS, CP, CEM	
r 45(5)	Power to determine places in which caravan park owner must display the certificate of registration or certificate of renewal of registration, the plan of the caravan park and a copy of the caravan park rules	MRS, CCS, CP, CEM	

ROAD MANAGEMENT (GENERAL) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 8(1)	Duty to conduct reviews of road management plan	GMIE, MO, MIS	
r 9(2)	Duty to produce written report of review of road management plan and make report available	GMIE, MO, MIS	
r 9(3)	Duty to give notice where road management review is completed and no amendments will be made (or no amendments for which notice is required)	GMIE, MO, MIS	Where Council is the coordinating road authority
r 10	Duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under s 41 of the Act	GMIE, MO, MIS	
r 13(1)	Duty to publish notice of amendments to road management plan	GMIE, MO, MIS	Where Council is the coordinating road authority
r 13(3)	Duty to record on road management plan the substance and date of effect of amendment	GMIE, MO, MIS	
r 16(3)	Power to issue permit	GMIE, MIS, CD, TLD,	Where Council is the coordinating road authority
r 18(1)	Power to give written consent re damage to road	GMIE, MIS, CD, TLD,	Where Council is the coordinating road authority
r 23(2)	Power to make submission to Tribunal	GMIE, MIS, MO, MCID, CCI, TLTT, CD	Where Council is the coordinating road authority

ROAD MANAGEMENT (GENERAL) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 23(4)	Power to charge a fee for application under s 66(1) Road Management Act	GMIE, MIS, MO, MCID, CCI, TLTT, CD, TLD	Where Council is the coordinating road authority
r 25(1)	Power to remove objects, refuse, rubbish or other material deposited or left on road	GMIE, MO, MIS, CCM, TLCM, CD,	Where Council is the responsible road authority
r 25(2)	Power to sell or dispose of things removed from road or part of road (after first complying with regulation 25(3))	GMIE, MO, MIS, CCM, TLCM	Where Council is the responsible road authority
r 25(5)	Power to recover in the Magistrates' Court, expenses from person responsible	GMIE, MO, MIS, CCM, TLCM, CD, TLD	

ROAD MANAGEMENT (WORKS AND INFRASTRUCTURE) REGULATIONS 2015			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 15	Power to exempt a person from requirement under cl 13(1) of sch 7 of the Act to give notice as to the completion of those works	GMIE, MIS, CD, TLD	Where Council is the coordinating road authority and where consent given under s 63(1) of the Act
r 22(2)	Power to waive whole or part of fee in certain circumstances	GMIE, MIS, CD, TLD	Where Council is the coordinating road authority

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## Decision Guidelines for Planning Staff (Guidelines)

### Interpretation

These Guidelines are intended to be read in conjunction with the:

- C5 Instrument of Delegation;
- S6 Instrument of Delegation; and
- the *Planning and Environment Act 1987* (Vic).

To the extent that there is any inconsistency between these Guidelines and the *Planning and Environment Act 1987*, the *Planning and Environment Act 1987* prevails to the extent of any inconsistency.

### Effect of Guidelines

In accordance with the S6 Instrument of Delegation and the C5 Instrument of Delegation, the delegates' powers, duties and functions under the *Planning and Environment Act 1987* are restricted in accordance with these Guidelines.

The matters set out in these Guidelines are required to be placed before the Town Planning Committee or Council for a decision.

### Planning applications

- An application where a Councillor has requested in writing to the Mayor and/or CEO and stated reasons for a matter to be reported to Council and/or the Town Planning Committee which may include:
  - An application that raises significant community interest.
  - An application for a major commercial development.
  - An application which raises planning policy matters that may set a significant precedent.
  - A significant amendment to any application previously approved by the Council or Committee.
- Approval of an application with:
  - ten or more objections within the urban zones
  - six or more objections within non-urban zones
- An application lodged by Council or on behalf of Council where objections have been received.
- Councillors must be provided with the following information and invited to submit comments:
  - A weekly list of all new planning applications
  - A weekly list of planning applications that are being placed on public exhibition
  - Planning applications proposed to be refused under delegation by Council officers (other than statutory refusals for prohibited matters under the Cardinia Planning Scheme or Planning & Environment Act 1987 or where a referral authority has objected)
  - Planning applications for carparking waivers proposed to be approved under delegation where the waiver is 20% less than the planning scheme standard rate.

### Planning Scheme Amendments

- A decision to seek authorisation to prepare a planning scheme amendment.
- A decision to refer submissions to an independent panel for consideration.

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- A decision to adopt or abandon a planning scheme amendment (must be a Council decision).

#### **Other Planning Matters**

- A request to cancel a planning permit.
- Lodgement of an application to the Supreme Court.
- Submissions to the State Government on a new planning policy.

#### **VCAT Proceedings**

The Manager Planning & Design/Coordinators Statutory Planning/Coordinator Growth & Subdivisions/Coordinator Planning Strategy & Urban Design are delegated to instruct, negotiate and agree to mediated planning outcomes on Town Planning Committee decisions that are in alignment with the general intent of the Council decision and agreed position of all parties to the VCAT proceeding.

#### **Exceptions to Guidelines**

If a matter is unable to be referred to the Town Planning Committee due to an urgency in deciding on a planning matter the following procedures must be followed:

- Councillors must be advised of the matter and the reason for its urgency; and
- Councillors must be invited to submit any comments they may have regarding the application before a decision is made under delegation.

The urgency may arise in the following non-exhaustive list of situations:

- the application is over the allotted statutory days;
- no meeting is scheduled due to the Christmas period;
- when the committee is unable to fulfill quorum;
- during emergency, business continuity or crisis management enactment; or
- during Council election caretaker period.
- deadlines imposed by the State Government or agencies or Courts/Tribunals

These Guidelines do not apply to VicSmart applications.

**Date adopted by Council on ##**

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Council	Objection numbers	Refusals	Major Development value	Councillor Call in mechanism	Policy criteria	Locational criteria	Previous decisions of Council or TP Committee	Carparking Waiver	Council lodged application	Summer recess and business continuity delegations
Cardinia	4	Limited to prohibited applications & referral authority refusals	Major commercial development not defined	Yes	If breaches policy & may set a precedent	No locations specified	1. If significant community interest 2. significant amendment proposed.	Any reduction in carparking - exception by report via Councillor Bulletin	No officer delegation	
Casey	Unlimited	Unlimited	Subject to Call-In	Yes	Subject to Call-In	No locations specified	Subject to Call-In	No limit	delegated	
Yarra Ranges	More than 10	Limited by other criteria - objections, major development, location	Greater than \$5M	Yes	Subject to Call-In	Comprehensive Development Zone Schedule 1 (Kinley Estate)	not specified	No limit	delegated	Delegation provided to officers from Xmas to first Council meeting & during activation of emergencies, business continuity plan or crisis management plan.
Bass Coast	15 or more	No conditions or limitation	In excess of \$5M	not specified		No locations specified	not specified	No limit	delegated	
South Gippsland	5 or more	No conditions or limitations	no criteria	not specified	In opinion of CEO the application raises significant issues of Council policy or public interest	No locations specified	not specified	No limit	delegated	
Knox	15 or more	Cannot be exercised in relation to an application once it is 'called up' by a Knox Councillor	no criteria	Yes	Cannot be inconsistent with adopted Council policy or strategy	Located outside the Dandenong Foothills Policy Area	not specified	No limit	delegated	
	10 or more within Dandenong Foothills Policy Area			Yes		Located within the Dandenong Foothills Policy Area	not specified	No limit	delegated	
Baw Baw	10	No conditions	No limit mentioned	not specified	not specified	No locations specified	not specified	No limit	delegated	



## 7.2.7 INSTRUMENT OF APPOINTMENT AND AUTHORISATION - PLANNING AND ENVIRONMENT ACT 1987

Responsible GM:	Wayne Mack
Author:	Natasha Berry
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	<b>5.1 We practise responsible leadership</b> 5.1.5 Champion the collective values of the community through the Councillors' governance of the shire.

### Recommendation

That Council in the exercise of the powers conferred by s 147(4) of the *Planning and Environment Act 1987*, resolves that:

- The members of Council staff referred to in the attached Instrument be appointed and authorised as set out in the instrument:
  - Georgia DAVIES-JACKSON
  - Rhys ANSELL
- That the instrument comes into force immediately it is signed by Council's Chief Executive Officer and remains in force until Council determines to vary or revoke it.

### Executive Summary

That Council resolve to appoint the following staff members as Authorised Officers pursuant to Section 147(4) of the Planning and Environment Act 1997:

- Georgia DAVIES-JACKSON
- Rhys ANSELL

### Background

Council and the CEO under delegated powers, often appoint officers to be authorised officers under the relevant legislation to allow them to perform the duties of their role.

Section 147 (4) of the Planning and Environment Act 1997 allows Council to appoint officers to be an authorised officer for the purposes of the Planning and Environment Act 1987 and the regulations made under that Act;

Authorised officers exercise these powers in accordance with the Planning Scheme and Cardinia Shire Compliance and Enforcement Policy.

### Discussion

The named officers are required to be authorised officers in the performance of their duties.

Authorised Officers under the Planning and Environment Act 1987 can only be appointed by resolution of Council.

### Policy Implications

Cardinia Planning Scheme  
Compliance and Enforcement Policy

**Financial and Resource Implications**

Nil

**Climate Emergency Consideration**

Nil

**Consultation/Communication**

Nil

**Conclusion**

It is recommended that Council appoint the named officers to be Authorised Officers.

**Attachments**

1. Planning and Environment Appointment Compliance staff May 2025 [7.2.7.1 - 2 pages]

*S11A Instrument of Appointment and Authorisation (Planning and  
Environment Act 1987)*

**Cardinia Shire Council**

**Instrument of Appointment and Authorisation  
(*Planning and Environment Act 1987*)**

### **Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*)**

In this instrument "**officer**" means -

- Georgia DAVIES-JACKSON
- Rhys ANSELL

**By this instrument of appointment and authorisation Cardinia Shire Council -**

under s 147(4) of the *Planning and Environment Act 1987* - appoints the officers to be **an** authorised officers for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act;

and

under s 313 of the *Local Government Act 2020* authorises the officers either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

**It is declared that** this instrument -

comes into force immediately upon its execution;

remains in force until varied or revoked.

This instrument is authorised by a resolution of the Cardinia Shire Council on 19 May 2025.



Carol Jeffs  
Chief Executive Officer

Date: 19 May 2025

## 7.2.8 DISBANDING THE YARRABUBBA RESERVE & YANNATHAN RECREATION RESERVE COMMUNITY ASSET COMMITTEES

Responsible GM:	Debbie Tyson
Author:	Cameron Miller
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	<p><b>2.1 We support the creation of liveable spaces and places</b>  2.1.2 Plan and maintain safe, inclusive and connected open spaces, places and active travel routes.</p> <p><b>5.1 We practise responsible leadership</b>  5.1.4 Maximise value for our community through efficient service delivery, innovation, strategic partnerships and advocacy.  5.1.5 Champion the collective values of the community through the Councillors' governance of the shire.</p>

### Recommendation

That Council disbands the Yarrabubba Reserve Community Asset Committee and Yannathan Recreation Reserve Community Asset Committee.

### Executive Summary

The Yarrabubba Reserve and Yannathan Recreation Reserve Community Asset Committees are unable to continue to meet their ongoing responsibilities due to insufficient membership and operational challenges. Despite efforts to form new committees, both reserves faced multiple resignations, leaving them without the required number of members to function effectively. As a result, it is recommended that the Council disband these committees, thanking all members who have volunteered their time to these reserves over the years. This intervention aims to ensure the continued operation and maintenance of these community assets.

### Background

At Yannathan, the committee is unable to meet the minimum requirement of five members. It is a single-user group reserve, making it difficult to recruit volunteers for the Community Asset Committee. The remaining committee members support disbanding the committee but wish for the Yannathan Tennis Club to continue. The club is affiliated with Tennis Victoria but currently has no members playing in competitions. The club hopes to have competition teams again in the future. The courts will remain open for public use.

At Yarrabubba Reserve, a new committee was formed at the AGM in April 2024. Within months, two members, including the Treasurer, resigned, and the President stepped down from their Office Bearer position but remained on the committee. This left the committee unable to meet the minimum requirement of five members. Several meetings with a Council Officer were held, and a new committee was formed at a special meeting in December 2024. However, Council received three resignations in February 2025, leaving only two members. These remaining members support the recommendation to disband the Community Asset Committee and for the Council to take over direct management of the site until agreements are executed with the Nar Nar Goon Pony Club and Nar Nar Goon Adult Riding Club.

### **Policy Implications**

This proposal is consistent with both Council policy and requirements for Recreation Reserve Community Asset Committees.

### **Financial and Resource Implications**

There will be no additional cost to Council to disband these Community Asset Committees. Council already maintains the grassed areas/reserve surrounds, and the buildings/facilities responsibilities for Council will remain the same as per the Buildings & Facilities Policy. The sand arenas at Yarrabubba Reserve will be the club's responsibility under the license agreements.

The remaining bank balances from both committees will be transferred to Council upon disbandment. Additionally, the 2024/25 Maintenance Grants, which have not yet been granted, will remain with Council.

### **Consultation/Communication**

Council has been in regular communication with the committees including a meeting on 13 September 2024 and 13 December 2024 with the Yarrabubba Reserve Community Asset Committee, and a meeting on 13 January 2025 with the Secretary of the Yannathan Recreation Reserve Community Asset Committee. The committees are supportive of the recommendation.

### **Conclusion**

To meet the needs of residents, increase participation opportunities and ensure good governance, it is recommended that Council disband the Yarrabubba Reserve Community Asset Committee and Yannathan Recreation Reserve Community Asset Committee and thank all members who have volunteered their time to these reserves over the years.

### **Attachments**

Nil

### 7.3.1 BIODIVERSITY CONSERVATION STRATEGY - MID TERM REVIEW

Responsible GM:	Peter Benazic
Author:	Jason McCracken
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	<b>3.1 We value our natural assets and support our biodiversity to thrive</b> 3.1.3 Work with community to improve and manage our natural assets, biodiversity and cultural heritage. 3.1.5 Facilitate community stewardship to build preparedness for natural threats.

#### Recommendation

That Council notes the report and the progress made in the delivery of the Biodiversity Conservation Strategy action plan (Attachment 2).

#### Executive Summary

The Biodiversity Conservation Strategy 2019-2029 provides a strategic and planned approach to sustainably manage the shire's unique natural environment. The strategy seeks to ensure that Cardinia Shire's natural environment is protected, valued and enhanced in partnership with the community to improve quality of life.

A mid-term review has been undertaken to assess the progress of the action plan. In the first 5 years of the strategy 44 actions were scheduled for delivery:

1. 16 actions are complete
2. 28 actions are ongoing (considered business as usual)

#### Background

The Biodiversity Conservation Strategy is directly linked to the delivery of the 2018 Sustainable Environment Policy and delivers on biodiversity protection and enhancement for Council and the community and is aligned to Sustainable Development Goals (SDGs).

The Biodiversity Conservation Strategy (Attachment 1) was adopted by Council in 2019 with a planned and costed 10-year action plan (Attachment 2). The strategy was developed based on environmental data, biodiversity health indicators and considered community priorities and interests. The strategy identifies the goals and objectives required to address key threats to our natural environment and meet our legislative obligations as they relate to protecting our native plants and animals.

Cardinia Shire is home to 1325 native plants, 94 of these are listed as rare or threatened, and 414 native animals with 63 of those also listed as rare or threatened. Council has a legislative responsibility to protect our remaining native species and enhance where practical, our natural environment to allow those species to one day thrive locally.

The strategy is informed by and supports the objectives of various Council, Victorian Government and Australia Government policies strategies and plans. Four distinct themes underpin the goals and objectives of the strategy, which aim to successfully reverse the decline of native plants and animals, these include:

- **Goal 1: Protect** – we achieve a net gain of the overall extent and condition of habitat across land and waterway environments.
- **Goal 2: Enhance** – the quantity and quality of indigenous flora and fauna is improved on private and public land.

- **Goal 3: Connect** – Council has mapped bio-link corridors that will enhance biodiversity connectivity across the region.
- **Goal 4: Engage and educate** – the number of community members actively participating in natural environment programs have increased.

The 4 goals are supported by 11 objectives which can be found on page 7 of the strategy (Attachment 1).

### Discussion

Council officers conducted a midterm review to assess the progress of the 44 strategy actions scheduled for delivery in the first 5 years and measure the deliverable outcomes. The review included stakeholder engagement, data and evidence collection, development of a summary document (Attachment 3).

There are a total of 53 actions outlined in the action plan, however 9 of those are due to commence after this review period (2019-20 to 2023-24). These 9 actions have been noted as 'not started' in the summary document (attachment 3). The results of the review are summarised in Table 1 below and are based on the remaining 44 actions identified for completion in the review timeframe.

Council has completed 100% of the actions required in the first 5 years of the strategy including:

- 16 complete actions (39%)
- 28 ongoing actions (61%)

Of the 44 actions, 28 are annual actions (business as usual) that require ongoing budget and resourcing which is considered within the relevant business unit operating budget. For this review, these actions are considered complete within the review period.

### Summary of actions 2019-2024

4. Goal	Total actions	Complete	Ongoing*	Not started
5. Protect	6	1	5	0
6. Enhance	21	9	12	0
7. Connect	4	2	2	0
8. Engage and educate	10	1	9	0
Additional staff	3	3	0	0
<b>Total</b>	<b>44</b>	<b>16</b>	<b>28</b>	<b>0</b>

\*Ongoing actions are required to be delivered annually for the life of the strategy and beyond.

A significant number of activities underpin the completion of each of these actions, a summary of these activities can be found in the summary document in Attachment 3.



## **Achievement highlights**

To highlight the achievements against the 4 goals, a key project and its outcomes is summarised below.

### **Goal 1: Protect – we achieve a net gain of the overall extent and condition of habitat across land and waterway environments.**

Council plays a key role in advocating for the protection and enhancement of biodiversity across the shire (action 4) especially through the development of Victorian Government policies and legislation. Council officers have been integral in advocating for biodiversity outcomes including the listing of emerald star bush (ESB) as critically endangered under the Environmental Protection Biodiversity Conservation Act 1999.

Council played a lead role in forming the Emerald Star Bush Community Partnership project which focused on understanding the biology and condition of the emerald star bush in the shire. Original estimates predicted 2500 individual plants were remaining across 25 sites. The collaborative efforts between Council and the community logged more than 2000 volunteer hours in propagation and implementing protection measures within the shire's reserves. As a result, ESB population has grown to 7000 plants across 80 sites. This collaborative effort highlighted the importance of adding legislative protections and in 2022 the Department of Climate Change, Energy, the Environment and Water approved the listing and deemed the species critically endangered.

In addition, Council officers contributed to the following key advocacy items:

- Department of Energy, Environment and Climate Action's (DEECA) planning for Melbourne's green wedges and agricultural land consultation paper
- Victorian Auditor-General's Office (VAGO) inquiry into protections within the Victorian Planning Framework and implementation working group
- DEECA (formally Department of Land, Water and Planning) Bushfire Planning Made Clearer discussion paper
- Western Port Catchment Integrated Water Management Plan
- Western Port Strategic Framework
- Western Port Biosphere Foundation blue carbon project
- South East Councils Climate Change Alliance (SECCCA) carbon sink study
- Review of the Cardinia Road Employment Precinct Growling Grass Frog Conservation Management Plan
- Development of the Officer South Precinct Structure Plan

### **Goal 2: Enhance –the quantity and quality of indigenous flora and fauna is improved on private and public land.**

Council officers acknowledge the challenges associated with protecting and improving the quantity and quality of indigenous flora and fauna. Council officers prioritised empowering and collaborating with the community and other land managers to implement landscape scale biodiversity projects (action 38).

Cardinia Shire has been part of the Peri-urban Weed Management Partnership (PWMP) program since its inception in 2013., Partnership programs such as this, are integral in providing ecosystem servicing at a large scale while strengthening relationships with other land managers. The Peri Urban Weed Management Partnership is in its third iteration and Council has partnered with Parks Victoria, Cardinia Environment Coalition, Bunurong Land Council Aboriginal Corporation and local environmental friends groups to deliver:

- more than 300 Ha of weed control,
- planning and approval for a cultural restoration project,

- increased community stewardship and participation in environmental volunteering activities,
- night walks and community education sessions.

The Victorian Government has invested \$306,000 into the Cardinia Creek Catchment Peri Urban Weed Management Program between 2021 – 2025.

**Goal 3: Connect – Council has mapped bio-link corridors that will enhance biodiversity connectivity across the region.**

With urban growth and historic land clearing evident in the landscape, a need to identify habitat connections has been paramount for many organisations. The strategy provided the platform to develop and adopt its Biolink Plan in 2020. The Biolink Plan strategically sets Council's priorities to improve connections in the landscape and includes:

- scientifically based approach to identifying priority biolinks and nodal points,
- mapping of 48 priority biolinks
- externally facing biolink mapping platform,
- 10-year costed action plan,
- advocacy to Victorian Government and Australian Government members of parliament,
- presentations to Landcare, environmental volunteer groups and neighbouring local government areas,
- supports and prioritises Council and community investment in revegetation and habitat protection and restoration.

**Goal 4: Engage and educate – the number of community members actively participating in natural environment programs has increased.**

Community members are a key resource in achieving positive environmental outcomes. The strategy seeks to empower community and build environmental stewardship. Within Cardinia Shire there are 7 active environment friend's groups working in bushland reserves and 9 Landcare groups, unfortunately like other volunteer fields, volunteerism is in decline and councils play an important role in supporting these opportunities for the community.

To support and increase volunteerism Council has:

- increased financial support available to environmental volunteer groups and wildlife shelters,
- refocussed grant programs to support environmental volunteers, Landcare groups and volunteer Committees of Management delivering environmental projects,
- provided education and engagement including weed identification, night walks, targeted surveys and advocacy,
- supported the establishment of two new Landcare groups (Nangana New Futures and Swampworks) and 1 new friends group,
- supported the Friends of Cardinia Creek through a change in leadership and increased volunteering,

**Policy Implications**

The Biodiversity Conservation Strategy aligns with many Council, Victorian Government and Australian Government policies and strategies. The strategy delivers on the following council priorities:

- Council Plan 2021-25
- Sustainable Environment Policy 2018-28
- Weed Management Strategy 2019-29
- Aspirational Energy Transition Plan 2014-24
- Integrated Water Management Plan 2015-2025
- The Liveability Plan 2017-29

- Reconciliation Action Plan

### **Financial and Resource Implications**

The strategy was adopted with a costed 10-year action plan which has been considered as part of Council's long term financial plan. Financial resources required for successful implementation of actions in the coming 5 years will be considered through the annual budget process.

### **Climate Emergency Consideration**

The Biodiversity Conservation Strategy addresses climate emergency impacts as a major consideration, climate change is identified as one the greatest long-term threats to biodiversity. The strategy identified four key priorities to ensure the consideration of climate impacts, those priorities are:

1. Enhancing our understanding of the likely responses of biodiversity to climate change and readjusting management programs where necessary.
2. Protecting a range of habitats and ecosystems.
3. Increasing opportunities for species to move across the landscape by working with partners and the community to protect habitat and create the necessary connections across landscapes.
4. Assessing adaptation options and supporting the resilience of climate-threatened ecosystems and species.

### **Consultation/Communication**

Any communication and engagement activities will be considered at the project planning stage and budget requirements considered in line with the costed action plan.

### **Conclusion**

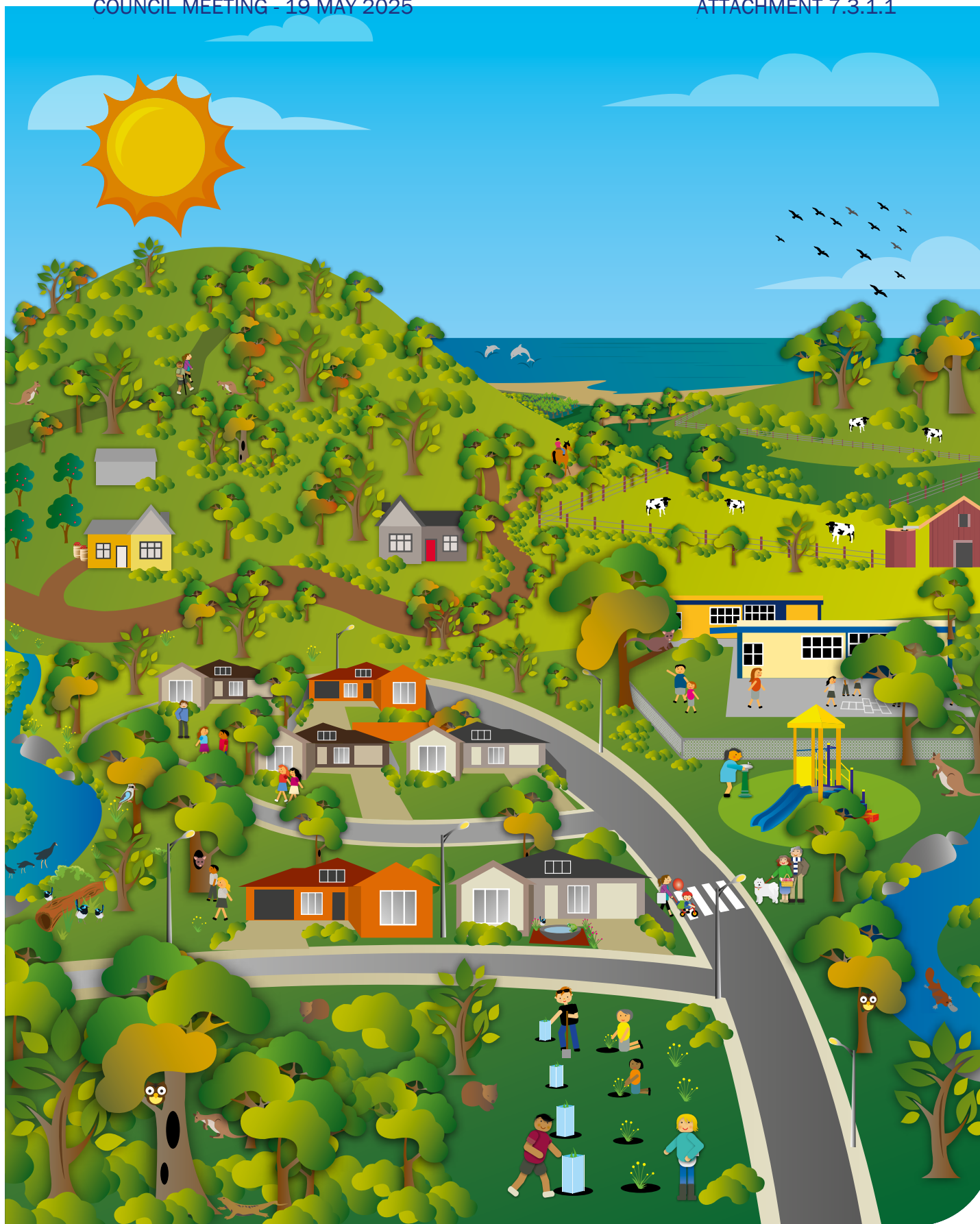
The Biodiversity Conservation Strategy has now reached the mid-way point of its lifecycle, a review of the action plan has been completed to ensure the strategy actions align with the overall goals.

With the review now complete, the next steps include:

- Continue to advocate through the budget processes for funding towards actions, as outlined in the action plan.
- Continue to deliver the 28 ongoing actions and begin implementation of the 9 actions due to commence after this review period.
- Seek external funding to assist in delivering the strategy goals and objectives.
- Partnering with key stakeholders to deliver projects in line with the strategy and action plan.

### **Attachments**

1. Attachment 1 - Biodiversity Conservation Strategy 2019 - 2029 [7.3.1.1 - 32 pages]
2. Attachment 2 - Biodiversity Conservation Strategy 2019-29 - Action plan [7.3.1.2 - 8 pages]
3. Attachment 3 - Biodiversity Conservation Strategy - Summary of Actions [7.3.1.3 - 7 pages]



## Biodiversity Conservation Strategy 2019–29



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# 1. Executive summary

This strategy provides a strategic and planned approach to sustainably manage Cardinia Shire's natural environment so that it is resilient, healthy and valued by the community.

Cardinia Shire's native plants and animals have an intrinsic right to exist, as a consequence all public and private land managers are custodians of approximately 1,739 native plant and animal species that make up the local natural environment. Working together to protect our local environment provides the community with an important sense of identity. Living with healthy populations of native plants and animals is important to our quality of life; providing us with shade, improved water and air quality, places for recreation, mental health and spiritual benefits, while also helping mitigate climate change. Working together to protect our environment also helps achieve altruistic goals and economic benefits such as supporting healthy waterways and pastures and sheltering stock and pastures from climate extremes.

Since European settlement of Australia, the natural environment has deteriorated incrementally through vegetation removal for agriculture and development, altered fire regimes and also from the invasion of weeds and pest animals. More than four legislative acts provide direction for Council to protect native flora and fauna against threats that contribute to species decline.

Compounding this decline are low levels of understanding of the factors affecting our environment in the community. The natural environment, which is our natural heritage, may not be sufficiently in the forefront of the community's decision making and values and is often not reflected in community land management.

The need to take action now is clear: 94 of our native plants and 63 of our native animal species are 'rare' or 'threatened' and 33 per cent of our native vegetation communities are listed as 'endangered'. Private properties make up approximately 83 per cent of the shire, however vegetation only covers 14 per cent of these properties.

This strategy has been developed based on data collected in 2017 by Council in a review and audit of biodiversity health and on scientific reporting of the threats to biodiversity in Cardinia Shire. Community questionnaires and workshops have also informed priorities set out in this strategy.

The strategy identifies goals and objectives to address threats to our natural environment and meet our legislative obligations to protect native flora and fauna. A detailed 10-year action plan is included to deliver on these goals and promote a shared purpose with the community on the importance of the natural environment and its link to our quality of life.





## 2. Why is our natural environment important?

Native plants and animals have an intrinsic right to exist. Cardinia Shire is home to 1,325 native plants and 414 native animals. Unfortunately however, 94 native plants are listed on the state advisory list as 'rare' or 'threatened' and 63 native animals are recorded as 'rare' or 'threatened'. We have responsibilities as custodians of the land and under national and state legislation to protect our remaining native species and ensure that threatened species do not become locally extinct.

Our quality of life is also linked to a healthy natural environment and the 'ecosystem services' that the environment provides. Ecosystem services are defined as 'the benefits provided to humans through the transformations of resources (or environmental assets, including land, water, vegetation and atmosphere) into a flow of essential goods and services, for example clean air, water, and food' (Constanza et al., 1997). In Cardinia Shire our native animals, plants and micro-organisms are the engine room of ecosystem services and include physical benefits such as shade, improved air and water quality, places for recreation and also spiritual and mental health benefits. These ecosystem services help to regulate climate change, protect soil and cycle nutrients and water.

Ecosystem services also provide extensive economic benefits, such as providing native shelter belts which protect stock and pastures from erosion and weather events. Native species can also assist in improving pasture health and controlling pests that impact crops. Environmental-economic accounting has the potential to drastically change the value placed on natural assets when we calculate the potential economic cost of losing them and replacing the services they provide. This cost-benefit analysis helps to strengthen advocacy for the conservation of our natural environment.

The local environment provides our community in part with its local identity. From Emerald and Gembrook to Koo Wee Rup and Lang Lang, 53 different plant communities can be found. Each of these vegetation types have their own unique suite of native plants and animals which provide Cardinia Shire's residents with a tangible sense of place and pride. Working together to enhance our natural environment provides us with social opportunities and the satisfaction and happiness of achieving altruistic goals.

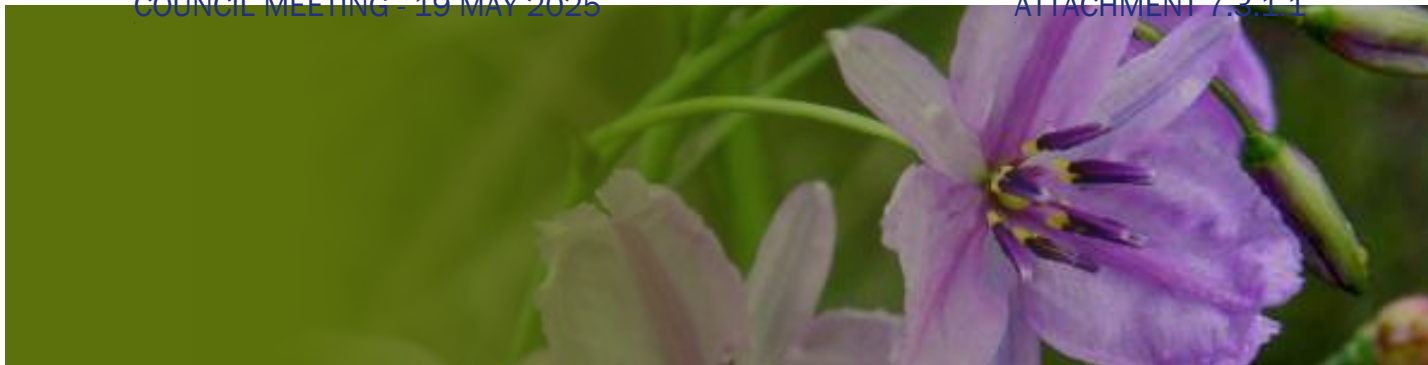
### 2.1 Cultural and settlement history

The Yarra and Western Port catchments are part of the traditional country of the Mayone buluk and Yallock balug clans of the Bun Wurrung people and the Bulug willam clan of the Woi Wurrung (Canning et al. 2010). Each have strong connections to the land through their ancestral history and spiritual relationships, as custodians of the land for over 40,000 years.

The Boon Wurrung and the Woi Wurrung people are part of the broader alliance of the Kulin Nation which also includes the Watha Wurrung, the Djaja Wurrung and the Taung Wurrung peoples, who all shared a common language (Rhodes et al. 2004). The Boon Wurrung and the Woi Wurrung peoples intermarried and traded, moving freely (in accordance with mutually understood protocols) across each other's territories. According to some observers, their contact was so frequent and so amicable, that boundaries between them may not necessarily have been rigidly defined.

Their movements were seasonal; during summer months they travelled along major streams, fishing for eels, and hunting and snaring game such as kangaroos, wallabies, possums, wombats and emus. They gathered plant foods, ate swamp-dwelling plants like the roots of rushes, and collected wild honey. In the cooler months, the Boon Wurrung people moved inland seeking shelter and gathering the pith of tree ferns and fishing Cardinia Creek.

The land was well-watered and was managed to provide plentiful food resources and shelter for its numerous inhabitants. In common with the practice of Aboriginal people throughout Australia, they skilfully used fire to clear forest areas into patchwork patterns to foster new plant growth, particularly grasses, to attract game and promote the growth of herbs, tubers, native fruits and nuts to balance their diet and to forestall bushfires. These land use practices have shaped the natural environment, creating the diverse legacy of native plants and animals now found in Cardinia Shire.



Council values the traditional owners' knowledge and land management practices which can guide current land management.

From the earliest times of European settlement, Cardinia Shire's natural environment has been detrimentally impacted. Cardinia Shire's grasslands were rapidly colonised in this period. By the mid-19th century, most of the forested land in Cardinia Shire had been taken up by pastoral leases, part of the condition was that the land had to be 'improved' and cleared for agriculture. By 1900, the Koo Wee Rup swamp had been drained to expand agriculture, which impacted approximately 40,000 hectares of wetland ecosystems.

The natural environment is under increased threat and has continued to decline. Vegetation loss continues to incrementally create fragmented landscapes. Many species and communities suffer from the cumulative impacts of land cleared for development, minimising real or perceived fire threat and competition from introduced weeds and pest animals.



# 3. Vision

## Vision:

Cardinia Shire's natural environment is protected, valued and enhanced in partnership with the community to improve our quality of life

**Figure 1. Biodiversity outcomes with the successful implementation of the strategy vision**



## 4. Goals and objectives

This strategy's goals have been divided into four distinct themes. To successfully reverse the decline of native plants and animals across the municipality, it is fundamental that Council implement programs that achieve the following outcomes:

1. **Protect – native flora and fauna**
2. **Enhance – species health**
3. **Connect – native flora and fauna across the landscape**
4. **Engage and educate – the community on the value of our natural environment.**

**Table 1: Goals and objectives**

<b>Goal 1:</b>	<b>Protect</b> – we achieve a net gain of the overall extent and condition of habitat across land and waterway environments
<b>Objective 1.1</b>	Biodiversity conservation is considered in line with the Sustainable Development Goals (SDGs) in Council's policies, strategies and plans, and is incorporated into the planning scheme
<b>Objective 1.2</b>	The health and extent of key threatened species has improved and increased over the life of the strategy
<b>Goal 2:</b>	<b>Enhance</b> –the quantity and quality of indigenous flora and fauna is improved on private and public land
<b>Objective 2.1</b>	Our natural resource areas have improved in quantity and quality by 2024 and 2029 (refer Appendix E)
<b>Objective 2.2</b>	By 2029, Council has revegetated 230,000 indigenous plants to enhance native habitat
<b>Objective 2.3</b>	Biodiversity indicators in Council's biodiversity monitoring program show progressive improvement in 2024 and 2029 (review periods)
<b>Objective 2.4</b>	Pest animal programs are implemented in defined catchments to protect threatened species by 2029
<b>Goal 3:</b>	<b>Connect</b> – Council has mapped bio-link corridors that will enhance biodiversity connectivity across the region
<b>Objective 3.1</b>	In partnership with the community, priority bio-link corridors are mapped by 2024
<b>Objective 3.2</b>	Implement regional initiatives and connectivity plans to control weeds and pest animals and enhance biodiversity.
<b>Goal 4:</b>	<b>Engage and educate</b> – the number of community members actively participating in natural environment programs has increased
<b>Objective 4.1</b>	Community participation in environmental programs has increased by 2024
<b>Objective 4.2</b>	Opportunities for the community to connect with nature are provided
<b>Objective 4.3</b>	Community environment groups are supported and empowered to enhance biodiversity (or deliver programs) on public and private land



## 5. Legislative and policy context

Appendix J outlines the Australian and Victorian government legislation, policies and strategies that provide important guiding principles, directions and laws which impact the way Council manages biodiversity. Section 8 Roles and responsibilities further explores the impact that these legislation, policies and strategies have on Council and other land managers.

### 5.1 Australian Government legislation and policies

The *Australian Biodiversity Conservation Strategy* (ABCS) is a call to action for all levels governments to achieve the strategy vision, to ensure biodiversity is healthy, resilient to climate change and valued for its essential contribution to our existence. The strategy lists six priorities for change that must be made urgently to achieve the vision:

1. **building ecosystem resilience**
2. **mainstreaming biodiversity**
3. **reducing pressures on biodiversity and promoting sustainability**
4. **enhancing benefits of biodiversity to the community including ecosystem services**
5. **involving Indigenous people and the broader community**
6. **measuring success.**

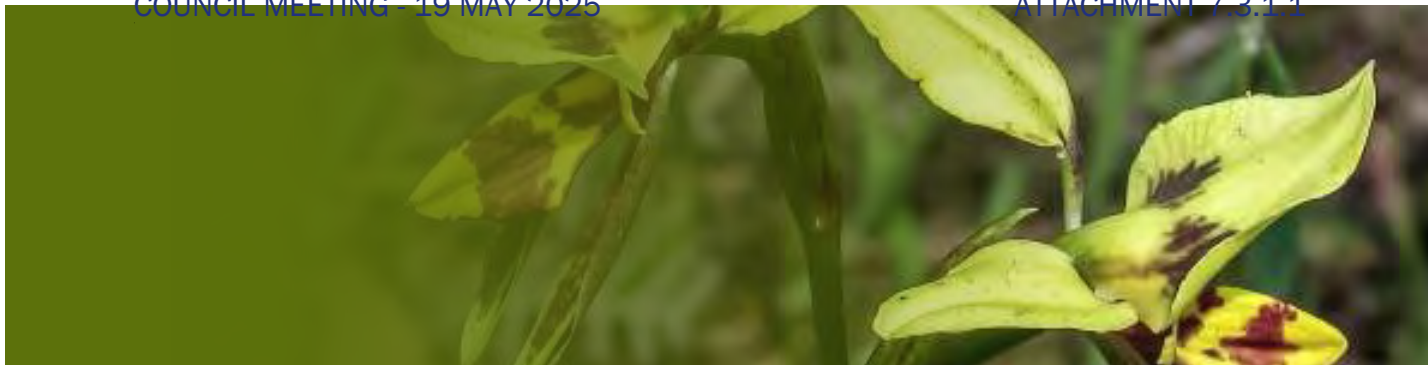
The *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) is the Australian Government's centrepiece of environmental legislation. It provides Commonwealth protection to nationally important flora, fauna, wetlands of international importance, migratory species and ecological communities. In Cardinia Shire this includes 44 species and plant communities (including Western Port Bay which are listed under the act (refer Appendix A and B).

Cardinia Shire's 16 kilometres of coastline is part of a Ramsar listed wetland of international importance. Australian migratory birds are also protected within the EPBC Act, being listed under international JAMBA, CAMBA and ROKAMBA agreements. At a national level, the Australian Government has made a commitment to appropriately manage the Western Port coastline and implement land-use recommendations that conserve these wetlands.

### 5.2 Victorian Government legislation and policies

*Protecting Victoria's Environment – Victoria's Biodiversity Plan 2037* is the Victorian Government's plan to stop the decline of biodiversity and achieve an overall improvement over the next 20 years. The plan identifies the need for an increased effort using strategic management actions and a cost–benefit analysis to most efficiently protect the maximum number of species. The plan relies heavily on needing to work with agencies and communities to capture environmental data out in the field to feed into the Victorian Biodiversity Atlas. This work will inform Victorian investment modelling software for future government funding, including the 'Native Vegetation Information Management' tool and the Victorian Government conservation prioritisation matrix (called the 'Strategic Management Prospects' tool). Data for the Cardinia Shire region is significantly under-recorded which reduces the perceived significance of flora and fauna in the Victorian Government modelling software.

The plan places equal weighting on biodiversity conservation and the need to for the community to value nature through increased interaction and connectivity.



### 5.3 Local policies, strategies and plans

Council has a strong focus on protecting and enhancing biodiversity which is outlined in the Council Plan 2018–22 action to 'protect and enhance biodiversity by increasing the area of natural ecosystems across the shire'.

The *Sustainable Environment Policy 2018–28* (SEP) is the roadmap for the future direction of Council's environmental sustainability and incorporates the international Sustainable Development Goals (SDG). The 17 SDGs are intrinsically linked and aim to end poverty, fight inequality and injustice, and tackle climate change by 2030 (refer Appendix K). The SEP shows the link between the everyday work of Council, and highlights opportunities for Council to become a leader in the whole-of-organisational approach to solving the big issues outlined in the SDGs. Sustainable land management practises complement these SDGs by advocating for multiple land management outcomes in Council strategies and programs.

Other Council policies, strategies and plans that help provide long-term guidance and action for biodiversity conservation include:

- **Weed Management Plan 2019–29**
- **Aspirational Energy Transition Plan 2014–24**
- **Integrated Water Management Plan 2015–25**
- **The Liveability Plan 2017–29**
- **Reconciliation Action Plan**



## 6. Our biodiversity

Cardinia Shire has an area of 128,244 hectares. Ninety two per cent of the shire falls within the Western Port catchment while the northern 8 per cent of the shire falls into the Yarra catchment. Eight per cent is within the growth corridor or located within a township, while the remainder is rural. More than five new families move into the shire each day, this rapid growth and development provides a major challenge to our natural environment.

The vegetation of Cardinia Shire is highly diverse with 53 different ecological vegetation communities, including 19 different eucalypt species. The shire falls within two distinctly different 'bioregions' (Appendix I) located along the 'break of slope', approximately delineated by the Princes Highway

1. The 'highlands southern fall bioregion' to the north is characterised by mountainous forests and woodlands with higher rainfall. The soil types are many millions of years old. A total of 25 different ecological vegetation communities can be found in this bioregion, ranging from wet forests in the northern hills, to woodlands and heathland vegetation types in the foothills, of which orchids can make up to 20 per cent of the plant flora. Four of the ecological vegetation communities in this bioregion are listed as 'endangered' and support iconic species such as powerful owls, lyrebirds, greater gliders (possums) and lace monitors.
2. The 'Gippsland plain bioregion to the south' is dominated by the former Koo Wee Rup swamp complex; soils are thousands of years old. Native vegetation exists in only three per cent of the landscape and is made up of diverse swamp scrub and similar vegetation types. Twenty eight ecological vegetation communities of which 13 are listed as 'endangered' by the Victorian Government. This includes treeless grasslands which are our most threatened plant community and are nationally listed as 'endangered'. The Gippsland plain bioregion supports habitat for iconic species such as the southern brown bandicoot, growling grass frog, Latham's snipe and dwarf galaxias.

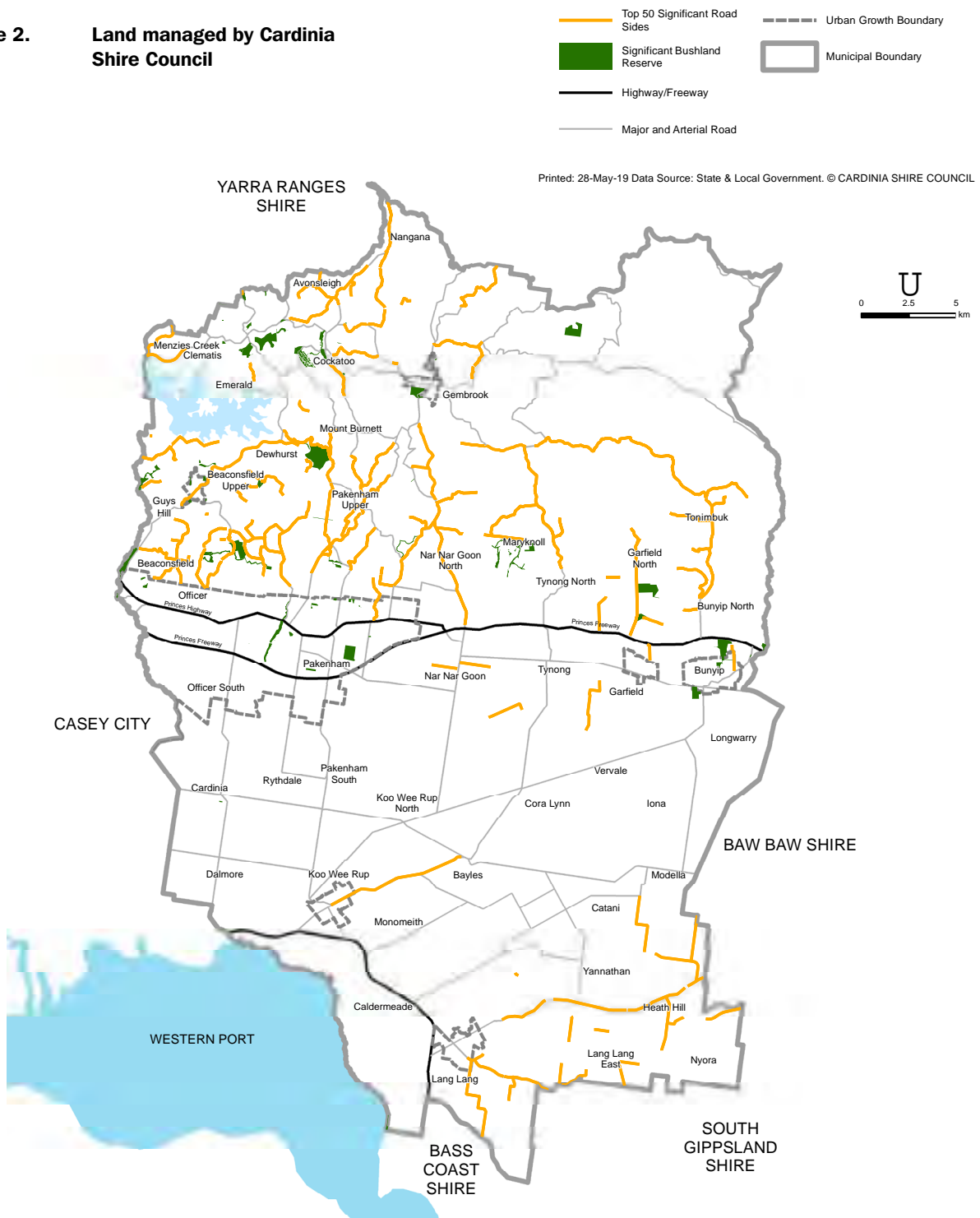
Western Port Bay extends for 17 kilometres along the Cardinia Shire coastline. The bay is listed under the Ramsar Convention and is also listed as a matter of national significance under the EPBC Act. The bay is furthermore recognised as an internationally significant biosphere reserve by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) and is represented by the Biosphere Foundation of which Council is a partner.

Western Port is characterised by seagrass meadows which act as the forests of the ocean, mangroves, mudflats, saltmarsh, melaleuca thickets and deep waterway channels. It supports a large number of marine invertebrates and about 65 per cent of Victoria's bird species (NRE, 1999). Twenty-two species of migratory wader birds that use the mudflats are listed under international agreements, including JAMBA, CAMBA, ROKAMBA and the Bonn Agreement (Australian Wetlands Database, 1982). Seagrass and mangrove communities support broader marine ecosystems including fish nurseries which support the recreational fishing industry.

Cardinia Shire has 19 significant waterways and tributaries, which Melbourne Water's index of stream condition rate from 'poor' in the lower catchment around Koo Wee Rup, through to 'moderate' to 'good' higher up in the catchment. The health of our seagrass communities are dependent on the health of our waterways.

Council manages more than 77 bushland reserves over an area of 840 hectares and 950 kilometres of very high to low quality roadside vegetation. Figure 2 shows that Council is well placed to influence the goals and objectives in the strategy and play a leadership role for land management in the community. Bunyip State Park and Cardinia Reservoir represent significant core areas for biodiversity to migrate out into the shire.

**Figure 2. Land managed by Cardinia Shire Council**





Every property in Cardinia Shire whether large rural acreages (supporting species such as owls and goannas) or small urban blocks (which may glimpse blue wrens visiting the backyard) have the potential to act as a home for our native plants and animals. Figure 3 represents

the biodiversity hotspots that are not Council-managed where large groups of native plants and animals exist in sustainable populations. These hotspots act as essential breeding grounds for biodiversity to thrive and migrate out along corridors and into new environments.

**Figure 3. Biodiversity hot spots in Cardinia Shire**





## 6.1 Flora

The Victorian Biodiversity Atlas (VBA) contains records of 1,325 indigenous flora species occurring in Cardinia Shire. The diversity of our native species is vast and ranges from mountain ash eucalypts (which at over 80 metres in height are the tallest flowering plants in the world) to the Emerald star bush (with less than 6,000 known plants existing in the world) and 55 species of orchids found in Mt Cannibal Reserve. Of the 94 rare or threatened plants listed by the Victorian Government, five species are of national significance being listed under the *Environment Protection and Biodiversity Conservation* (EPBC) Act 1999. This includes the green-striped greenhood, maroon leek-orchid, matted flax-lily, tall astelia and clover glycine.

The 2017 Cardinia Shire vegetation mapping project (Abzeco, 2017) demonstrated the deteriorating state of the shire's natural environment. The mapping project identified:

- native vegetation is now limited to 29 per cent of the shire
- extent of native tree canopy cover on private land is 14 per cent
- 69 per cent of private properties surveyed north of the Princess Highway were found to have half of the native understorey lifeforms (groups of species) missing.



## 6.2 Fauna

The VBA contains records of approximately 414 indigenous fauna species in Cardinia Shire. An additional 17 animal species are likely to be locally extinct. These include iconic animals such as the eastern quoll, long-nosed potoroo and brush-tailed phascogale.






Thirty six fauna species considered present or with potential to remain in Cardinia Shire are listed under the federal EPBC Act. This includes species such as the helmeted honeyeater, southern brown bandicoot, dwarf galaxias, growling grass frog and eastern curlew.

Sixty-three species recorded in Cardinia Shire are listed as rare or threatened on the Department of Environment, Land, Water and Planning (DELWP) threatened species list. Thirty six of these species are listed under Victoria's Flora and Fauna Guarantee Act.

Western Port Bay is an internationally listed wetland under the Ramsar convention. Cardinia Shire is home to twenty five migratory wader bird species which annually travel approximately 12,000 kilometres to breeding sites in the Siberian Tundra.



**Table 2. Number of known animal species (excluding invertebrates) in Cardinia Shire**

	 Birds	 Mammals	 Reptiles	 Frogs	 Fish	Total
<b>Native species</b>	232	36	27	17	23	<b>335</b>
<b>Threatened species</b>	59	11	4	3	3	<b>80</b>

Cardinia Shire's native plants and animals have evolved to coexist in complex ecological partnerships and are interdependent on each other for their survival. An example is in our large old trees which provide habitat hollows for 20 per cent of our native birds and many species of possums and micro-bats. Larger birds require larger hollows, such that a eucalypt may be 70–100 years old before it can provide suitable habitat. Eucalypt trees are also a vital link in the start of the food web. Scientists have counted hundreds of insect species (a species distinguished from others by its form or shape) on just two trees (Yen et al, 2002).

### 6.3 Community values

The link between a healthy natural environment and community quality of life is not always clearly visible. It is also challenging for the community to value and experience elements of the natural environment when many of our native species are hard to detect, being discrete, small or nocturnal in their movements.

Programs designed to engage and educate the community to more highly value the natural environment and become environmental custodians also compete with other lifestyle demands, including limited time and availability of finances.

Council undertook a community survey of 247 people in 2018 (survey results are in Appendix F and G). The survey found that:

- 46 per cent of respondents did not identify that native plants and animals lived in their backyard
- an average of 34 per cent of respondents were not aware that climate change, water pollution and community indifference were a threat to the natural environment.

Notwithstanding these results, there is clear support from the community to improve the natural environment. In the community biodiversity survey respondents identified the following environmental initiatives:

- 58 per cent suggested improved communication to raise awareness of the challenges and opportunities to improve our natural environment
- 84 per cent said they would consider participating in a citizen science project to collect environmental data for projects such as monitoring our natural environment
- 28 per cent suggested environmental programs required additional resources.

Council also ran community workshops involving 83 participants, to inform the development of the strategy goals and objectives (Appendix H provides a summary of community workshop issues and priorities).

#### The community workshops identified:

- that an uninformed person sees a tree as dispensable and an informed person sees it as a living environment
- an informed population is a proactive population
- a fundamental component to a healthy environment is knowledge sharing.

## 7. Challenges for our biodiversity

The health of native plants and animals have been in continual decline since European settlement. This has historically been the result of an accumulation of factors such as uncontrolled land clearing for agriculture and development, and increasing competition from weeds and pest animals. Competing land management priorities, such as vegetation removal for economic gain or to increase the perceived safety of people and property, result in the further deterioration of the natural environment. Cardinia Shire's large old trees are at particular risk from these threats. Where these factors are combined it has led to the widespread deterioration of our natural environment.

Competition from plants and animals that are not native to Australia has historically, and continues to have, a profound detrimental impact on our native flora and fauna. Council's *Weed Management Strategy (2019–29)* provides the detail of the impact of weeds and sets out the long-term plan to manage these species. Key invasive animals in Cardinia Shire include the fox, feral cat, deer, rabbit, Indian myna, starlings and honey bees.

**These species impact native animals in a range of ways including:**

- **occupying niches that crowd and outcompete**
- **destroying native habitat**
- **eating and hunting (predating on) native species.**

The mobile nature of pest animals makes these species extraordinarily difficult to control. At a minimum, pest animal control programs must be implemented on a 'whole of catchment' scale to ensure effective control. Programs that are only conducted at the property scale reveal that the pest species quickly reinvade the control area, thereby negating the usefulness of the program. The effectiveness of a pest control program can therefore be impaired due to landholder apathy or constrained time and resources. Active education and awareness programs are of critical importance to gain support from the majority of landholders in these pest control areas. This is of particular relevance in the management of domestic cats which, if not restricted within the property (indoors or in outdoor cat 'runs'), will hunt and kill native wildlife. This threat is not widely acknowledged in the community.

The consequential fragmented landscapes and disruption to plant populations, while still providing habitat for some species resilient to disturbance, can lead to entire suites of plants and animals that are sensitive to change 'crashing' and disappearing completely from an area. A study in Victoria of woodland bird populations revealed that populations are more likely to crash when tree canopy cover reduces to less than 30 per cent (Bennett et al, 2005). Species decline is reflected in Council native flora and fauna records which show that, notwithstanding our native vegetation cover extends to 29 per cent of the shire, 94 native plants and 63 native animals species are listed as 'rare' or 'threatened'.

Climate change is predicted to be one of the greatest long-term threats to biodiversity and the uncertainty it brings will need to be considered in all biodiversity conservation decisions.

The most vulnerable ecosystems include coastal ecosystems, forests, fragmented terrestrial ecosystems and areas vulnerable to fire or low freshwater availability. Species that could become endangered or extinct include those living near the upper limit of their temperature range, those with constrained climatic niches, and those that cannot migrate to new habitats due to habitat fragmentation or lack of suitable alternatives. Addressing the impacts of climate change on biodiversity will require a long-term effort and new ways of thinking.

**Four key priorities are:**

1. Enhancing our understanding of the likely responses of biodiversity to climate change and readjusting management programs where necessary.
2. Protecting a range of habitats and ecosystems.
3. Increasing opportunities for species to move across the landscape by working with partners and the community to protect habitat and create the necessary connections across landscapes.
4. Assessing adaptation options and supporting the resilience of climate-threatened ecosystems and species.



This strategy has identified a climate change adaptation policy, which will take an ecosystem-based approach to support the shire's biodiversity in adapting to a changing climate. Community groups and partners will play a key role in providing input on conservation land management activities and monitoring the impacts of climate change on indigenous species. Council will address the impacts of climate change by enhancing the resilience of habitats and ecosystems to support suitable alternatives, create connections across landscapes and reduce habitat fragmentation. *Climate-ready revegetation: A guide for natural resource managers* (Hancock, 2016) is a useful resource for natural resource managers when planning revegetation activities.

The variety of rural land use in Cardinia Shire also presents a challenge. These land uses can be generalised into two areas, broadly following the two bioregions (Cardinia Shire bioregions are mapped in Appendix I). Environmental programs must take into account each landholder area. The northern hills are generally made up of smaller rural hobby farms, while the southern flats are generally made up of larger more productive agricultural farms. As a consequence, land management programs such as installing a habitat corridor can be more costly in the southern flats than an equivalent program in the northern hills, due to the perceived loss of farm productivity.

**In Cardinia Shire other significant threats to our natural environment include:**

- grazing native vegetation from stock
- dieback caused by the root-rot fungus (*Phytophthora cinnamomi*)
- inappropriate fire regimes causing disruption to sustainable ecosystem processes and resultant loss of biodiversity
- rubbish dumping
- salinity
- coastal erosion
- loss of seagrass in Western Port (approximately 30% of sediment entering Western Port comes from eroding coastline in Cardinia Shire. The sediment reduces light reaching the seafloor and thus seagrass coverage (Wilkinson, 2016)).

Table 3 identifies the goals and opportunities in which Council will address the 11 priority challenges, incorporating multiple goals to achieve success.

**Table 3. Biodiversity challenges and opportunities**

	Challenge	Strategy goal	Opportunity
1.	Bio-links have not been identified or protected across the municipality	Protect, connect	Prioritise the development of a bio-links plan to identify the strategic corridors across the landscape. This will inform other conservation initiatives such as the location of statutory planning overlays and threatened species management actions.
2.	The community experience competing goals and priorities which challenge their ability to experience and value nature	Engage and educate	Utilising the Deep Creek Ecocentre as a focal point, to expand revegetation, weed control and threatened species programs in addition to increasing support for 'friends groups' and Gardens for Wildlife program. Advocate for an environmental education officer which will expand schools and kinder education and the future citizen science program.
3.	Biodiversity on private properties is incrementally deteriorating through a variety of threatening processes	Enhance, engage and educate	Support the <i>Weed Management Strategy</i> actions and advocate for a future Pest Animal Strategy. Fencing remnant vegetation and revegetation works will be delivered in collaboration with Landcare groups activities to improve the natural environment, soil and water health and farm productivity.



	Challenge	Strategy goal	Opportunity
4.	Native plants and animals in Council natural resource areas are under threat from weed invasion, pressure from pest animals and altered fire regimes.	Protect, enhance	Identify programs and additional resources to appropriately manage Council reserves. The bio-links plan will identify strategic conservation priorities that will influence external grants. This will complement the weed management, revegetation program and future Pest Animal Strategy and Ecological burn program to allocate funds strategically to most efficiently and effectively conserve our threatened species.
5.	To protect our native species a coordinated program is required to control pest animals and provide education on responsible pet ownership	Enhance, engage and educate	Collaborate with the Eastern Region Pest Animal Network to develop a regional pest animal strategy and implement across the Shire. Utilise this as a catalyst for community conversations regarding the shared responsibility to manage pest animals. This work will complement the existing pest animal projects, future bio-links plan and threatened species management actions.
6.	Native vegetation is limited to 29% of the Shire	Enhance, engage and educate	Identify a range of regeneration and revegetation initiatives on public and private land to meet objective to revegetate 226,000 indigenous plants over the strategy's life. Increasing the existing weed grant and the Gardens for Wildlife program will compliment this objective.
7.	To monitor programs to understand effectiveness	Enhance, engage and educate	Assess vegetation health in 20 priority bushland reserves and 120 random private properties. The presence of key indicator species that could be monitored include; southern brown bandicoot, platypus, growling grass frog, emerald star bush, lyrebirds, lizard diversity and powerful owls.
8.	Environmental community groups require support from Council	Protect, enhance, engage and educated	Develop action plans with 'friends groups' and provide increased support to community catchment based conservation projects.
9.	Council requires a consistent approach to roadside conservation planning and management.	Protect, enhance, connect, engage and educate	A roadside management strategy to be developed including other complimentary works to commence in 2022.
10.	Council requires a strategic planned approach to mitigate the impacts of climate change on biodiversity	Protect, enhance	Develop a climate change adaptation policy which will consider the impacts on climate vulnerable species.
11.	Biodiversity conservation values are not always considered in Council decision making.	Protect, enhance, engage and educate	Raise awareness on the threats to our natural environment and seeks incorporation of the vision, goals and objectives by considering biodiversity in all organisational plans, strategies and policies. Projects such as the cross department awareness raising, and incorporation of the <i>Sustainable Environment Policy</i> will improve the collaborative opportunities within Council and identify shared opportunities to realise sustainable land management outcomes.

## 8. Roles and responsibilities

### 8.1 Victorian Government

The Victorian Government plays a broad role in setting legislation, policies and strategies to provide direction for Council. The government leads the development of specific policies and programs to conserve threatened species. A significant environmental policy document is the *Victorian Biodiversity 2037 strategy*.

Victorian Government land managers such as DELWP, DEDJTR, Parks Victoria, VicTrack, VicRoads and authorities such as Melbourne Water and Puffing Billy Railway manage Crown land that have high conservation values. All Council regional weed or pest animal control programs by necessity must collaborate with these government stakeholders to maximise program success.



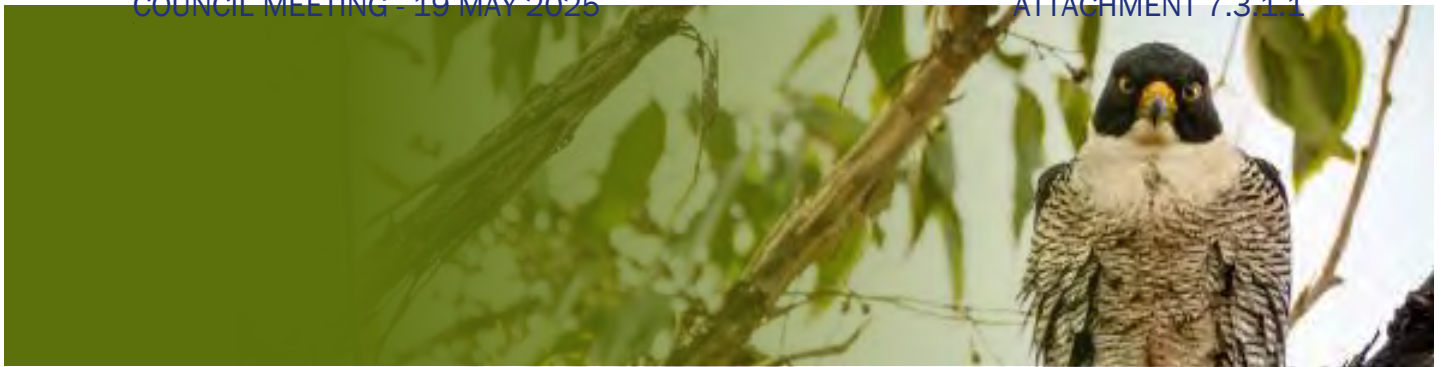
### 8.2 Council's role

Council has statutory responsibilities to protect or enhance native flora and fauna from threatening processes on land managed or owned by Council. Council manages 840 hectares of natural resource areas including bushland reserves and 940 kilometres of roadsides that contain remnant native vegetation and threatened species. Council annually takes on responsibility for new bushland reserves as an outcome of urban development associated with the *Planning and Environment Act 1987*.

Where Council is the delegated land manager of a natural resource area, there are not less than four state and federal acts that direct Council to protect, care and enhance all native flora and fauna found in our reserves. These include:

- the *Flora and Fauna Guarantee Act 1988* – directs the land manager to ensure native flora and fauna must survive and flourish by managing threatening processes
- the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC) – applies to 44 listed species and plant communities in Cardinia Shire (including Western Port Bay), providing the management direction that there must not be a significant (detrimental) impact to these listed species
- the *Victorian Conservation Trust Act 1972* – applies to two Council reserves which directs that all native wildlife and plants must be conserved
- the *Conservation and Land Protection Act 1994* – identifies that the land manager must manage and control regionally controlled and prohibited weeds and also control restricted pest animals.

Council plays a strategic leadership role through the development of plans and community programs to protect and enhance the natural environment and avoid and minimise native vegetation removal.



This role extends to implementing regional plans to manage threatened species and coordinate and empower community conservation projects (community engagement is covered in Section 9) which consider sustainable development goals within the project objectives. This is reflected in the proposed development of a bio-link corridors plan for threatened species and roadside management strategy. These projects compliment the Melbourne Strategic Assessment which provides specific management directions for the EPBC listed southern brown bandicoot and growling grass frog.

Council carries out a critical role to provide statutory environmental information to residents through the *Planning and Environment Act 1987*. Utilising planning zones, overlays and DELWP guidelines this involves educating residential planning applicants on the natural environmental features that are protected on their property. This presents a unique opportunity to undertake broader education on the conservation opportunities for our residents. Where possible Council capture these conservation actions within environmental permit conditions.

To compliment 'goal 1, achieve a net gain in native vegetation,' local revegetation policy guides will be developed to ensure that compensatory vegetation offsets are directed into the Shire. These will identify appropriate vegetation specifications including species types and numbers. Policy guides will include the development of an over the counter offset scheme, local native vegetation planting policy and environment planting guidelines.

Council utilises Ecological Vegetation Classes (EVC's) as the standard unit for classifying vegetation types within Cardinia. EVC's define the characteristic lifeforms, species, canopy and percentage large tree density by which Council makes statutory vegetation assessments. Ecologists assess the quality of vegetation for net gain offset calculations and Council plan revegetation projects and monitor the health of the natural environment using EVC benchmarks.

Council's 'Gardens for Wildlife' program complements this education initiative by engaging knowledgeable community members to provide environmental assessments and educate land owners on the value of their environmental assets. Figure 4 shows the diversity of Council's environmental roles.

To stimulate the natural ecology that takes place as a result of fire, Council is working towards implementing a scheduled program to undertake ecological controlled burns in Cardinia Shire's bushland reserves. This also complements Council's Municipal Fire Management Planning role to create safer communities.

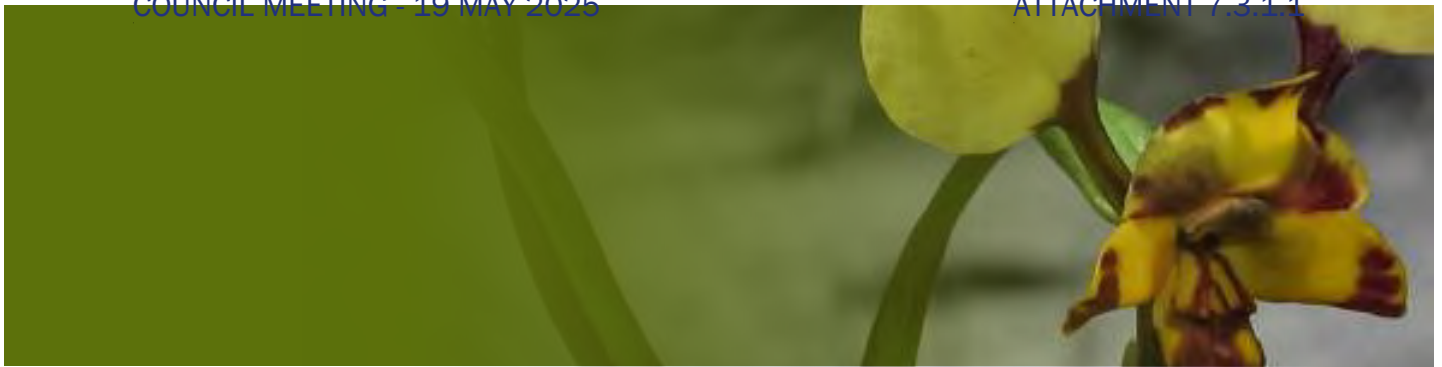
Monitoring the outcomes of conservation projects and the broader health of the natural environment provides a critical component of natural resource management because it enables Council to evaluate the effectiveness of a program and understand whether we are sustainably managing natural environmental assets. Where monitoring identifies deteriorating species health, intervention strategies can be put in place. Council programs for the community to participate in citizen science projects are important in monitoring our natural environment.





**Figure 4. Council's diverse role to protect and enhance our natural environment**





To reverse the trend of species extinction, Council is challenged in the delivery of a multitude of competing conservation projects while working within a finite budget. Council prioritises conservation planning with criteria such as the following:

- presence of threatened species
- bioregion conservation significance of vegetation communities
- DELWP's strategic priority setting
- community project support
- quality and quantity of vegetation onsite and its connectivity role and ability to offer refuge for native species
- outcomes from the 'Open Standards for the Practise of Conservation' planning framework

The 'Open Standards for the Practise of Conservation' is an adaptive planning framework that helps land managers systematically plan, implement and monitor conservation initiatives. This provides a more effective and efficient conservation management planning by analysing what works and what does not and continually making improvements to on ground works. This approach will provide an important tool in the delivery of programs from this strategy and to lobby for external government funding.

### 8.3 Residents

Cardinia Shire residents represent the majority of landholders in the shire and as such are custodians of the land. Their management actions directly influence the condition of soil, water and vegetation and, in turn, the condition of those assets influences their livelihoods, wellbeing and productivity.

Under the CaLP Act landowners are responsible for the management of regionally controlled and regionally prohibited weeds and to prevent the spread of (and as far as possible eradicate) established pest animals.

To support residents to undertake their role in biodiversity conservation, Council provides education and support.

### 8.4 Community volunteers

Cardinia Shire has more than 15 'friends' groups, three indigenous plant nurseries, wildlife shelters and 10 Landcare groups who volunteer to protect and enhance the natural environment. The Cardinia Environment Coalition (CEC), Western Port Catchment Landcare Network, Southern Ranges Environment Alliance, Cannibal Creek Catchment Biodiversity group and Port Phillip to Healesville Nature Links are important network groups with which Council partners to engage with the community.

Volunteerism to enhance our natural environment conservatively reaches over 2,000 hours annually. The environmental volunteers in Cardinia Shire play a fundamental role in contributing to landscape change and community education and engagement to benefit the natural environment. The length and breadth of the work they undertake shows a profound dedication to improving the natural environment.

Volunteers currently work in 10 Council bushland reserves undertaking weed control and tree planting. Significant works also extend to liaison with neighbours and the local community on appropriate environmental land management. These groups provide an important surveillance role to monitor the health of the reserve, including reporting reserve hazards and monitoring for threatened species. The groups acquire grants for the reserves and assist in the development of strategic conservation plans and tour guiding activities to further improve the reserves. Their knowledge on the ground also provides Council with a valuable local expertise to guide in reserve management.

Wildlife shelters provide an invaluable community service to assist community members who encounter injured wildlife. After an incident, both wildlife and community member can be highly traumatised and distressed. One shelter can care for many hundred injured wildlife each year.

## 9. Community engagement

To achieve this strategy's goals, Council requires the entire community, including individual landholders in a whole of catchment approach to value the local biodiversity in and around their properties.

Past studies, including the project partnership report 'Why don't they manage their weeds?' developed with Johns Hill Landcare Group and Cardinia Shire Council, identified the three primary factors that inhibited residents from implementing conservation (weed) programs was one or all of the following:

- **lack of knowledge**
- **lack of time**
- **lack of resources.**

The project found that the greater the number of these inhibitors that could be addressed in a community conservation project, the better the success of achieving support from new landholders.

Other important behaviour change theory includes the 'Psychology of Sustainable Behaviour Change' (Christie Manning, 2009) which provides a guide on how it is possible to motivate and empower sustainable actions. This strategic behaviour-change approach forms the basis of future community conservation initiatives. For this reason, Council will continue to strengthen work with the community in collaborative conservation projects. These partnerships have proven to be the most effective method of achieving biodiversity outcomes on private and public land because they address these inhibiting factors.

Council—community collaborative partnerships contribute a combination of scientific knowledge, funding and resources to a given project which, when coupled with the community's contacts and knowledge of the local environment, can tailor programs that meet local community needs. These programs often increase in size over time as additional landholders join the project as a result of advocacy from trusted neighbours. Council also has programs to cater for landholders who prefer to implement solitary projects. The key to achieving this strategy's goals is to offer a range of conservation initiatives that suit individual landholders' needs.

Revegetation programs identified must be coordinated with weed management initiatives, if we are to ensure environmental gains onsite are sustained. Coordinated revegetation programs also provide continued community enthusiasm for conservation projects.

Deep Creek Ecocentre is intended to become a focal point for the delivery of Council's conservation initiatives. This includes Council revegetation and 'Gardens for Wildlife' programs. Educational programs to schools, kindergartens and the community will be integrated with the indigenous nursery on site. Programs to be delivered range from managing our waterways through to building possum boxes and protecting native vegetation through to controlling weeds and pest animals.

Council's website is another key tool providing the community with information on biodiversity assets, current projects, community groups, protected species in the planning scheme and web-based tools for planning applications. Due to the dynamic and changing nature of the conservation sector, it is important that resources are continually allocated to website updates to ensure information is accurate and relevant to the community.

By implementing the identified community-based conservation actions, Cardinia Shire Council will meet its goal to annually increase the number of community members actively participating in conservation initiatives on private and public land.

### Case study



#### Cannibal Creek catchment biodiversity project

The Cannibal Creek catchment biodiversity project is a collaboration program and has been running for five years from 2013. The project has grown from original engagement of 10 properties to now involving 12 different stakeholder groups, extending over an area of 45 square kilometres along 12 kilometres of Cannibal Creek.



## 10. Monitoring and review

Progress of the action plan for this strategy will be reviewed in 2024. A more detail review of the entire strategy, including progress towards the objectives outlined under each of the four goals, will take place at its conclusion in 2029.

Contained within the review, is a biodiversity monitoring program in 2020 and 2024 to inform the progress towards the strategy objectives.



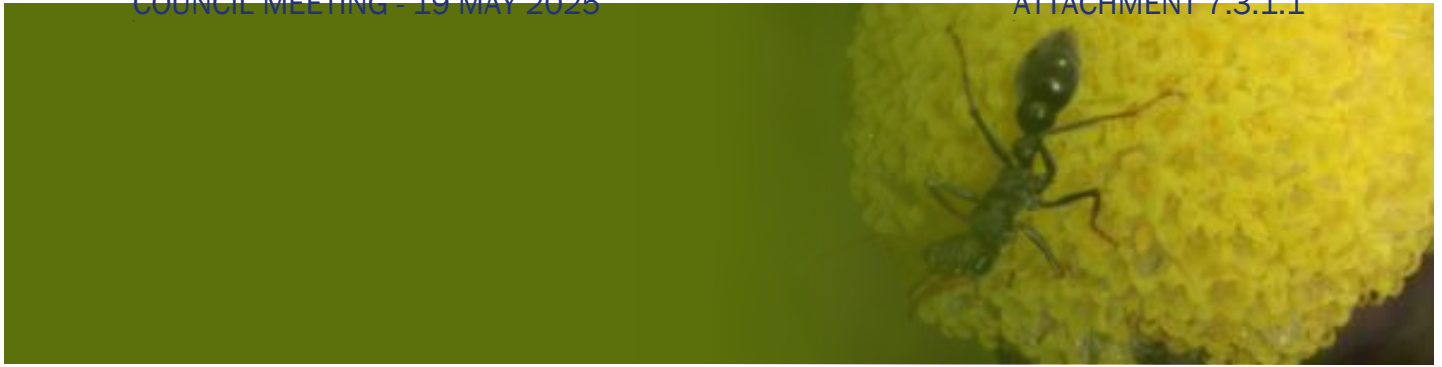
Using the core biodiversity assets of Mount Cannibal Reserve and Cannibal Creek, the group includes numerous government and community stakeholders. Members have collaborated to pool their vast local knowledge and resources to incrementally roll out an integrated conservation management program to improve biodiversity values in the entire catchment. Council supplied expertise, funding, mapping and resources to assist in the project.

On-ground initiatives have included pest animal and weed control, revegetation, monitoring of flora and

fauna, cultural heritage awareness and educational field days. The project has increased over its life by 45 times, accruing more than 2,000 volunteer hours managing weeds and tree planting and controlling 279 foxes. Up to 2020, the project will have secured funding of more than \$470,000.

# 11. Glossary

<b>Biodiversity</b>	This is the variety of all life forms; the different plants, animals and microorganisms, the genes they contain and the ecosystems of which they form a part. For the purposes of this strategy, biodiversity refers to all plants and animals indigenous to Cardinia Shire
<b>Bioregion</b>	Biogeographic areas that capture the patterns of ecological characteristics in the landscape or seascape, providing a natural framework for recognising and responding to biodiversity value.
<b>Bioregional conservation status</b>	An assessment of the conservation status of the native vegetation type in the context of a particular bioregion, taking account of how commonly it originally occurred, the current level of depletion due to clearing, and the level of degradation of condition typical of remaining stands. Six categories of bioregional conservation status exist: presumed extinct, endangered, vulnerable, depleted, rare and least concern.
<b>Bonn</b>	The Bonn Convention identifies migratory bird taxa at and below the species level, as well as some whole families.
<b>Bushland reserve</b>	Council-owned reserves which contain native or indigenous flora and fauna. Vegetation is usually remnant and has never been cleared, although some bushland reserves have arisen from revegetation using indigenous species. Bushland reserves form part of the broader natural resource area system of environmental assets that Council manages.
<b>Citizen science</b>	The collection and analysis of data relating to the natural world by members of the general public
<b>Ecological Vegetation Class (EVC)</b>	A type of native vegetation classification that is described through a combination of its floristic, life form and ecological characteristics. Each EVC includes a collection of floristic communities. In 2006, approximately 300 EVCs have been defined and mapped in Victoria with around 53 of these being located in Cardinia Shire
<b>Ecosystem</b>	All the organisms (including plants and animals) present in a particular area together with the physical environment with which they interact.
<b>Habitat corridor</b>	Pathways of natural or created habitat within larger areas that have been developed by humans, either farmed or urban development. Habitat corridors attract wildlife and act as safe passages for wildlife between neighbouring natural areas. Corridors often occur along creek riparian zones that run through urban areas, however can also encompass road reserves, railway lines and other linear easements.
<b>Indigenous vegetation/ animals</b>	Plants (including trees, shrubs, herbs, and grasses) or animals (including mammals, birds and insects) that occur naturally in the local area, a local native plant/animal.
<b>Lifeforms</b>	Scientific ecological vegetation classes (EVCs) can be generalised and expressed into 15 separate vegetation groups or 'lifeforms' including; three types of tree, four types of shrub, six types of ground storey vegetation and two other vegetation components.
<b>Miradi management system</b>	A system to design conservation projects where the project is conceptualised, actions are planned, analysed, evaluated and reported on.



<b>Native vegetation</b>	Plants (including trees, shrubs, herbs, and grasses) that are indigenous to a particular site.
<b>Natural environment</b>	All plants and animals including the locations they are found that are indigenous to Cardinia Shire.
<b>Natural resource areas</b>	The term used to refer to the collective of all Council assets where native plants and animals can be found. These areas include bushland reserves, roadside reserves and waterways and include any location where threatened flora and fauna may exist including weedy vegetation.
<b>Niche</b>	Natural home or environment of species, the physical environment in which a species lives including the energy flow the species occupies in the ecosystem
<b>Open space reserve</b>	Council reserve that is used for a wide variety of recreational purposes, where conservation values are shared with other recreational values. Typically sparsely vegetated with no critical habitat located onsite.
<b>Ramsar</b>	An intergovernmental treaty that provides the framework for national action and international cooperation for the conservation and wise use of wetlands and their resources
<b>Rehabilitation</b>	Any attempt to restore elements of structure or function to an ecological system without necessarily attempting complete restoration to any specific prior condition.
<b>Restoration</b>	The return of a community to its pre-disturbance or natural state in terms of abiotic (non-living) conditions, community structure and species composition.
<b>Revegetation</b>	Replanting indigenous vegetation in either restoration or rehabilitation.
<b>Understorey vegetation</b>	Any vegetation lifeform under 5 metres in height. The 14 different lifeforms which generally make up an EVC which range from immature trees down to the smallest herbs and ferns. Where less than half of these lifeforms exist, Council is defining the vegetation quality as significantly disturbed.
<b>Victorian Biodiversity Atlas</b>	State Government tool to collate species presence with observations from registered users, which acts as the foundation dataset to inform environmental decision making by the State Government.

## 12. Abbreviations

<b>ABCS</b>	<i>Australian Biodiversity Conservation Strategy</i>
<b>CaLP</b>	<i>Catchment and Land Protection Act 1994</i>
<b>CAMBA</b>	China–Australia Migratory Bird Agreement
<b>CEC</b>	Cardinia Environment Coalition
<b>DEDJTR</b>	Department of Economic Development, Jobs Transport and Resources
<b>DELWP</b>	Department of Environment, Land, Water and Planning
<b>EVC</b>	Ecological Vegetation Class
<b>EPBC Act</b>	<i>Environment Protection and Biodiversity Conservation Act 1999</i>
<b>FFG</b>	<i>Flora and Fauna Guarantee Act 1988</i>
<b>GIS</b>	Geographic Information System
<b>JAMBA</b>	Japan–Australia Migratory Bird Agreement
<b>ROKAMBA</b>	Republic of Korea-Australian Migratory Bird Agreement
<b>SEP</b>	<i>Sustainable Environment Policy</i>
<b>SDGs</b>	Sustainable Development Goals
<b>VBA</b>	Victorian Biodiversity Atlas
<b>VCT</b>	<i>Victorian Conservation Trust Act 1972</i>

# 13. References

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**Banner photos**

Page 1	Native orchid by Meghan Lindsay
Page 3	Gembrook Park
Page 5	Vanilla lily by Linley McGlashan, NatureShare
Page 7	Crimson Rosella by Graeme Lembcke
Page 9	Native orchid by Justin Conn
Page 11	Swamp paperbark by Chris Clarke, NatureShare
Page 13	Soft tree fern by David Francis, NatureShare
Page 15	Male superb fairy wren by Graeme Lembcke
Page 17	Native orchid by Justin Conn
Page 19	Powerful owl by Geoff Tate in partnership with Ed McNabb
Page 21	Native orchid by Justin Conn
Page 23	Striated thornbill by Graeme Lembcke
Page 25	Billy buttons by Russell Best, NatureShare

**Page photos**

Page 5	Powerful owl by Geoff Tate in partnership with Ed McNabb
Page 9	Male golden whistler by Graeme Lembcke
Page 13	Emerald Star Bush
Page 18	Powerful owl chicks by Geoff Tate and Ed McNabb
Page 19	Community tree planting at Bob James - Emerald Quarry Reserve
Page 22	Eastern yellow robin by Graeme Lembcke
Page 23	Native orchid by Justin Conn
	Cannibal Creek project tree planting day



# Biodiversity Conservation Strategy

## 2019–29

### **Cardinia Shire Council**

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National Relay Service (NRS)  
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Speak and Listen (speech-to-speech relay): 1300 555 727 (ask for 1300 787 624)

Translator Interpretation Service  
131 450 (ask for 1300 787 624)



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## Action plan

**Table 1. Annual cost of action plan**

Year	Council funding per year (existing)	Additional Council funding (per year) sought	External funding (per year) sought	Total proposed implementation costs
2019/20	123,800	0	0	123,800
2020/21	123,800	296,500	15,000	435,300
2021/22	123,800	465,000	68,500	657,300
2022/23	123,800	555,500	7,500	686,800
2023/24	123,800	441,500	3,500	568,800
2024/25	123,800	460,000	15,000	598,800
2025/26	123,800	531,000	21,000	675,800
2026/27	123,800	477,500	52,500	653,800
2027/28	123,800	496,000	21,000	640,800
2028/29	123,800	477,500	2,500	603,800
<b>Total</b>	<b>1,238,000</b>	<b>4,200,500</b>	<b>206,500</b>	<b>5,645,000</b>

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Table 2. Additional staff resources

No	Action	Action duration	Timeframe	Lead	Partner	Council funding per year (existing)	Council funding per year (additional)	Total Council funding per year	Total Council funding over the life of 10 year strategy	External funding required over the life of the action	Total funding over the life of 10 year strategy	Comments
1.	Environmental education officer (1.0 FTE Band 5)	9 years	2020-21 onwards	Environment and Heritage	People and Culture		86,000	86,000	774,000			This role is also identified in the Aspirational Energy Transition Plan. Recommended that one role would service the Biodiversity Conservation Strategy, Aspirational Energy Transition Plan and Integrated Water Management Plan
2.	Environmental planner (0.5 FTE Band 6)	8 years	2021-22 onwards	Environment and Heritage	People and Culture		52,000	52,000	416,000			
3.	Biodiversity officer (1.0 FTE Band 5)	8 years	2021-22 onwards	Environment and Heritage	People and Culture		86,000	86,000	688,000			

Table 3. Goal 1: Protect

No	Actionf	Action duration	Timeframe	Lead	Partner	Council funding per year (existing)	Council funding per year (additional)	Total Council funding per year	Total Council funding over the life of 10 year strategy	External funding required over the life of the action	Total funding over the life of 10 year strategy	Comments
4.	Continue to provide input into Victorian and Government policies that advocate for protection and enhancement of biodiversity in Cardinia Shire	10 years	2019-20 onwards	Environment and Heritage								
5.	Keep a record of vegetation removal permits and the revegetation required to offset the losses.	10 years	2019-20 onwards									
6.	Continue to implement pet restrictions as part of the planning permit process in high priority areas to protect threatened species	10 years	2019-20 onwards	Development Services (Statutory Planning)	Environment and Heritage, Development Services (Compliance)							
7.	Develop guidelines for developers to encourage indigenous plantings	1 year	2020-21	Environment and Heritage	Infrastructure Services, Operations, Planning and Development, Development and		15,000	15,000	15,000		15,000	

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
No	Actionf	Action duration	Timeframe	Lead	Partner	Council funding per year (existing)	Council funding per year (additional)	Total Council funding per year	Total Council funding over the life of 10 year strategy	External funding required over the life of the action	Total funding over the life of 10 year strategy	Comments
					Compliance Services, Policy Design Growth Area							
8.	Develop and implement a cat and dog management awareness program to reduce impacts on biodiversity (focus on protection of southern brown bandicoot)	4 years	2022-23 2024-25 2026-27 2028-29	Environment and Heritage	Development and Compliance Services, Operations Unit (Open Space), Communications		2,500	2,500	10,000	10,000	20,000	Contingent on new biodiversity  er
9.	Develop three priority threatened species action plans by 2028	3 years	2024-25 2025-26 2027-28	Environment and Heritage	Operations Unit (Open Space and Operations team), Strategic Planning		12,500	12,500	37,500	37,500	75,000	
10.	Identify Council and Crown land committees of management responsible for open space that contain indigenous vegetation and implement an environmental education program.	1 year	2023-24	Environment and Heritage	Active Communities, Operations Unit (Open Space)							
11.	Seek external funding to assist Council and Crown land committees of management for support in land management activities	4 years	2024-25 to 2027-28	Environment and Heritage	Active Communities, Operations Unit (Open Space)							
12.	Advocate resources for a planning compliance officer to audit permit conditions (including environmental conditions)	1 year	2025-26	Development and Compliance Services (Compliance Services)	Environment and Heritage							

Table 4. Goal 2: Enhance

No	Action	Action duration	Timeframe	Lead	Partner	Council funding per year (existing)	Council funding per year (additional)	Total Council funding per year	Total Council funding over the life of 10 year strategy	External funding required over the life of the action	Total funding over the life of 10 year strategy	Comments
13.	Liaise with local aboriginal groups over the annual Council natural resource area works plans	9 years	2020-21 onwards	Environment and Heritage	Safe and Inclusive Communities, Operations Unit (Operations team)		2,500	2,500	22,500		22,500	
14.	Deliver biodiversity education sessions throughout the organisation to raise environmental awareness in Council decision making	10 years	2019-20 onwards	Environment and Heritage	Operations Unit (Operations team, Open Space)							
15.	Continue to support Eastern Region Pest Animal Network initiatives including the development of a regional Pest Animal Management Plan	10 years	2019-20 onwards	Environment and Heritage								
16.	Annually report on the revegetation outputs of the Council grant program	10 years	2019-20 onwards	Environment and Heritage	Operations Unit (Open Space)							

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No	Action	Action duration	Timeframe	Lead	Partner	Council funding per year (existing)	Council funding per year (additional)	Total Council funding per year	Total Council funding over the life of 10 year strategy	External funding required over the life of the action	Total funding over the life of 10 year strategy	Comments
17.	Liaise with the nursery network to advice of salvage options for planned vegetation removal.	10 year	2019-20 onwards	Environment and Heritage								
18.	Investigate the opportunity to register an offset site with the native vegetation credit register	1 year	2019-20	Environment and Heritage								
19.	Develop a natural resource area standard operating procedure to establish quality procedures for working in natural resource areas	1 year	2020-21	Environment and Heritage	Operations Unit (Open space and Operations team),		8,000	8,000	8,000		8,000	
20.	Continue to provide funds to manage Cardinia's significant NRA's in accordance with the bushland asset costing plan (excluding weed control) (Current budget \$57,000 reserve asset management)	9 years	2020-21 onwards	Operations Unit (Open Space)	Environment and Heritage	57,000	60,000	117,000	1,110,000		1,110,000	Total funding for life of strategy equals \$57,000 in 2019-20 \$117,000 in 2020-21 onwards
21.	Annually seek capital works budget for significant reserve works	9 years	2020-21 onwards	Operations Unit (Open Space)	Environment and Heritage		75,000	75,000	675,000		675,000	
22.	Undertake roadside vegetation assessments and install signage	2 years	2020-21 to 2021-22	Operations Unit (Open Space)	Environment and Heritage					30,000	30,000	
23.	Annually plant 10,000 plants in Council reserves and on public manage land to meet objective 2.2	9 years	2020-21 onwards	Operations Unit (Open Space)	Environment and Heritage Active Communities,		40,000	40,000	360,000		360,000	
24.	Investigate a water balance study to assess the impact of new dams on minimum stream water flows	1 year	2021-22	Environment and Heritage	Development and Compliance Services, Southern Rural Water							
25.	Investigate staff resources required to adequately manage Council's natural resource areas including the provision of community support	1 year	2021-22	Operations Unit (Open Space)	Environment and Heritage, Operations Unit (Open Space)							
26.	Work across the organisation to incorporate the Sustainable Development Goals and native vegetation objectives in Council land management including prioritising indigenous planting and habitat retention and enhancement	8 years	2021- 22 onwards	Environment and Heritage								Contingent on employment of new education officer
27.	Develop a prioritised inventory of natural resource areas requiring reserve management plans and complete one plan every second year (utilising a consultant) starting from 2021-22	4 years	2021-22 2023-24 2025-26 2027-28	Operations Unit (Open Space)	Environment and Heritage		3,500	3,500	14,000	14,000	28,000	
28.	Implement conservation and education signage for priority bushland reserves	3 years	2022-23 2025-26 2027-28	Operations Unit (Open Space),	Environment and Heritage Communications					15,000	15,000	
29.	Undertake shire wide biodiversity monitoring program on 120 random private properties and	2 years	2022-23 2025-26	Environment and Heritage			40,000	40,000	80,000		80,000	Contingent on employment of new

Cardinia Shire Council

Biodiversity Conservation Strategy 2019-29 - Action plan

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No	Action	Action duration	Timeframe	Lead	Partner	Council funding per year (existing)	Council funding per year (additional)	Total Council funding per year	Total Council funding over the life of 10 year strategy	External funding required over the life of the action	Total funding over the life of 10 year strategy	Comments
	targeted threatened species to assist with reporting against strategy objectives											biodiversity officer.
30.	Undertake biodiversity monitoring in priority NRA's to inform on biodiversity health and enable evaluation of reserve management to assist with reporting against strategy objectives	2 years	2022-23 2025-26	Environment and Heritage	Operations Unit (Open Space)		30,000	30,000	60,000		60,000	Contingent on employment of new biodiversity officer
31.	Purchase of multispectral imagery through coordinated imagery program (CIP) in DELWP to provide biodiversity analysis and assist with reporting against strategy objectives	2 years	2023-24 2027-28	Information Services	Environment and Heritage		5,000	5,000	10,000		10,000	
32.	Coordinate the development of a roadside management plan. Consultancy cost to develop the plan	1 year	2022-23	Environment and Heritage	Operations Unit (Operations team and Open Space), Community Strengthening (Emergency Management), Infrastructure Services		50,000	50,000	50,000		50,000	Contingent on employment of new biodiversity officer
33.	Undertake roadside vegetation community liaison and education	1 year	2024-25	Environment and Heritage	Operations Unit (Open Space)							Contingent on employment of new biodiversity officer
34.	Annually provide 20 plants for 150 private landholders and schools (3000 plants) to meet objective 2.2	5 year	2024-25 onwards	Environment and Heritage			9,000	9,000	45,000		45,000	
35.	Increase the 2018-19 Trust for Nature rate rebate to meet CPI	5 year	2024-25 onwards	Environment and Heritage	Rates	15,000	3,000	18,000	165,000		165,000	Total funding for life of strategy equals \$15,000 for 2019-20 – 2023-24 \$18,000 in 2024-25 onwards
36.	Advocate for the development of a climate adaptation strategy, which will consider the impacts on climate vulnerable species.	1 year	2024-25 onwards	Environment and Heritage								
37.	Extend the existing annual Landcare Bandicoot habitat planting 15,000 plants to meet objective 2.2	3 years	2026-27 onwards	Environment and Heritage		20,000	30,000	50,000	290,000		290,000	Total funding for life of strategy equals \$20,000 for 2019-20 – 2025-26



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No	Action	Action duration	Timeframe	Lead	Partner	Council funding per year (existing)	Council funding per year (additional)	Total Council funding per year	Total Council funding over the life of 10 year strategy	External funding required over the life of the action	Total funding over the life of 10 year strategy	Comments
												\$50,000 in 2026-27 onwards

Table 5. Connect

No	Action	Action duration	Timeframe	Lead	Partner	Council funding per year (existing)	Council funding per year (additional)	Total Council funding per year	Total Council funding over the life of 10 year strategy	External funding required over the life of the action	Total funding over the life of 10 year strategy	Comments
38.	Support community lead catchment based biodiversity projects e.g. Cannibal Creek Catchment and Cardinia Creek Nature Links	10 years	2019-20 onwards	Environment and Heritage	Operation Unit (Open Space, Operations team)							
39.	Identify and consider strategic land purchases that enhance Cardinia's biodiversity	10 years	2019-20 onwards	Environment and Heritage								
40.	Stage 1 Undertake biolink mapping across the municipality. Map local and regional biodiversity assets and develop biolink corridors at different scales on private and public land.*	1 year	2020-21	Environment and Heritage	Operation Unit (Open Space) Community Strengthening, Strategic Planning, DELWP		50,000	50,000	50,000	50,000	100,000	
41.	Stage 2 Incorporate areas of an endorsed biolink plan into the planning scheme using environmental overlays	1 year	2022-23	Strategic and Economic Development	Environment and Heritage							

Table 6. Engage

No	Action	Action duration	Timeframe	Lead	Partner	Council funding per year (existing)	Council funding per year (additional)	Total Council funding per year	Funding over the life of the 10 year strategy	External funding required over the life of the action	Total funding over the life of 10 year strategy	Comments
42.	Develop action plans for individual 'friends' of bushland reserve groups	10 years	2019-20 onwards	Environment and Heritage	Operations Unit (Open Space)							
43.	Continue to support nature based play spaces into playground design	10 years	2019-20 onwards	Environment and Heritage	Active Communities							
44.	Continue to implement the biodiversity incentive scheme for Landcare course subsidies	10 years	2019-20 onwards	Environment and Heritage		2,000		2,000	20,000		20,000	
45.	Annually report on the combined number of community participants involved in natural environment programs	10 years	2019-20 onwards	Environment and Heritage								
46.	Continue and improve support for Council's four wildlife shelters with annual funding	9 years	2020-21 onwards	Environment and Heritage		3,000	1000	4,000	39,000		39,000	Expansion of the grant from

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No	Action	Action duration	Timeframe	Lead	Partner	Council funding per year (existing)	Council funding per year (additional)	Total Council funding per year	Funding over the life of the 10 year strategy	External funding required over the life of the action	Total funding over the life of 10 year strategy	Comments
												2 wildlife shelters to 4 shelters.  Total funding for life of strategy equals \$3,000 for 2019-20 \$4,000 in 2020-21 onwards
47.	Continue to support and increase friends group grant budget to accommodate: <ul style="list-style-type: none"><li>the establishment of new friends groups</li><li>the support of Cardinia Environment Coalition's management of public land</li></ul>	9 years	2020-21 onwards	Environment and Heritage		10,000	7,000	17,000	163,000		163,000	Total funding for life of strategy equals \$10,000 for 2019-20 \$17,000 for 2020-21 onwards
48.	Improve on the delivery of environmental education programs to schools, kinders and the community	9 years	2020-21 onwards	Environment and Heritage		8,000	2,000	10,000	98,000		98,000	Contingent on employment of new environmental education officer  Total funding for life of strategy equals \$8,000 for 2019-20 \$10,000 in 2020-21 onwards
49.	Investigate and support university research opportunities to better understand environmental science, which will inform conservation management.	8 years	2021-22 onwards	Environment and Heritage								Contingent on employment of new environmental education officer
50.	Increase the existing biodiversity incentive grant to community group initiatives on private and public land to conserve threatened species	7 years	2022-23 onwards	Environment and Heritage		8,800	20,000	28,800	228,000		228,000	Total funding for life of strategy equals \$8,800 for 2019-20 – 2021-22 \$28,800 in 2022-23 onwards

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No	Action	Action duration	Timeframe	Lead	Partner	Council funding per year (existing)	Council funding per year (additional)	Total Council funding per year	Funding over the life of the 10 year strategy	External funding required over the life of the action	Total funding over the life of 10 year strategy	Comments
51.	Initiate contact with new landholders to raise awareness of the biodiversity related resources and available Landcare networks	7 years	2022-23 onwards	Environment and Heritage	Communications		1,500	1,500	10,500		10,500	
52.	Review the value of coordinating a local biodiversity stakeholders committee.	4 years	2025-26	Environment and Heritage	Cardinia Environment Coalition							
53.	Work with universities to develop farm demonstration sites that monitor farm productivity as a result of conservation works (ecosystem services). Year 1 of 10-year project with set up costs only needed in year 1.	1 year (set up year)	2026-27	Environment and Heritage	Federation University, Western Port Catchment Landcare Network					50,000	50,000	Contingent on employment of new biodiversity officer.

Biodiversity Conservation Strategy midterm review (2024)

Summary of actions

June 2019- June 2024

The below summary demonstrates the achievements in the delivery of the Biodiversity Conservation Strategy actions between 2019 and 2024. Actions identified as ongoing are considered complete for the purpose of the review and are required to be delivered annually for the life of the strategy and beyond.

Table 1. Additional staff resources

No	Action	Timeframe	Action Status	Comments
1.	Environmental education officer (1.0 FTE Band 5)	2020-21 onwards	Complete	This role was appointed in August 2021.
2.	Environmental planner (0.5 FTE Band 6)	2021-22 onwards	Complete	This role was appointed in 2019.
3.	Biodiversity officer (1.0 FTE Band 5)	2021-22 onwards	Complete	This role was approved in the 2021-22 budget cycle. After a review, EFT was repurposed to create the Coordinator Biodiversity, which was appointed in April 2022.

Table 2. Goal 1: Protect

No	Action	Timeframe	Action Status	Comments
4.	Continue to provide input into Victorian and Government policies that advocate for protection and enhancement of biodiversity in Cardinia Shire	2019-20 onwards	Ongoing	<p>Council made the following submissions between 2019-2024:</p> <ul style="list-style-type: none"><li>Planning for Melbourne's Green Wedges and Agricultural Land consultation paper;</li><li>Bushfire Planning Made Clearer discussion paper;</li><li>Parliamentary inquiry into protections within the Victorian Planning Framework;</li><li>Development of the Cardinia Road Employment Precinct Structure Plan</li><li>Officer South Employment Precinct Structure Plan</li></ul> <p>Between 2019 and 2024 Council advocated for:</p> <ul style="list-style-type: none"><li>Development of a Westernport Strategic Framework</li><li>The community listing of the Emerald Star Bush as an EPBC listed species.</li><li>Funding to deliver the Koo Wee Rup Biolink</li></ul> <p>Council officers coordinated delivery of:</p> <ul style="list-style-type: none"><li>Review and revision of the Growling Grass Frog Conservation management plan for Cardinia Road Employment Precinct</li></ul>
5.	Keep a record of vegetation removal permits and the revegetation required to offset the losses.	2019-20 onwards	Ongoing	This data is reported annually through Department of Energy, Environment and Climate Action (DEECA)'s Native Vegetation Regulation reporting framework. Individual council reporting data is not publicly available; however, a statewide summary is available annually via the DEECA website <a href="#">2022-2023-No-net-loss-report-Final.pdf</a>
6.	Continue to implement pet restrictions as part of the planning permit process in high priority areas to protect threatened species	2019-20 onwards	Ongoing	Council is assessing a development plan in Koo Wee Rup where pet restrictions have been identified as a priority for the protection of the Southern Brown Bandicoot.
7.	Develop guidelines for developers to encourage indigenous plantings	2020-21	Complete	The guidelines have been completed and are available on Council's website. The landscape developer guidelines encourage the use of indigenous plants.
8.	Develop and implement a cat and dog management awareness program to reduce impacts on biodiversity (focus on protection of southern brown bandicoot)	2022-23 2024-25 2026-27 2022-23 2028-29	Ongoing	<p>Council officers organised a meeting with 17 stakeholders to determine priorities for the Koo Wee Rup Biolink project area. Additionally, a separate meeting was conducted with the Koo Wee Rup Township Committee. Both meetings highlighted responsible pet ownership as a key priority.</p> <p>Pet registration information packs have been updated to provide information about responsible pet ownership.</p> <p>Planning was undertaken to establish a bandicoot citizen science and awareness campaign.</p>
9.	Develop three priority threatened species action plans by 2028	2024-25 2025-26 2027-28	Not started	To commence in the 2024-25 financial year.

No	Action	Timeframe	Action Status	Comments
10.	Identify Council and Crown land committees of management responsible for open space that contain indigenous vegetation and implement an environmental education program.	2023-24	Ongoing	<p>Council officers conducted an audit of sites under Committee of Management to identify areas containing indigenous vegetation. The review aimed to clarify the responsibilities of each committee in maintaining and protecting indigenous vegetation.</p> <p>Committees of Management include:</p> <ul style="list-style-type: none"><li>• 18 Committees of Management appointed by DEECA</li><li>• 12 Committees of Management appointed by the shire</li></ul>
11.	Seek external funding to assist Council and Crown land committees of management for support in land management activities	2024-25 to 2027-28	Not started	To commence in the 2024-25 financial year.
12.	Advocate resources for a planning compliance officer to audit permit conditions (including environmental conditions)	2025-26	Not started	To commence in the 2024-25 financial year.

**Table 3. Goal 2: Enhance**

No	Action	Timeframe	Action Status	Comments
13.	Liaise with local aboriginal groups over the annual Council natural resource area works plans	2020-21 onwards	Ongoing	<p>Council officers met with representatives of the Bunurong Land Council Aboriginal Corporation in 2022 to discuss opportunities for collaboration.</p> <p>As part of the Peri-urban Weed Management Partnership (PWMP), Bunurong Land Council Aboriginal Corporation is leading a cultural restoration project along Cardinia Creek and is completing weed control works on behalf of DEECA at Guys Hill Reserve.</p>
14.	Deliver biodiversity education sessions throughout the organisation to raise environmental awareness in Council decision making	2019-20 onwards	Ongoing	<p>The environmental planning team developed and delivered four training modules to Council's arborists, statutory planners and development team covering:</p> <ul style="list-style-type: none"> <li>native vegetation removal,</li> <li>biodiversity values across the shire,</li> <li>tree Protection and</li> <li>consequential loss.</li> </ul> <p>Council officers participated in 2 annual staff tree planting days along Toomuc Creek and at Cardinia Creek Parklands.</p> <p>Staff participated in several workshops, bush walks and information sessions including:</p> <ul style="list-style-type: none"> <li>weed identification and mapping for Operations staff;</li> <li>weed spotters training;</li> <li>facilitated organisation wide connection with the Melbourne Strategic Assessment (DEECA) team;</li> <li>guided bushwalks to understand the biodiversity values of the shire.</li> </ul> <p>Staff induction days now include an overview of Cardinia Shire's environmental services.</p>
15.	Continue to support Eastern Region Pest Animal Network initiatives including the development of a regional Pest Animal Management Plan	2019-20 onwards	Ongoing	<p>Council played a lead role in the development of the Eastern Region Pest Animal Strategy (ERPAS) that included collaboration with 12 neighbouring councils and 5 Victorian Government agencies, the strategy was finalised and endorsed by council 2020.</p> <p>Council officers support the Eastern Region Pest Animal Network with Cardinia Shire represented at regular meetings and supporting coordination of network events.</p>
16.	Annually report on the revegetation outputs of the Council grant program	2019-20 onwards	Ongoing	<p>Council's grant programs have supported the installation of 57,183 plants and 9,265 meters of exclusion fencing during the review period. Council has supported community led indigenous planting through the following Greening Gardinia grant programs:</p> <ul style="list-style-type: none"> <li>Biodiversity Incentive scheme</li> <li>Indigenous plant giveaway</li> <li>Landcare grant funding</li> </ul>
17.	Liaise with the nursery network to advice of salvage options for planned vegetation removal.	2019-20 onwards	Ongoing	<p>Council officers provided advice on:</p> <ul style="list-style-type: none"> <li>The translocation of matted flax lily into Toomuc Valley Nature Reserve as part of the LXP program.</li> <li>The salvage of arched flax lily with Cardinia Environment Coalition nursery as part of Officer precinct development.</li> </ul>
18.	Investigate the opportunity to register an offset site with the native vegetation credit register	2019-20	Complete	Initial officer assessment determined that very few Council owned and managed sites are eligible as an offset under the Guidelines for the removal, destruction or lopping of native vegetation 2017.
19.	Develop a natural resource area standard operating procedure to establish quality procedures for working in natural resource areas	2020-21	Complete	<p>The Natural Reserves Team utilises the corporate system 'reflect' to manage operating procedures, site diaries and work quality audit forms.</p> <p>The natural reserves contract was updated and clearly articulates procedures and standards to be achieved.</p>
20.	Continue to provide funds to manage Cardinia's significant NRA's in accordance with the bushland asset costing plan (excluding weed control) (Current budget \$57,000 reserve asset management)	2020-21 onwards	Complete	This is embedded within the annual operating budget.
21.	Annually seek capital works budget for significant reserve works	2020-21 onwards	Complete	<p>This budget is supported annually through the capital works budget process and has delivered:</p> <ul style="list-style-type: none"> <li>Installation of signage at Gembrook Park</li> <li>Wetland restoration project at Pepi's Land</li> <li>Wood Weed Management Hillview Reserve</li> </ul>

No	Action	Timeframe	Action Status	Comments
22.	Undertake roadside vegetation assessments and install signage	2020-21 to 2021-22	Ongoing	A contractor was engaged to review significant roadside data and remap existing sites. Additional work is required to ensure a complete understand of significant roadsides across the shire. Signage to be considered once full inventory has been completed.
23.	Annually plant 10,000 plants in Council reserves and on public manage land to meet objective 2.2	2020-21 onwards	Ongoing	40,180 plants have been planted over the 5 years.  Indigenous planting has taken place on natural reserves, landscape design projects and open space programs, this has seen an organisation wide delivery approach from the following teams: <ul style="list-style-type: none"> <li>Natural Reserves</li> <li>Parks Planning</li> <li>Community Infrastructure Delivery</li> <li>Open Space Maintenance</li> </ul>
24.	Investigate a water balance study to assess the impact of new dams on minimum stream water flows	2021-22	Complete	Council officers have investigated this action and determined that third parties are responsible for managing dam licences and minimum stream flows. DEECA, Melbourne Water and Southern Rural Water are the responsible authorities in this space. Council officers will advocate to ensure minimum stream flows are considered in future strategic water planning process conducted by Council and relevant authorities.
25.	Investigate staff resources required to adequately manage Council's natural resource areas including the provision of community support	2021-22	Complete	Resourcing of the natural resource areas has been reviewed and as of June 2024 includes: 1 x Coordinator 1 x Senior Natural Reserves Ranger 3 x Natural Reserves Rangers  (1 x Natural Reserves Project Officer is a newly created position in 2024- 25 budget)
26.	Work across the organisation to incorporate the Sustainable Development Goals and native vegetation objectives in Council land management including prioritising indigenous planting and habitat retention and enhancement	2021- 22 onwards	Ongoing	Council officers have: <ul style="list-style-type: none"> <li>Coordinated training on vegetation quality assessment which was delivered by DEECA with 5 Council staff participating.</li> <li>Designed and delivered 4 training modules to arborists, statutory planners and development team over 2024-25 covering native vegetation removal, biodiversity, tree protection and consequential loss. Fifteen sessions were delivered.</li> <li>Council's Biolink Plan was developed and adopted, which guides organisational conservation management priorities</li> <li>Advocated for the protection and enhancement of native vegetation and waterways throughout the growth area.</li> <li>Assessed more than 1,398 planning referrals that considered vegetation impacts</li> </ul>
27.	Develop a prioritised inventory of natural resource areas requiring reserve management plans and complete one plan every second year (utilising a consultant) starting from 2021-22	2021-22 2023-24 2025-26 2027-28	Ongoing	Management plans have been developed for: <ul style="list-style-type: none"> <li>Pakenham Grasslands Reserve</li> </ul> A priority list investigation was completed for reserves requiring management plans, these include: <ul style="list-style-type: none"> <li>Emerald Lake Park</li> <li>RJ Chambers</li> <li>Gembrook Park</li> <li>Mt Cannibal Flora and Fauna Reserve</li> <li>Wattle Creek Reserve</li> </ul> Funding was not provided for this activity in the 2023-24 budget.
28.	Implement conservation and education signage for priority bushland reserves	2022-23 2025-26 2027-28	Ongoing	Reserve signage was installed at: <ul style="list-style-type: none"> <li>Mt Cannibal Flora and Fauna Reserve in 2022-23</li> <li>Gembrook Park in 2023-24.</li> </ul>
29.	Undertake shire wide biodiversity monitoring program on 120 random private properties and targeted threatened species to assist with reporting against strategy objectives	2022-23 2025-26	Ongoing	184 private and public land managers were invited to participate in the biodiversity monitoring program. 58 sites were assessed to determine a benchmark of environmental health across the shire.  An additional 10 private properties participated in night surveys for powerful owl and yellow-bellied glider and a further 7 private properties were assessed for potential swamp skink habitat.
30.	Undertake biodiversity monitoring in priority NRA's to inform on biodiversity health and enable evaluation of reserve management to assist with reporting against strategy objectives	2022-23 2025-26	Ongoing	Consultants surveyed 16 Council managed sites for powerful owl and 12 council managed sites yellow-bellied glider in the north of the shire, swamp skink habitat modelling was conducted at 3 council sites in the south of the shire.



No	Action	Timeframe	Action Status	Comments
31.	Purchase of multispectral imagery through coordinated imagery program (CIP) in DELWP to provide biodiversity analysis and assist with reporting against strategy objectives	2023-24 2027-28	Complete	It was determined that data available through DEECA open data portal will be sufficient to support reporting against strategy actions. Council will continue to research and investigate available open data sources that will inform objective progress.
32.	Coordinate the development of a roadside management plan. Consultancy cost to develop the plan	2022-23 (2026/27)	Not started	Delivery of this project was rescheduled and will be considered in future annual budget processes.
33.	Undertake roadside vegetation community liaison and education	2024-25	Not Started	This project will commence after the completion of the roadside management plan.
34.	Annually provide 20 plants for 150 private landholders and schools (3000 plants) to meet objective 2.2	2024-25 onwards	Not Started	To commence in the 2024-25 financial year.
35.	Increase the 2018-19 Trust for Nature rate rebate to meet CPI	2024-25 onwards	Complete	Council's Trust for Nature Rebate budget allocation is \$15,000 total. In 2023/24 financial year the rebate was provided to 57 covenanted properties. This can fluctuate from year to year.  (An increase from \$15,000 to \$18,000 was approved in 2024-25).
36.	Advocate for the development of a climate adaptation strategy, which will consider the impacts on climate vulnerable species.	2024-25 onwards	Complete	Council adopted the Climate Change Adaptation Strategy in 2022  Action 30 of the strategy seeks to: Identify climate vulnerable ecosystems in bushland reserves and roadsides of conservation significance.  This project will be delivered in 2024-25 in partnership with the Westernport Biosphere Foundation.
37.	Extend the existing annual Landcare Bandicoot habitat planting 15,000 plants to meet objective 2.2	2026-27 onwards	Not started	To commence in the 2026-27 financial year.



Table 4. Connect

No	Action	Action duration	Timeframe	Action Status	Comments
38.	Support community lead catchment-based biodiversity projects e.g. Cannibal Creek Catchment and Cardinia Creek Nature Links	10 years	2019-20 onwards	Ongoing	Council has provided support to the following: <ul style="list-style-type: none"><li>• Hosted the Swampworks inception meeting and strategic planning workshop.</li><li>• Supported the Nangana New Futures inception meeting and strategic planning workshop.</li><li>• Established the Koo Wee Rup Biolink trial project working group.</li><li>• Provided grant funding to Cannibal Creek Landcare to deliver community planting.</li><li>• Supported the reestablishment of the Friends of Cardinia Creek.</li><li>• Supported the Cardinia Deer Managment Coalition</li></ul>
39.	Identify and consider strategic land purchases that enhance Cardinia's biodiversity	10 years	2019-20 onwards	Ongoing	Council officers will continue to identify strategic land purchases through the Property Services Team.
40.	Stage 1 Undertake biolink mapping across the municipality. Map local and regional biodiversity assets and develop biolink corridors at different scales on private and public land.*	1 year	2020-21	Complete	In 2021 Council adopted the Biolink Plan, which included the identification of 46 priority nodes and 48 priority biolinks, with a publicly available mapping system via the online platform: <a href="#">ArcGIS Web Application</a>
41.	Stage 2 Incorporate areas of an endorsed biolink plan into the planning scheme using environmental overlays	1 year	2022-23	Complete	Council offices assessed the opportunity to include biolink mapping under the environmental significant overlay. Due to the complexity and risks of a planning scheme amendment, it was determined not to proceed with the program.

**Table 5. Engage and educate**

No	Action	Action duration	Timeframe	Action Status	Comments
42.	Develop action plans for individual 'friends' of bushland reserve groups	10 years	2019-20 onwards	Complete	<ul style="list-style-type: none"> <li>10-year action plans have been developed with 8 friends' groups in 2021.</li> <li>Reviewed The Natural Reserves Team annual work plans adjusted to support the objectives of friend's groups.</li> </ul>
43.	Continue to support nature-based play spaces into playground design	10 years	2019-20 onwards	ongoing	<p>Council officers have ensured that nature-based play is incorporated into:</p> <ul style="list-style-type: none"> <li>The all-abilities playground at Deep Creek</li> <li>Council owned kinder services.</li> </ul>
44.	Continue to implement the biodiversity incentive scheme for Landcare course subsidies	10 years	2019-20 onwards	Ongoing	A \$2,000 rebate is provided to the Western Port Catchment Landcare Network to provide Landcare courses from 2020-21, 368 participants have been funded through this program with 50 courses being rolled out.
45.	Annually report on the combined number of community participants involved in natural environment programs	10 years	2019-20 onwards	Ongoing	<p>More than 13,000 community members have participated in Council's natural environment programs including:</p> <ul style="list-style-type: none"> <li>community tree planting,</li> <li>bushwalks and night walks,</li> <li>wildlife surveys,</li> <li>environmental volunteer activities,</li> <li>education events,</li> <li>plant giveaways and trees for weed swaps,</li> <li>gardens for wildlife.</li> </ul>
46.	Continue and improve support for Council's four wildlife shelters with annual funding	9 years	2020-21 onwards	Ongoing	Council provides up to \$800 annually to each active wildlife shelter.
47.	Continue to support and increase friends group grant budget to accommodate: the establishment of new friends groups - support CEC's management of public land	9 years	2020-21 onwards	Ongoing	<ul style="list-style-type: none"> <li>Council currently supports 7 environmental volunteer groups and 9 Landcare groups.</li> <li>Council currently offers \$800 to each environmental volunteer group to assist in meeting their administrative costs including insurance and incorporation fees.</li> <li>The Cardinia Environment Coalition stepped away from their land management responsibilities in 2024.</li> </ul>
48.	Improve on the delivery of environmental education programs to schools, kinders and the community	9 years	2020-21 onwards	Ongoing	<p>More than 155 Council environmental education programs have been delivered these include:</p> <ul style="list-style-type: none"> <li>Kindergarten education program – environmental incursions for 4-year-old kindergartens in the shire</li> <li>School education program in partnership with Ecolinc and PrimeSci– environmental science excursions for local schools at Deep Creek</li> <li>Gardens for wildlife community education program</li> </ul>
49.	Investigate and support university research opportunities to better understand environmental science, which will inform conservation management.	8 years	2021-22 onwards	Ongoing	<p>Council officers have collaborated with Monash university students to complete tasks associated with:</p> <ul style="list-style-type: none"> <li>Identifying biodiversity projects within paper roads</li> <li>Identifying environmental values and landscape connectivity in the great swamp</li> <li>Developing threatened species connectivity prototypes (bridge crossings)</li> </ul>
50.	Increase the existing biodiversity incentive grant to community group initiatives on private and public land to conserve threatened species	7 years	2022-23 onwards	Ongoing	<p>Total funding allocated to this program increased to \$28,800p.a. from 2022- 23.</p> <p>This program has supported 10 community projects to achieve:</p> <ul style="list-style-type: none"> <li>increase vegetation cover,</li> <li>reduce weed cover,</li> <li>improve habitat for threatened species,</li> <li>improve education and awareness of threatened species.</li> </ul>
51.	Initiate contact with new landholders to raise awareness of the biodiversity related resources and available Landcare networks	7 years	2022-23 onwards	On-going	<p>52 new residents residing in areas of high biodiversity values such as land covered by the following planning controls such as Green Wedge Zones, Rural Conservation Zones S and Environmental Significance Overlays and areas of biological and zoological significance.</p> <p>As part of the Biodiversity Monitoring Project, 35 private landholders were contacted and nominated to be a part of the surveys.</p> <p>Mail out to residents that live adjacent to the Peri Urban Weed Management project sites along Cardinia Creek providing detail of the program and how they can contribute to reducing the impact of weeds.</p>
52.	Review the value of coordinating a local biodiversity stakeholders committee.	4 years	2025-26	Not started	To commence in the 2025-26 financial year.
53.	Work with universities to develop farm demonstration sites that monitor farm productivity as a result of conservation works (ecosystem services).	1 year (set up year)	2026-27	Not Started	To commence in the 2026-27 financial year.

## 7.3.2 INVESTMENT ATTRACTION PLAN

Responsible GM:	Debbie Tyson
Author:	Pieta Bucello
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	<b>4.1 We support our productive land and employment land to grow local industries</b> 4.1.1 Facilitate better planning for our agricultural land to support industry, innovation, local food economy and local job growth. 4.1.2 Plan for sustainable employment precincts to entice new industries to the region and support new business. 4.1.5 Strengthen and promote our shire's unique identity and visitor attractions.

### Recommendation

That Council:

1. Endorses the Investment Attraction Plan (Attachment 1) and
2. Reviews this plan within four months of the adoption of the Council Plan 2025-2029.

### Executive Summary

The Investment Attraction Plan (Attachment 1) was developed in partnership with REMPLAN from May - October 2024, including consultation with key council staff, state government and local developers. The Plan considers Cardinia Shire's growing residential and commercial activity and outlines the Shire's economic investment potential and aspirations.

### Background

Cardinia Shire has experienced rapid urban growth, presenting an opportunity to establish its economic identity and necessitating strategic direction, supported by an economic evidence base, to attract desirable investment into Cardinia Shire.

Development of an Investment Attraction Plan for Cardinia Shire's Employment Precincts is a key action within the Council Plan for 2021 – 2023. The Investment Attraction Plan has been informed by engagement with Cardinia Shire Council (CSC) staff, key stakeholders in the business community, and economic research conducted by REMPLAN.

The Plan provides an approach for Council to support investment attraction holistically, while recognising the unique identities and opportunities across the regions within the Shire. The Plan outlines a range of short, medium and long term initiatives that will assist in building Cardinia Shire's identity as a place to invest, that's business friendly and that attracts investment aligned to the community's values.

### Discussion

#### Council's role in investment attraction

Investment attraction is a fundamental aspect of economic development. The council plays a pivotal role in this process by collaborating with state government agencies and the private sector. This partnership aims to facilitate investments that not only generate local employment opportunities but also enhance the overall quality of life for residents.

Key activities of investment attraction include:

- Actively promoting the municipality's strengths and opportunities to potential investors through various marketing campaigns and events.
- Proactively identifying a series of investment opportunities that align with the municipality's strategic goals.
- Offering detailed economic data and insights into population trends, employment precincts, and demographics to inform potential investors.
- Partnering with and advocating to government agencies to secure funding and support for local projects.
- Encouraging and engaging private investors to develop commercial land and advance various projects within the municipality.
- Engaging with local industry to identify growth opportunities and foster a supportive environment for business expansion.
- Implementing policies that make the municipality an attractive destination for investors.
- Offering support services to businesses, including assistance with permits, navigating regulatory requirements, and providing information on local market conditions.
- Engaging with the local community to ensure that investment projects align with the needs and aspirations of residents, thereby fostering a supportive environment for sustainable development.

**A whole of organisation approach**

Lessons learned from previous employment areas and facilitation processes highlight that investment attraction cannot be achieved by a single department alone. A whole-of-organisation approach is essential, as successful investment facilitation demands a consistent and exceptional customer service experience. Each council operates uniquely, and it is crucial to conduct a comprehensive assessment of the end-to-end facilitation process to identify areas for improvement specific to CSC.

**Cardinia Shire's investment identity**

The Plan identifies key data and insights which can inform development of a strategic investment identity for Cardinia Shire. This initiative is seen as a critical first step in raising the profile of Cardinia Shire, progressing meetings with state government and pro-actively reaching potential investors.

**Investment Decision Making Framework**

The Plan includes key criteria for Council and investors to understand the priorities and benefits of each investment opportunity. Cardinia Shire are seeking investments that:

- Create jobs
- Provide quality infrastructure
- Enhance liveability and quality of life
- Promote economic growth
- Strengthen community
- Diversify the economy
- Promote innovation

**Policy Implications**

Implementation of the Investment Attraction Plan will be guided by several local and state policies and strategies. It aims to attract investment that achieves the quadruple bottom line for our community (social, economic, cultural, and environmental).

Key internal guiding documents include:

- Council Plan
- Cardinia Planning Scheme
- Cardinia Shire's Liveability Plan (municipal health and wellbeing plan)

- Economic Development Strategy\*
- Sustainable Environment Policy (and related strategies)
- Westernport Green Wedge Management Plan
- Township Strategies
- Major Activity Centre Structure Plans and Urban Design Frameworks

*\*The Economic Development Strategy was prepared during the COVID-19 pandemic in a time when the economy and local businesses were experiencing unique challenges. A new strategy is required to set the direction and reflect Council priorities moving forward. The Investment Attraction Plan will form one of the key inputs for the review of the Economic Development Strategy.*

Other relevant strategic documents include (but are not limited to):

- Cardinia Shire Precinct Structure Plans
  - o Officer PSP
  - o Officer South Employment PSP
  - o Cardinia Road PSP
  - o Cardinia Road Employment PSP
  - o Pakenham East PSP
  - o Pakenham South Employment PSP
- A Plan for Victoria
- Melbourne Industrial and Commercial Land Use Plan
- Victorian Economic Growth Statement (2024)
- Victorian Critical Minerals Roadmap (2024)
- Made in Victoria 2030 - Manufacturing Statement (2022)
- Experience Victoria 2023
- Making it equal: Victoria's women in manufacturing (2024)
- Cheaper, Cleaner, Renewable: Our plan for Victoria's electricity future 2024
- Innovation Statement 2021
- International Investment Strategy 2020
- Victoria's Climate Change Strategy – roadmap to net zero by 2050
- Recycling Victoria: A new economy 2020
- Strong, Innovative, Sustainable: A new strategy for agriculture in Victoria 2020
- Victoria's Infrastructure Strategy 2021-2051
- Victorian Commercial Ports Strategy 2022
- Victoria's Draft 30-year Infrastructure Strategy
- Yarra Ranges Tourism Destination Management Plan

## **Financial and Resource Implications**

The Investment Attraction Report was developed within the existing operational budget. The implementation of the recommended actions within the Report will be carried out using the current operational investment attraction budget. For activities that cannot be funded within this budget, external funding sources will be sought to support their delivery.

Successful investment attraction will bolster Council's financial position by expanding the commercial rates base, enhancing infrastructure, and increasing public-private partnership opportunities. For example, attracting new businesses to the area can lead to higher commercial property revenues. Additionally, improved infrastructure projects, such as upgrading transportation networks or digital connectivity, can be co-funded through grants and partnerships with private enterprises. These initiatives not only generate direct revenue but also create a more attractive environment for further investment, fostering sustainable economic growth for Cardinia Shire.

### **Climate Emergency Consideration**

The renewable energy sector in Cardinia Shire is poised for growth, with potential for job creation in manufacturing, logistics, and related fields. This aligns with the Shire's focus on sustainable development and diversifying its industrial base. As part of Victoria's growth corridors, Cardinia Shire is well-positioned to capitalise on the expanding renewable energy sector. The region's existing manufacturing base and strategic location near population centres at the edge of Gippsland provide a solid foundation.

Cardinia Shire's renewable energy manufacturing and logistics industry could include:

- Solar panel and component manufacturing
- Wind turbine component production
- Energy storage systems (e.g., batteries)
- Electric vehicle parts manufacturing
- Logistics and distribution for renewable energy products

The Victorian government's "Made in Victoria" initiative, particularly the Energy Technologies Manufacturing Program, offers significant opportunities for local manufacturers to supply inputs for renewable energy generation, transmission, storage, and related technologies.

Attraction and investment of business in the Shire enables resilient communities through:

- Localised food networks - reduction in carbon emissions and minimal disruptions during natural disaster
- Renewable Energy Infrastructure - Reduction in carbon emissions and localised networks minimise energy disruptions
- Fostering local workforce and service availability contributing to the Shire's liveability.

While our approach is to facilitate investment that produces positive environmental outcomes there is always potential for negative impacts with new developments. Any potential negative impacts will be considered through the planning and regulatory processes and balanced with the quadruple bottom line.

### **Consultation/Communication**

Both internal and external consultation was undertaken to understand the barriers to current investment and targets for future investment. Workshops were held with Council's Executive Leadership Team and Council officers in May 2024, followed by interviews with external stakeholders (developers, businesses, Invest Victoria) in July 2024.

### **Conclusion**

The Investment Attraction Plan has been informed by consultation and data provided by REMPLAN. The Plan guides Council's strategic direction in progressing proactive investment attraction, identifying the need for a whole of organisation approach. Creation of an investment identity that can be used to promote the region is seen as a critical first step in being able to communicate the opportunities for investment across the Shire.

### **Attachments**

1. Attachment 1 - Investment Attraction Plan [7.3.2.1 - 46 pages]



# Cardinia Shire

## Investment Attraction Report

REMPPLAN

Cardinia

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## Cardinia Shire Investment Attraction Economic Report

This project has been conducted by REMPLAN on behalf of Cardinia Shire Council.

November 2024

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A photograph of four young people (three women and one man) walking along a paved path that runs alongside a body of water. In the background, there is a large fountain with multiple jets of water, and across the water, there are modern residential buildings. The sky is clear and blue. The people are dressed in casual, light-colored clothing. A semi-transparent white box with rounded corners is overlaid on the image, containing the word 'Introduction' in a dark blue font.

## Introduction

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## Introduction

### Cardinia Shire

Cardinia Shire is one of Melbourne's most rapidly changing municipalities located on Melbourne's south-east fringe, approximately 55 kilometres from the CBD. Cardinia Shire encompasses a blend of urban, peri-urban and rural landscapes. Cardinia Shire is currently home to 126,960 residents and is expected to reach 178,611<sup>1</sup> residents by 2036.

Traditionally Cardinia Shire is the home of the Bunurong and Wurundjeri people of the Kulin Nation. Following World War II, Pakenham emerged as the major township in the region, and by the 1970s became a commuter suburb of Melbourne while also servicing the needs of the local farming community. Over the last five years, permanent population growth has been primarily driven by skilled migration, and the largest inflows of international migrants have been from India, Sri Lanka and Pakistan. While historically most migration has been from internal migration, international migration is comprising a growing proportion of Cardinia's population growth.

Cardinia Shire stands as an interface between Melbourne's South East and Gippsland, acting as a key population centre that offers retail, commercial, educational and health services. The region is well-positioned to experience positive growth, increased investment, and expanded employment opportunities in the future following rapid population growth. Cardinia Shire forms part of the broader Greater South East Melbourne (GSEM) region, which incorporates 7 other Local Government Areas of Mornington Peninsula Shire, Knox City Council, City of Casey, Frankston City, Greater Dandenong, City of Kingston and City of Monash. The GSEM region is recognised as one of Australia's fastest growing regions and one of the country's most important economic centres.

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<sup>1</sup> Victoria in Future (VIF) Population Projections



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## Introduction

Figure 1. Cardinia Shire's location within Greater Melbourne region



Figure 2. Cardinia Shire Strategic Framework Plan



## Investment Attraction

### Purpose

Cardinia Shire boasts unique, desirable attributes for attracting investment, such as state significant industrial land, proximity to productive agricultural land in Gippsland, and ample development opportunities for space-constrained industries. Cardinia Shire Council is now positioning itself to attract the right investments, enabling residents to live and work locally.

This Investment Attraction Plan outlines Cardinia Shire's economic investment aspirations for the next 15 years, addressing the growing residential and commercial activity in this critical growth area of Greater South East Melbourne. Cardinia Shire has experienced rapid urban growth, presenting an opportunity to establish its economic identity and necessitating strategic direction supported by an economic evidence base to attract desirable investment in Cardinia Shire.

These insights have been informed by engagement with Cardinia Shire Council (CSC) staff and key stakeholders, as well as economic research. This plan aims to align with existing strategic plans.

### What is Investment Attraction?

Investment attraction involves the facilitation of strategies and actions to stimulate economic growth, create jobs, and enhance the economic prosperity of Cardinia Shire. These initiatives aim to encourage the expansion of existing businesses within the Shire and attract new businesses to the region that might otherwise trade elsewhere. Attracting investment is a crucial component of economic development in Cardinia Shire. Investment directly leads to new employment opportunities for local workers, the utilisation of local resources and the strengthening of the local economy. Investment attraction also seeks to address a range of local economic and community needs.



#### Economic Growth

attracting investment to stimulate economic growth, through targeting and securing businesses across various sectors.



#### Job Creation

attracting businesses that will provide local employment opportunities for residents.



#### Diversification of the Economy

diversifying the local economic base to reduce reliance on specific industries or sectors. With more than 70% of locals leaving the Shire for work each day, this will enable more residents to work locally – enhancing local economies.



#### Infrastructure Development

investment attraction is linked to infrastructure development goals, such as transportation networks, expanding utilities (recycled water use) or developing commercial precincts.



#### Enhanced Liveability

attracting investment that enhances the overall liveability of the local community including active transport, cultural amenities, recreation, green spaces and higher education training opportunities linked to employment.



#### Promotion of Innovation

attracting investment that fosters innovation and entrepreneurship including support of startups, incubators and research institutions to support knowledge sharing.



#### Community Development

investment attraction is linked to broader community development objectives including increasing equality, improving health and wellbeing, and addressing environmental sustainability challenges.

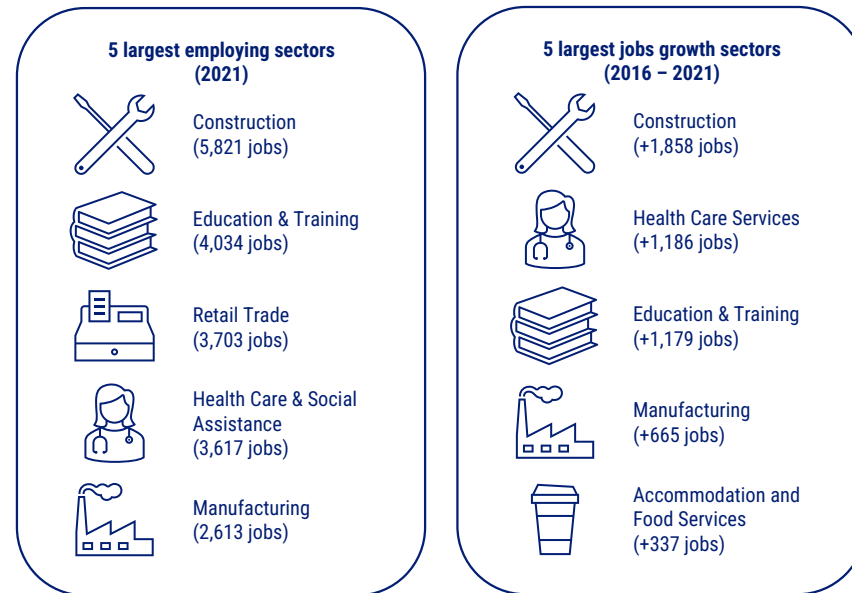
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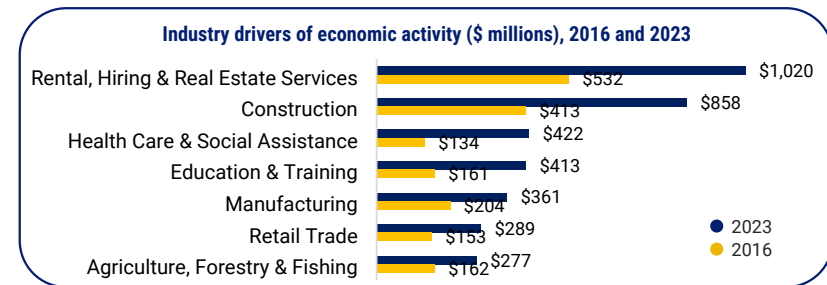
### Local Economic Context

Cardinia Shire's gross regional product (GRP) is estimated at \$5.9 billion, supporting a workforce of over 33,000. More than half of the workforce is employed in the five largest employing sectors which predominantly deliver population-focused services.

Jobs growth between 2016 and 2021 was concentrated in construction, health care and social assistance services and education, largely reflective of the rapid growth in population experienced over the same period.



In 2023, local industry in Cardinia Shire generated \$5.3 billion in value added, which is the marginal economic value added by industries and the greatest contributor to Gross Regional Product. The top five contributing sectors are real estate services<sup>2</sup>, construction, health care, education and manufacturing. These key industries contribute \$3.1 billion (or 58.0% of total value-added in Cardinia Shire).

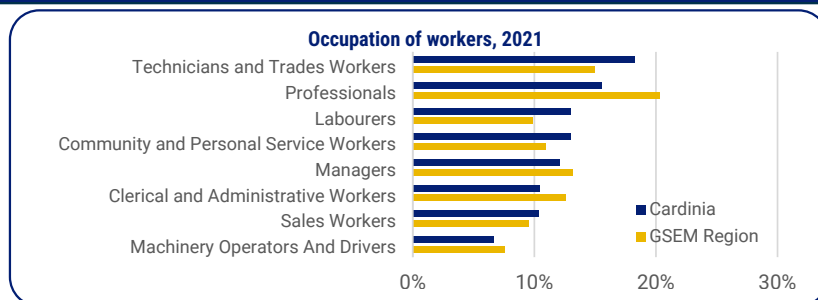


Technicians and trades workers and professionals are the most common occupation in Cardinia Shire and are similar in concentration to the GSEM region.

<sup>2</sup> Real Estate Services accounts mainly for Ownership of Dwellings. Ownership of dwellings consists of landlords and owner-occupiers of dwellings. Owner-occupiers are regarded as operating a business that generates a gross operating surplus. The imputation of a rent to owner-occupied dwellings enables the services provided by dwellings to their owner-occupiers to be treated consistently with the marketed services provided by rented dwellings to their tenants. Owner-occupiers are regarded as receiving rents (from themselves as consumers), paying expenses, and making a net contribution to the value of production which accrues to them as owners.

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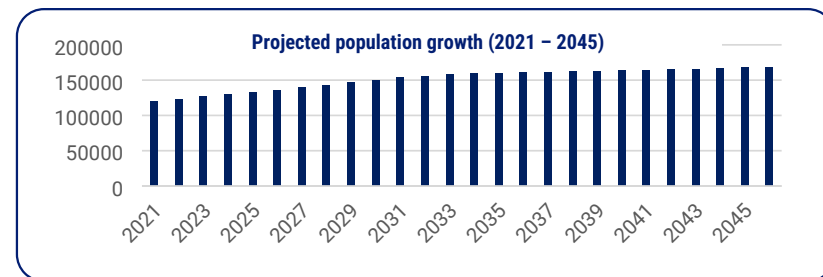


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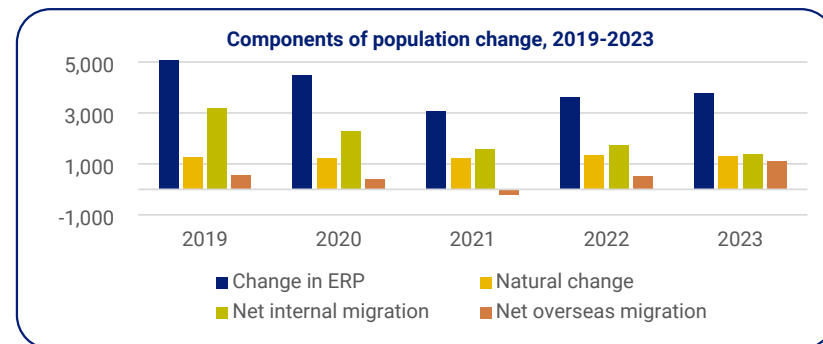
## Introduction

### Population Context

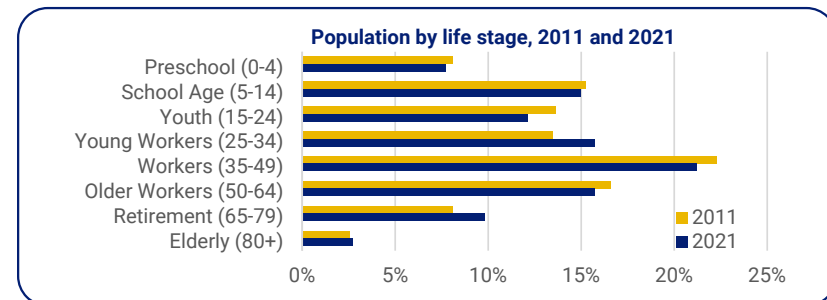
The population of Cardinia Shire has experienced rapid growth, increasing from 84,591 residents in 2013 to 126,960 in 2023. This level of growth represents a 24.2% increase which is notably strong relative to the GSEM region which grew by 8.0% respectively. The annual rate of growth in Cardinia Shire has experienced fluctuations over the last ten years, reaching a peak of 5.7% in 2016 and a low of 2.6% during the COVID-19 pandemic in 2021.



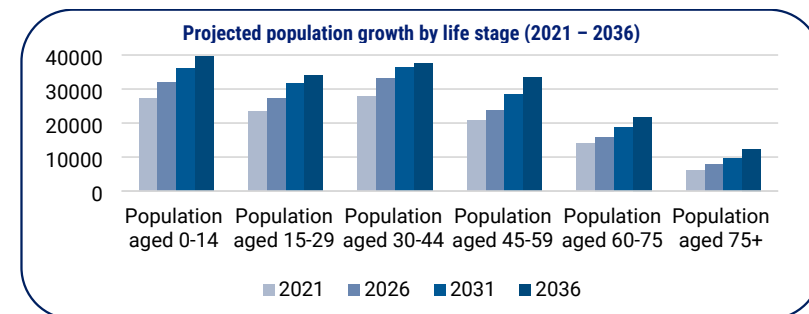
Over the last five years, population growth in Cardinia Shire has been driven by natural change (more births than deaths) and internal migration (movement from residents within Australia).



Cardinia Shire has seen the largest increase in residents aged 25-34 years, growing by 8,590 residents from 10,009 in 2011 to 18,599 in 2021. The next largest growth was among residents aged 35-49 years, increasing by 8,523 residents over the same period. The median age of residents in Cardinia is 34 years which is lower than the broader GSEM region and Victoria (both with a median age of 38 years).



Victoria in Future (VIF) projects Cardinia Shire's population to grow considerably to 2036, with projected growth across all age groups. The growth in younger age groups (0-14 and 15-29) is a strength of Cardinia's, as many other parts of Victoria are experiencing ageing populations.







## Investment Attraction

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## Introduction

### Cardinia Shire Council's role in investment attraction

### Investment attraction as a core function of Economic development

Figure 3. Council's role in investment attraction as a core function of economic development



Investment attraction is a core function of economic development as it fosters new employment opportunities, increases utilisation of local resources, creates a stronger local economy, and improves the quality of life of residents.

Economic growth in Cardinia Shire is driven by private sector investment, which promotes business expansion and local employment opportunities.

Additionally, Federal and State Governments play a role in progressing economic development by setting broad policy frameworks, providing funding, and implementing initiatives. They typically develop and oversee infrastructure projects and offer incentives to attract investment.

Local government often collaborates with initiatives driven by other levels of government to enhance investment attraction locally. Part of the role of local government is to implement initiatives to enhance economic prosperity. Activities include the creation of a business-friendly environments, identifying opportunities for investment, promoting the region, providing information, facilitating connections and driving private sector investment. Work within the control of Council comprises investment attraction as a core function of economic development, infrastructure projects, land development, strategic planning, localised data provision, marketing and advocacy.

Cardinia Shire Council plays an important role in economic development by implementing initiatives which create optimal conditions for investment and sustainable economic growth.



## Introduction

### Why invest in Cardinia Shire?

**Population driven demand:** The Shire's current population of over 118,000 is forecast to grow rapidly. This significant population growth creates a strong market for new businesses and services and shows the expected significant development of residential land. Cardinia Shire is one Victoria's fastest growing municipalities, with a rapidly expanding population driving demand for goods, services, and housing, unlocking investment.

**Land supply:** Cardinia Shire has abundant land zoned and ready for residential, industrial and commercial development. This presents excellent opportunities for businesses looking to start, expand, or relocate.

**Lifestyle:** Cardinia boasts a desirable lifestyle for residents who benefit from excellent access to nature, recreation spaces and a vibrant community with a strong sense of identity. Future residential development is aligned with Precinct Structure Plans, that will deliver high standard amenity and community infrastructure outcomes. Cardinia also benefits from more affordable housing choices for residents, with a median weekly rental payment of \$373 compared to the Melbourne average of \$560 per week.

**Transport:** Located approximately 55 kilometres southeast of Melbourne's CBD, Cardinia Shire benefits from its strategic position. The Princes Highway, Princes Freeway and Gippsland railway corridors runs through the centre of the Shire, providing key road and rail links between Melbourne and West Gippsland. This connectivity is crucial for both residents and businesses. At present 62% of residents travel outside Cardinia Shire for work, highlighting the area's connectivity to job markets across Melbourne. Nearly 40% of Cardinia's residents travel between 30 and 100km for work – suggesting strong transport links and demand for local employment opportunities.

Additional transport links including the South Gippsland Highway, Pakenham Bypass, Kooweerup Bypass, Cardinia Road, V/Line rail services and numerous bus routes ensure connectivity and ease of access to and from the region.

Figure 4. Pakenham Revitalisation Project Render (Source: Cardinia Shire Council)



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## Introduction

### Cardinia Shire's Key Employment Precincts

Cardinia Shire's Precinct Structure Plans (PSPs) and Structure Plans (SP) play a pivotal role in shaping key employment precincts, driving economic growth and job creation. These precincts are strategically designed to support diverse industries, providing vital infrastructure and streamlined planning processes to attract businesses and investors. By supporting a business-friendly environment, Cardinia Shire's employment precincts enhance regional competitiveness and sustainability. This section identifies the key employment precincts – including two Major Activity Centres (MACs) - within the municipality, highlighting their potential, development plans and development status.

The Cardinia Employment Corridor covers an area of approximately 2,500 hectares which is divided into five key employment precincts.

Precinct	Description	Business Type	Development Status
Officer Town Centre Officer PSP (MAC)	The future town centre will be spread out over seven hectares with a mix of commercial and retail uses. The future town centre is located near Officer Train Station, a future bus interchange, and the Princes Highway.	When complete, it will be a Major Activity Centre that features a mix of retail outlets such as supermarkets and specialty stores, mixed-use office spaces and commercial uses and new homes	While most work to-date has focused on large transport infrastructure projects, both the Officer Town Centre Park and the Cardinia Civic Centre have been delivered. The Civic Centre is a well-located, sustainable, accessible hub for the Shire which will encourage more investment
Pakenham SP(MAC)	Pakenham Central is a vibrant shopping and community centre anchored by the Pakenham Central Marketplace.	This precinct is suited for a range of retail uses and community services such as shops, supermarkets, cafes, and medical services.	Pakenham Central is already well-developed. Major works have recently been completed to redevelop the train station and further works are planned as part of the Pakenham Revitalisation project.
Officer South Employment PSP	The Officer South Employment Precinct is a future major employment precinct covering 1,050 hectares. It is located west of Gum Scrub Creek and extends across to Cardinia Creek	This precinct has the potential to become home to integrated and innovative industries like health, research, and distribution with key connectivity to the future port and airport.	The PSP has been referred to the Minister and council are awaiting to outcome of the Amendment.
Cardinia Road Employment PSP	The Cardinia Road Employment Precinct is planned as a mixed-use precinct with a focus on creating diverse employment opportunities	The precinct is designed to accommodate a variety of businesses, including campus-style office park development and transit-oriented development.	Residential land in the north west of the precinct is partially developed. Some parts of the commercial and industrial land have been tenanted.
Pakenham South Employment PSP	This precinct is located east of McGregor Road on the eastern edge of the UGB. The nearby South East Business Park abuts the PSP area.	This precinct will deliver a significant employment opportunities with the capacity to provide for larger industrial uses such as local manufacturing, service industries, warehousing and distribution away from sensitive uses.	The first industrial tenants have moved to the area abutting Greenhills Road and major earthworks are underway.

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## Introduction

A close-up photograph of a barista's hand pouring milk from a small metal pitcher into a cup of coffee. The coffee is on a tray with other cups, and a hand with a green nail polish is visible in the foreground. The background is blurred, showing a cafe setting.

### Target investment sectors



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## Introduction

### Overview

The future of investment in Cardinia Shire should serve two key initiatives:

1. Expanding on Cardinia Shire's existing high value 'Advanced' sectors which will continue to contribute significantly to local economic output and employment. These sectors are already thriving in Cardinia Shire and there are opportunities for further investment in these sectors which can be considered immediately. These sectors will continue to shape and strengthen the core identity of Cardinia Shire's commercial and industrial areas over the next 15 years.
2. Exploring and selectively investing in high potential 'Opportunity' sectors that will have significantly increased economic output and employment in the medium to long term contingent on major investment or the delivery of major infrastructure projects. These sectors require catalytic investment to kickstart the sector, but have high economic potential once established. Over the next 15 years, investment in these sectors should be selectively sought and encouraged in Cardinia Shire as the local economy develops and matures.

Council should be ready to respond to investment opportunities in these key sectors as they are presented. These target investment sectors should serve as a guide for the prioritisation, coordination and support for both public and private investment in Cardinia Shire. Investment in other sectors should also be considered and supported, but these sectors are likely to provide the most opportunity for investment and agglomeration benefits for Cardinia Shire. Four 'Advanced' and four 'Opportunity' sectors have been identified through policy analysis, economic analysis, and stakeholder engagement. Each of these sectors has also been identified with one or more of Cardinia Shire's subregions.

#### Advanced sectors

- Construction, manufacturing and automotives
- Agriculture
- Food technology, manufacturing and distribution
- Tourism and recreation

#### Opportunity sectors

- Healthcare and life sciences
- Renewable energy
- Biosecurity research, development and processing
- Veterinary and agricultural sciences

## Introduction

### Advanced: Construction, Manufacturing and Automotives

#### Local Strengths

- Cardinia has strong employment and industry representation across major construction and manufacturing sectors including:
  - o Housing and residential construction and construction services
  - o Commercial and industrial construction and construction services
  - o Food manufacturing
  - o Meat and meat product manufacturing
  - o Motor vehicle and part manufacturing
- Cardinia has one of the state's strongest concentrations of State Significant Industrial Precincts
- Significant opportunities for greenfield industrial development
- Construction sector well-supported by active greenfield residential developments which are occurring across Cardinia Shire
- Cardinia Shire already has regional specialisations in several key sectors including automotives and food manufacturing. This encourages specialisation and the development of ancillary and supporting industries.

#### Case Study: HCMT Manufacturing

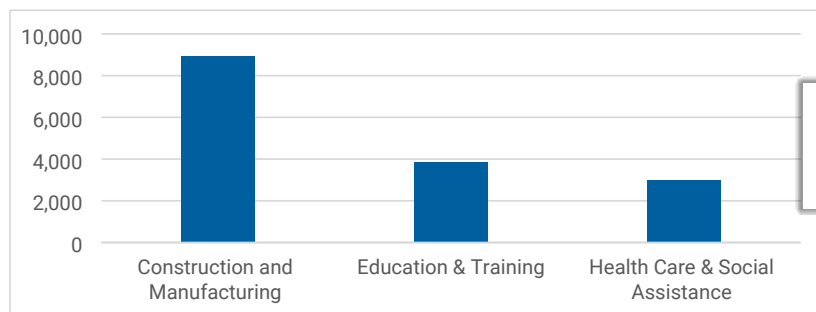
The High Capacity Metro Trains (HCMT) project includes the construction of a state-of-the-art Pakenham East maintenance depot. This facility is a critical component of the \$2.3 billion project aimed at enhancing Victoria's public transport infrastructure. The depot will support the maintenance of the new HCMT fleet, which consists of 65 next-generation trains.

The Pakenham East depot features advanced facilities such as a train maintenance centre, stabling yards for 30 trains, a driver training simulator, an underfloor wheel lathe, bio and graffiti cleaning systems, a test track, and a train washing facility.

The construction of the depot is a significant boost to local manufacturing and employment, with 400 jobs created at the peak of construction and 100 long-term rail maintenance jobs. The project emphasizes local content, with 87% of the depot's construction materials sourced locally, contributing to the broader goal of revitalising Victoria's rail manufacturing industry.

Additionally, the HCMT project includes partnerships with educational institutions like Chisholm TAFE and Swinburne University, providing specialized training and career pathways for workers transitioning from other industries, including the automotive sector.

Figure 5 Construction & Manufacturing FTE Employment, Source: REMPLAN Economy



Construction and Manufacturing accounts for more than half of all local FTE employment (52%), with Education & Training and Health Care & Social Assistance representing the 2<sup>nd</sup> and 3<sup>rd</sup> highest employers.

## Introduction

### Risks and opportunities

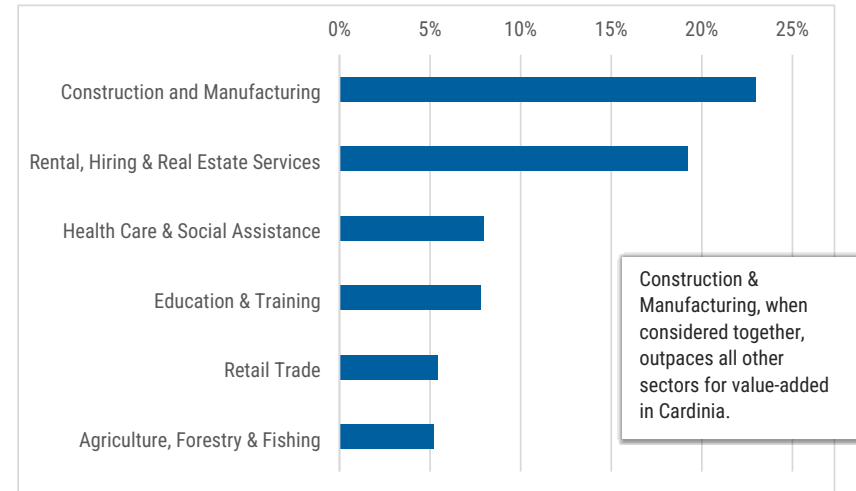
#### Risks

- The persistence and growth of construction and manufacturing relies on addressing skills shortages
- There is strong competition for manufacturing locations within Victoria, interstate and internationally
- Innovations in advanced manufacturing require and industry coordination and can benefit from dedicated precincts which are yet to be established

#### Opportunities

- Cardinia holds significant greenfield industrial land, and many other industrial areas are increasingly land-constrained
- Alignment with the Victorian government's "Made in Victoria" initiative, which includes the Energy Technologies Manufacturing Program, offers opportunities for local manufacturers to supply inputs for renewable energy generation, transmission, storage, and related technologies.
- Manufacturing businesses in Cardinia Shire can benefit from industry groups like [South East Melbourne Manufacturers Alliance](#) (SEMMA), which provide networking, knowledge sharing, and collaborative problem-solving opportunities. Manufacturing, along with construction and agriculture, forms a crucial part of Cardinia Shire's economic base, contributing to its diverse industrial landscape.

Figure 6 Value Added By Sector, Source: REMPLAN Economy



### Where to invest in Cardinia Shire

Manufacturing is – and will remain- a foundational industry in Cardinia Shire's **Western Region** primarily south of the Princes Freeway. Major opportunities for large-scale industrial development exist in **Pakenham South** and Cardinia Road Employment and Officer South.



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## Introduction

### Advanced: Agriculture

#### Local Strengths

- Agriculture is one of the main industries in Cardinia Shire, contributing significantly to the local economy and employment. In 2021, 2.3% of Cardinia Shire's employed residents worked in agriculture, forestry, and fishing, which is higher than the Victorian average. Cardinia Shire's agricultural land is highly productive and exports to markets across Australia.
- Cardinia Shire's agricultural industry includes several key sectors:
  - o Vegetable growing
  - o Livestock farming (particularly beef and dairy cattle)
  - o Horticulture (including fruit orchards and nurseries)
- In rural areas of Cardinia Shire, agriculture plays a crucial role in the local economy and employment. The industry is particularly important in areas like Koo Wee Rup, known for its asparagus production, and the Gembrook region, known for production of potatoes and fruits.

#### Case Study: Koo Wee Rup Asparagus Industry

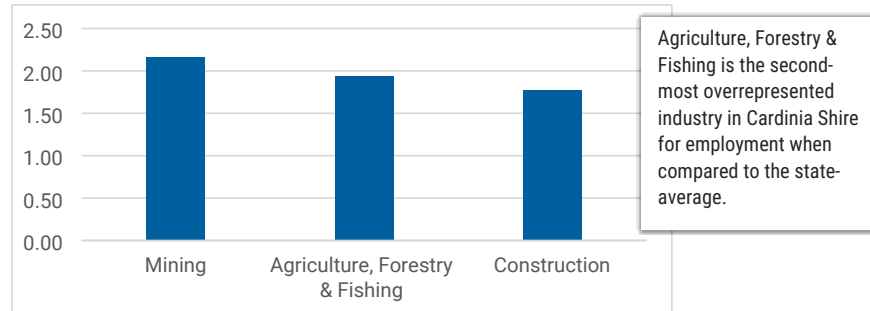
*The Koo Wee Rup region in Cardinia Shire is renowned for its asparagus production, which has become a significant agricultural industry for the area. The region's unique soil composition and climate make it ideal for growing high-quality asparagus.*

*The asparagus industry in Koo Wee Rup has a rich history dating back to the early 20th century. Today, it is one of the largest asparagus-growing regions in the Southern Hemisphere, producing approximately 90% of Australia's fresh asparagus.*

*The industry provides significant employment opportunities, particularly during the harvest season from September to December.*

*It employs hundreds of local workers and seasonal labourers, contributing to the region's economy. Koo Wee Rup asparagus is not only sold domestically but is also exported to various countries, including Japan, Singapore, and Hong Kong, showcasing the international demand for this local product.*

Figure 7 Regional specialisations by location quotient, Source: REMPLAN Economy



## Introduction

### Risks and opportunities

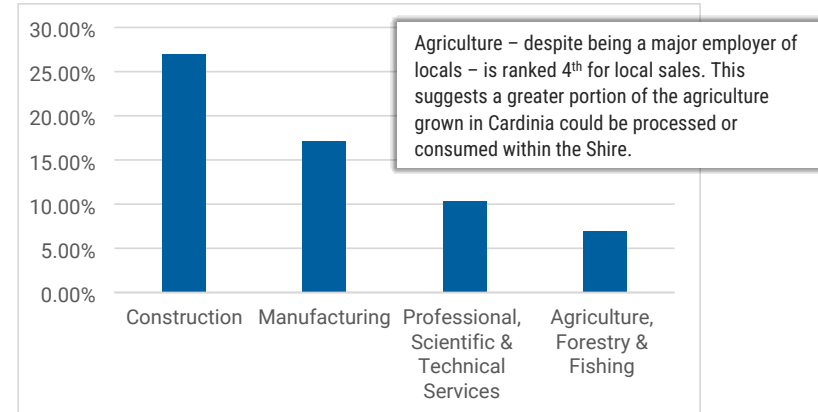
#### Risks

- There is a large agricultural workforce in Cardinia Shire, but it is one of the few sectors that is shrinking in employment in the region. This is likely due to an absolute reduction in agricultural land limiting the total employment opportunities. This presents an opportunity to utilise more intense forms of agriculture and maintain the strong skills base that exists in Cardinia Shire.
- The reduction in agricultural workforce is also due to ageing in the traditional demographic of full-time agricultural workers, increasing reliance on seasonal worker programs.

#### Opportunities

- Cardinia Shire's agricultural sector has opportunities for growth in areas such as agri-tourism, value-added food production, and sustainable farming practices. The shire's location in the peri-urban fringe of Melbourne provides unique opportunities for farm-to-table initiatives and direct marketing to urban consumers.
- Agricultural businesses in Cardinia Shire can benefit from industry groups and local government initiatives that provide networking, knowledge sharing, and support. The Cardinia Shire Council actively promotes the local agricultural sector and supports farmers through various programs and initiatives. Agriculture, along with construction and manufacturing, forms a crucial part of Cardinia Shire's economic base, contributing to its diverse industrial landscape.
- There are growing opportunities in alternative and higher value agricultural sub-sectors, including in urban agriculture, controlled environment agriculture (CEA), and fresh produce storage and processing.

Figure 8 Local Sales By Sector, Source: REMPLAN Economy



### Where to invest in Cardinia Shire

Agriculture is a well-established industry in Cardinia Shire's **Northern, Eastern and Southern Regions**. While total employment has not recently grown in the agriculture sector, there are significant opportunities for investment in enhancing agricultural productivity and encouraging higher value agricultural uses which synergise with the growing food manufacturing sector in the **Western Region**.

There are significant opportunities for enhancing agricultural productivity and transitioning to higher value agricultural uses throughout the Shire's agricultural lands. The Westernport Recycled Water Scheme presents a significant opportunity for Cardinia Shire's agricultural land by ensuring a reliable water source, essential for crop resilience and productivity. This access to recycled water supports sustainable farming practices, potentially increasing local food security and economic growth.

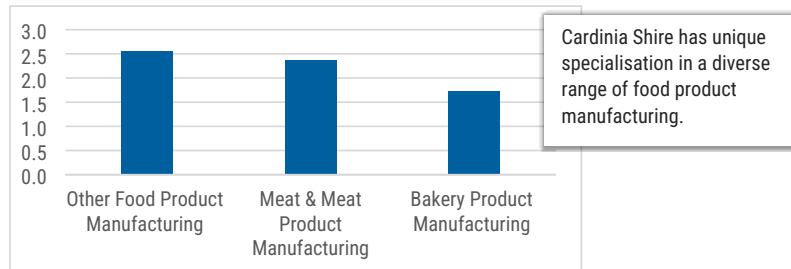
## Introduction

### Advanced: Food technology, manufacturing and distribution

#### Local Strengths

- Agriculture and food manufacturing are key industries in Cardinia Shire, with significant opportunities for growth in food technology and advanced food manufacturing.
- The food manufacturing sector in Cardinia Shire is a major employer, offering various roles in food technology, production, and related fields. This indicates a strong demand for skilled professionals in the industry.
- Cardinia Shire's unique position at the junction of urban Melbourne and regional Victoria's agriculture land creates unique opportunities for further development.
- Cardinia Shire's food technology and advanced manufacturing industry includes:
  - o Beverage production
  - o Food manufacturing
  - o Value-added food processing
  - o Specialty food products

Figure 9 Regional specialisation for food manufacturing subsectors, Source: REMPLAN Economy



#### Case Study: Arkadia Beverages in Pakenham

*Arkadia Beverages, a proudly Australian-owned business, exemplifies the growth and innovation in Cardinia Shire's food technology and advanced manufacturing sector. The company, which has been manufacturing products in Australia since 1997, is embarking on an exciting expansion in Pakenham with a new state-of-the-art facility.*

*The company produces a wide range of beverages, including drinking chocolates, chai teas, frappes, and syrups, catering to both cafes and home consumers. Arkadia is known for its continuous innovation and development of new products, keeping it at the forefront of modern café culture.*

*The company emphasises its Australian roots and manufacturing, which aligns with Cardinia Shire's focus on supporting local industries. The new facility in Pakenham represents significant growth for Arkadia, expanding its production capabilities and potentially creating new job opportunities in the region.*

*Arkadia's success in the Australian market positions it well for potential expansion into international markets, further boosting the local economy.*

## Introduction

### Risks and opportunities

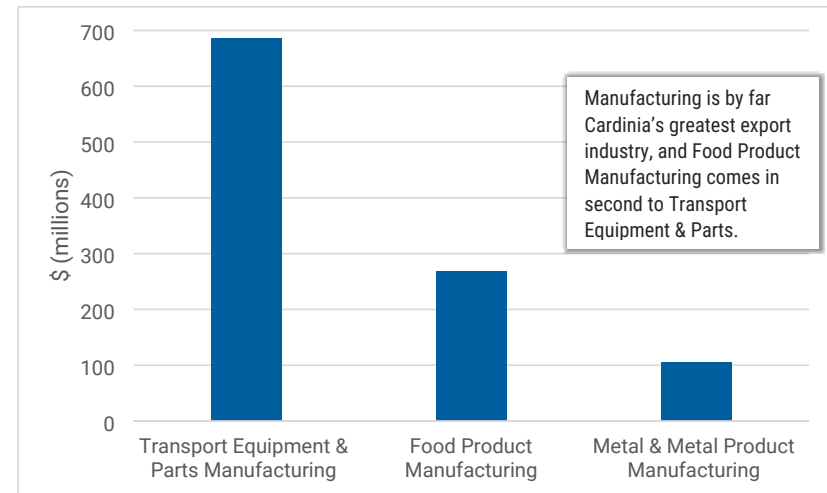
#### Risks

- Manufacturing is highly subject to the cost of energy and materials, and recent supply chain challenges have revealed this as a vulnerability.
- Food manufacturing is subject to consumer preferences, and in many cases consumers are seeking minimally processed foods which can affect the demand for manufactured food products.
- Interstate and international suppliers create strong competition for locally manufactured food products.
- Contamination and disease can threaten the supply chain for the agricultural inputs for food manufacturing.

#### Opportunities

- As one of Cardinia Shire's main industries, food manufacturing is well-positioned for future growth. The region's proximity to Melbourne and its established agricultural base provides a solid foundation for expansion in advanced food manufacturing.
- The sector offers emerging opportunities in technology, business, and employment within the food and beverage manufacturing industries. This includes roles in product development, quality assurance, and sustainable manufacturing practices.
- There are opportunities for collaboration between food manufacturing businesses and educational institutions to develop specialised training programs and career pathways for workers in the industry.

Figure 10 Regional exports by industry sector, Source: REMPLAN Economy



#### Where to invest in Cardinia Shire

Food technology will benefit from intersections with the well-established manufacturing industry in Cardinia Shire's **Western Region**. There are major opportunities for larger operations in **Pakenham South, Cardinia Road Employment and Officer South Employment** and— areas which benefit from close proximity to highly productive agricultural land further away from urban centres.

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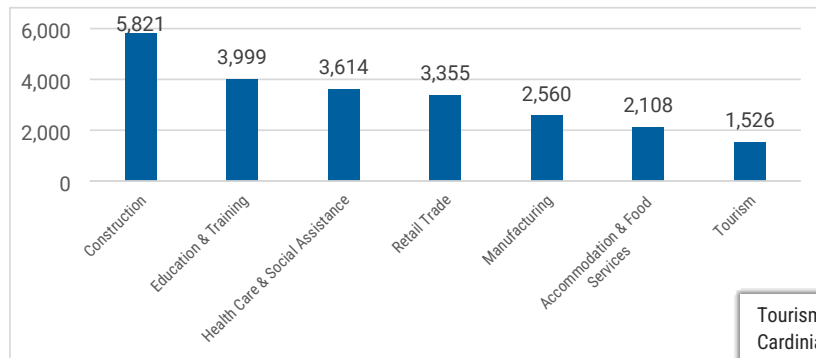
## Introduction

### Advanced: Tourism and recreation

#### Local Strengths

- Tourism is a significant sector in Cardinia Shire, offering diverse attractions and experiences for visitors.
- Cardinia Shire boasts a variety of tourist destinations, including:
  - o Puffing Billy Railway
  - o Emerald Lake Park
  - o Cardinia Reservoir Park
  - o Bunyip State Park
  - o Gumbuya World Theme Park
- Cardinia Shire is conveniently located just a 45-minute drive from Melbourne's CBD along the Monash Freeway, making it an attractive destination for day trips and short stays. Cardinia Shire's diverse landscape, including rolling hills, forests, and waterways, provides a picturesque backdrop which attracts a wide range of nature enthusiasts. The region is known for its local produce, wineries, and gourmet experiences, offering visitors opportunities to indulge in food and wine tours.

Figure 11 Tourism employment compared to top employing sectors, Source: REMPLAN Economy



Tourism is a major employer in Cardinia, diversifying the region from its traditional sectors.

#### Case Study: Puffing Billy Railway

*Puffing Billy, a historic steam railway in the Dandenong Ranges, is a major tourist attraction in Cardinia Shire. Built in 1900 and reopened as a tourist railway in 1962, it offers a unique journey through lush forests, attracting over 500,000 visitors annually. Key success factors include:*

- Authentic steam train experience
- Scenic route through picturesque landscapes
- Proximity to Melbourne
- Strong community involvement through volunteers
- Diverse offerings including themed events and dining experiences
- Commitment to historical preservation
- Effective marketing and tourism partnerships

*Puffing Billy contributes significantly to the local economy and has received numerous tourism awards. Its appeal lies in combining nostalgia with natural beauty, offering an experience that resonates with various age groups and interests. Challenges include maintaining aging infrastructure and balancing growth with conservation.*

*Future plans focus on expanding facilities and enhancing visitor experiences while preserving historical integrity. Puffing Billy's enduring popularity demonstrates the potential of heritage tourism when coupled with effective management and community engagement, making it a cornerstone of Cardinia Shire's tourism sector.*

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## Introduction

### Risks and opportunities

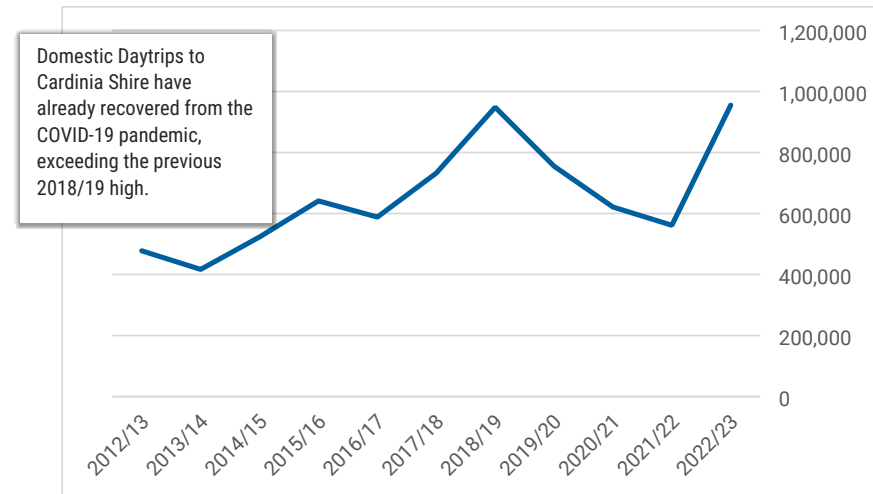
#### Risks

- Cardinia's tourism identity is not as developed as some neighbouring LGAs such as Yarra Ranges Shire, and day trippers from Melbourne may be more likely to visit the Yarra Valley, Mornington Peninsula, or Daylesford as they have a stronger tourism identity.
- Tourism infrastructure in Cardinia is not as developed as other nearby regions, and the current offering for visitors is more limited than in these nearby regions.

#### Opportunities

- Cardinia Shire is committed to developing its eco-tourism, adventure tourism, and agri-tourism offerings. Cardinia Shire collaborates with regional tourism bodies to market its attractions and experiences to domestic and international visitors. The region's proximity to Melbourne, combined with its natural assets and ongoing development initiatives, positions it well for continued growth in the tourism sector.
- The development of the South East Airport would be a major enabler of growing tourism and recreation in Cardinia Shire.
- Developing visitor accommodation is a key opportunity for tourism in Cardinia Shire. Accommodation businesses benefit from proximity to Cardinia's iconic townships, tourist attractions and urban centres.

Figure 12 Domestic Daytrippers to Cardinia Shire, Source: Tourism Research Australia



#### Where to invest in Cardinia Shire

Tourism and recreation opportunities are available throughout Cardinia Shire, though the strongest opportunities are in Cardinia Shire's mountainous and rural village areas in the **Northern** and **Eastern Regions**.

## Introduction

### Opportunity: Healthcare and life sciences

#### Reasons to invest

- Healthcare is a vital and expanding sector in Cardinia Shire, providing essential services to the local community. It is a significant employer of Cardinia Shire residents. This local demand and existing workforce provide confidence for further investment in healthcare in Cardinia.
- Currently, the Monash Health Centre in Pakenham is the major provider of healthcare services in Pakenham, and the planned Pakenham Community Hospital will provide additional services in a location near to Pakenham Central Marketplace.

#### Risks and opportunities

##### Risks

- While this sector is a major employer of local residents, these residents have a high propensity to leave Cardinia Shire for work as Cardinia Shire lacks major healthcare and life sciences institutions or facilities.

##### Opportunities

- Further development of this sector will create local employment opportunities while safeguarding the region for future growth with strong social infrastructure.
- Cardinia Shire's location at Melbourne's urban fringe creates strong locational benefits as a healthcare facility would be able to service urban, peri-urban and regional populations. Strong access to a local workforce is also a major strength of the location. Major healthcare and life sciences precincts also require large, unconstrained landholdings for development which have strong utilities and transport connectivity, and Cardinia Shire has large, undeveloped lots which would have strong access to major transport corridors – particularly with the delivery of the Thompsons Rd extension.

#### Case Study: Berwick Health and Education Precinct (BHEP)

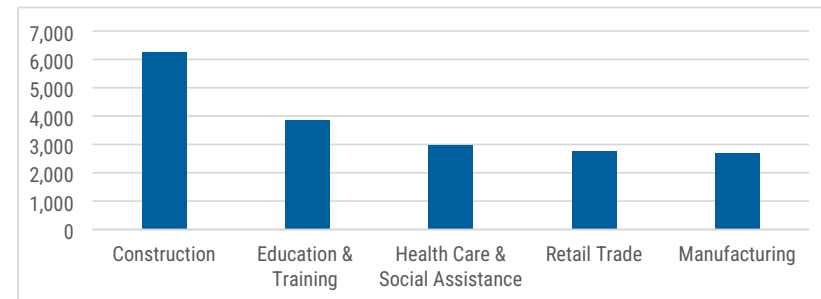
*The BHEP is a significant development project in Melbourne's south-east that showcases the economic potential of integrated health and education hubs. The Victorian Planning Authority's plan for the BHEP outlines a vision that will ultimately result in up to 8,452 jobs, up to 700 hospital beds, and over 1000 new homes. The precinct builds upon and supports recent expansions of major institutions in the area, including:*

- Casey Hospital
- Chisholm Institute
- Federation University
- St. John of God Private Hospital
- Insight Education Centre for the Blind and Vision Impaired

#### Where to invest in Cardinia Shire

A new Healthcare and Life Sciences precinct would be best located near population centres in Cardinia Shire's **Western Region**, benefitting from its strong transport connectivity and land availability. Locating the hospital near large population centres provides short commutes for the region's healthcare workers.

Figure 13 Full Time Equivalent (FTE) employees in Cardinia, Source: REMPLAN Economy



## Introduction

### Opportunity: Renewable energy

#### Reasons to invest

- Cardinia has a strong existing logistics and manufacturing base, positioning the workforce well to adapt to renewable energy projects.
- Cardinia has strong access to Gippsland which will be a key part of the energy transition.
- The region's existing strengths in eco-tourism and sustainable food production lend themselves to the holistic development of renewable energy which will provide synergies with these sectors. This will be particularly strengthened if renewable energy can be provided on-site.

#### Risks and opportunities

##### Risks

- There is not a well-established existing energy manufacturing base in Cardinia, and significant investment may be required to kickstart it.
- Australia generally does not produce commercially viable renewable energy components at scale, and the "Made in Victoria" initiative is recent and may be highly competitive.

##### Opportunities

- As part of Victoria's growth corridors, Cardinia Shire is well-positioned to capitalise on the expanding renewable energy sector. The region's existing manufacturing base and strategic location near population centres at the edge of Gippsland provide a solid foundation.
- The Victorian government's "Made in Victoria" initiative, particularly the Energy Technologies Manufacturing Program, offers significant opportunities for local manufacturers to supply inputs for renewable energy generation, transmission, storage, and related technologies.

#### Case Study: Tindo Solar in Adelaide

*While not located in Cardinia, Tindo Solar in Adelaide provides an excellent example of the potential for renewable energy manufacturing in outer urban areas. Tindo Solar is Australia's only manufacturer of solar panels, producing high-quality panels in its Adelaide factory. The company focuses on producing technologically advanced solar panels, including their Karra series which uses half-cut cell technology for improved efficiency. The company emphasises sustainable manufacturing practices and produces panels designed for Australian conditions.*

*Tindo Solar has experienced significant growth, expanding its production capacity to meet increasing demand for Australian-made solar panels. Tindo has recently stated they are seeking to establish a larger facility on the east coast. While primarily serving the Australian market, Tindo Solar is exploring export opportunities, showcasing the potential for Australian renewable energy manufacturing on the global stage. Tindo Solar serves as an inspiring model for what could be achieved in Cardinia Shire. By attracting and nurturing similar innovative businesses, Cardinia Shire could develop a robust renewable energy manufacturing sector, creating skilled job opportunities and contributing to Australia's transition towards a sustainable energy future.*

As of June 2023, there were 17 major renewable energy projects under construction or commissioning in Victoria.

#### Where to invest in Cardinia Shire

Renewable energy technology and logistics will benefit from intersections with the well-established manufacturing industry in Cardinia Shire's **Western Region**. Developments in the **Southern Region** will benefit from close proximity to the future South East Airport and the Victorian Renewable Energy Terminal in Hastings.



## Introduction

### Opportunity: Biosecurity research, development and processing

#### Reasons to invest

- A post-harvest biosecurity facility research, development and processing capacity could serve local agricultural producers and those in neighbouring regions, enhancing the area's agricultural value chain.
- This facility would also enable strong synergies with logistics, veterinary sciences, agriculture, manufacturing and healthcare.
- Cardinia's location on peri-urban Melbourne is ideal for biosecurity operations, with strong access to skills and agricultural products.

#### Risks and opportunities

##### Risks

- The need and business case for a biosecurity facility has not been established yet.
- The success of the facility would likely require much greater connectivity to ports, airports and major roads to ensure a high volume of produce can be transported in and out of the facility.

##### Opportunities

- The proposed third major airport between Koo Wee Rup and Lang Lang could provide additional logistical advantages for a post-harvest biosecurity facility, especially for handling international agricultural imports and exports.
- The presence of established agricultural businesses and infrastructure in the region provides a foundation for the integration of a post-harvest biosecurity facility into the agricultural ecosystem. Proximity to Melbourne offers opportunities for collaboration with research institutions like Box Hill Institute's Biosecurity Centre of Excellence, enhancing the facility's capabilities and contributing to innovation.

#### Case Study: South Australia Post-Harvest Biosecurity

*The South Australian post-harvest biosecurity facility represents a significant advancement in the state's agricultural sector. The \$50 million state-of-the-art biosecurity facility is a collaborative effort between the Australian federal government, South Australian state government, and the South Australian Produce Market.*

*This industry-led initiative aims to address critical challenges in the state's horticultural export industry. The facility is located in Pooraka, on the site of the SA Produce Market. The facility was funded through \$9.8 million from the federal government, \$4.2 million from the state government, and \$36 million from industry.*

*The facility is expected to add an additional \$100 million in fresh produce exports over a 5-year period, create up to 172 direct and indirect ongoing jobs, lower transport costs, improve profitability for SA producers, and reduce produce costs at supermarkets due to decreased wastage and improved efficiency.*

#### Where to invest in Cardinia Shire

This facility would benefit from colocation with existing manufacturing and logistics capabilities in Cardinia Shire's **Western Region**, though the space requirements and nearby sensitive uses could necessitate its development closer to the future airport and away from population centres in the **Southern Region**.

## Introduction

### Opportunity: Veterinary and agricultural sciences

#### Local Strengths

- Veterinary and agricultural sciences are underdeveloped sectors across Victoria, and Cardinia Shire offers a unique opportunity to establish a Veterinary and Agricultural Science Innovation Centre or a similar research and development facility.
- The region's diverse agricultural activities and existing food manufacturing capacity provide ample opportunities for applied research and community engagement.

#### Risks and opportunities

##### Risks

- Veterinary science is a largely unexplored industry in Victoria, and significant investment would be required to establish a research and development facility.

##### Opportunities

- This initiative would aim to address the needs of the region's livestock health sector, bolster local agricultural productivity, and contribute to veterinary education and research.
- Australian Research Council's Centres of Excellence are university-led initiatives which develop Australia's international standing in research areas of national priority. A new Innovation Centre would be primarily aligned with the Environmental Change, Health, and Food priorities and would be able to address several key objectives including:
- This facility could engage with the local community through animal health clinics, educational programs, and partnerships with local farms and businesses.

#### Case Study: National Agricultural and Environmental Sciences Precinct (NAESP)

*The National Agricultural and Environmental Sciences Precinct (NAESP) in Canberra is a collaborative initiative between CSIRO and the Australian National University (ANU), aimed at revolutionising agricultural and environmental research. This globally significant precinct integrates advanced research facilities and fosters innovation through collaboration. Key initiatives of the NAESP include:*

- *Centre for Genomics, Metabolomics, and Bioinformatics: This facility focuses on converting gene discovery into practical applications for crop improvement and environmental management. It integrates existing and new infrastructure to streamline the research-to-impact workflow, enhancing bioinformatics capabilities.*
- *Environomics Future Science Platform and Oz Mammals Project: These initiatives focus on genetic studies of ecosystems and conservation strategies, leveraging partnerships with national and international organisations.*
- *Centre for Entrepreneurial Agri-Technology (CEAT) and Biological Data Science Institute (BDSI): These centres facilitate the translation of data into knowledge and practical applications, supporting innovation in agricultural technology.*

Australia was home to 551 agri-tech startups in 2023, attracting more than \$800m in investment each year (Source: Austrade)

#### Where to invest in Cardinia Shire

This veterinary and agricultural sciences development will benefit from Cardinia Shire's unique proximity to major population centres and agricultural activities, and may be best located in Cardinia Shire's **Western, Southern or Eastern Region**.

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## Investment Decision Making Framework

To assess investment initiatives, an Investment Decision Making Framework has been developed which supports Council and investors to understand the priorities and benefits of each of these investment initiatives. This framework considers the following metrics which may support investment initiatives:

- **Job creation:** Attracting investment leads to job creation, which reduces unemployment and stimulates local economies. A robust job market attracts skilled professionals, enhancing the overall talent pool of the region.
- **Infrastructure development:** Investment in infrastructure improves connectivity and efficiency, making regions more attractive to businesses. Quality infrastructure supports sustainable growth and enhances the quality of life for residents.
- **Enhanced liveability:** Investment that enhances liveability makes areas more attractive to both residents and businesses, fostering community well-being. Improved amenities and services can lead to increased property values and community satisfaction. This metric is based on Cardinia Shire Council's Liveability Plan 2017-2029, incorporating improved mental health & wellbeing, improved social cohesion, improved safety, improved healthy eating & active living, reduced family violence, improved financial wellbeing & resilience, and reduced harm from tobacco, drugs and gambling.
- **Economic growth:** Investment drives economic growth by increasing productivity, fostering innovation, and expanding markets. A growing economy creates a positive cycle of reinvestment, further boosting development.
- **Community development:** Investments in community development strengthen social cohesion and improve local amenities, making areas more desirable. Strong communities support local businesses and contribute to a stable, engaged workforce.
- **Economic diversification:** Attracting investment in diverse sectors reduces dependency on a single industry, enhancing economic resilience. Diversified economies are better equipped to handle market fluctuations and global economic shifts.
- **Promotion of innovation:** Investments that promote innovation foster a culture of creativity and progress, leading to new industries and technologies. An innovative environment attracts cutting-edge companies and top talent, driving long-term economic success.

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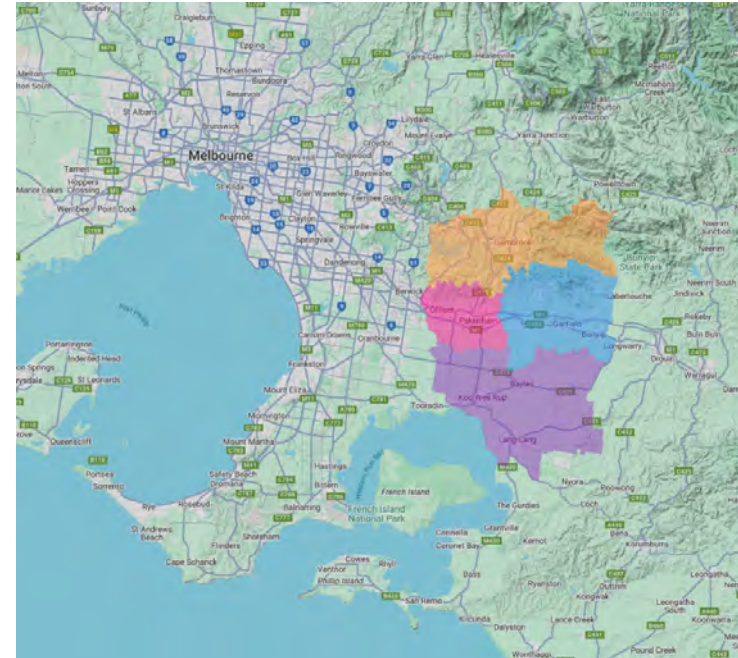
## Place-based approach to Investment Attraction

Cardinia Shire is comprised of four regions which segment the municipality for place-based planning according to its distinct socioeconomic and cultural features.

These subregions – Northern, Western, Eastern and Southern – should inform place-based investment opportunities in Cardinia Shire.

Details regarding each region's demographics and forecasted population growth can be found here: [Home | Cardinia Shire | Community profile](#).

Figure 14. Cardinia Shire's four subregions, Source: REMPLAN MapBuilder



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## Northern Region

### Overview

Cardinia Shire's Northern Region is characterised by the eastern Dandenong Ranges. It is primarily a rural living and agricultural region with broad tourism appeal and a wealth of agri-tourism and nature-based tourism opportunities. The Northern Region is home to some of Melbourne's most iconic tourism attractions including Puffing Billy Railway and Emerald Lake Park. Puffing Billy's new Lakeside Centre was developed in 2023 in partnership with State Government – demonstrating long-term commitment to the tourism sector in the region.

The Northern Region is also home to some of Victoria's most iconic peri-urban towns – like Gembrook, Cockatoo and Emerald – providing accessible getaways for Victorian, interstate and international visitors. The proximity of these towns to Melbourne enables easy day trips – with most towns being accessible within an hour of the CBD.

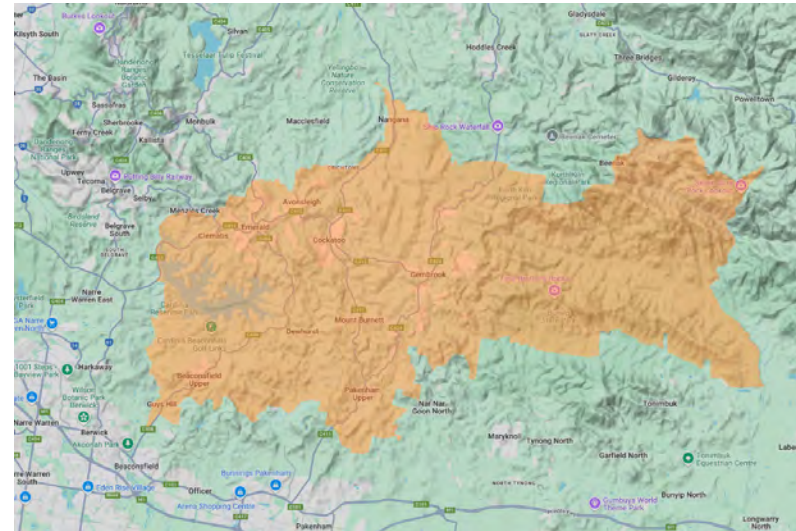


Figure 15. Cardinia Shire's Northern Region, Source: REMPLAN MapBuilder



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## Eastern Region

### Overview

Cardinia Shire's Eastern Region is characterised by rural townships along the railway line which are bordered by the Bunyip State Park in the north and surrounded by highly productive agricultural land. These rural townships include Nar Nar Goon, Tynong, Garfield and Bunyip and benefit from regional rail infrastructure that enables better access to Melbourne and Gippsland, including the nearby towns of Longwarry, Drouin and Warragul. Its primary industries are agriculture and tourism. Sitting outside of Melbourne's Urban Growth Boundary, it acts as a gateway to Gippsland.

Gumbuya World, located in Tynong, is a premier amusement park and wildlife sanctuary that offers a unique blend of adventure and nature experiences. Emphasising education and conservation, the park provides informative exhibits and programs on wildlife preservation. Just an hour from Melbourne, Gumbuya World has become a major regional attraction, drawing both local and international visitors and continuously investing in new attractions to maintain its leading position in Australian tourism.

West Gippsland Progress Association, formed following the 2019 bushfires, has developed strategic plans for regenerative agriculture and agritourism in the region.

Figure 16. Cardinia Shire's Eastern Region, Source: REMPLAN MapBuilder



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## Southern Region

### Overview

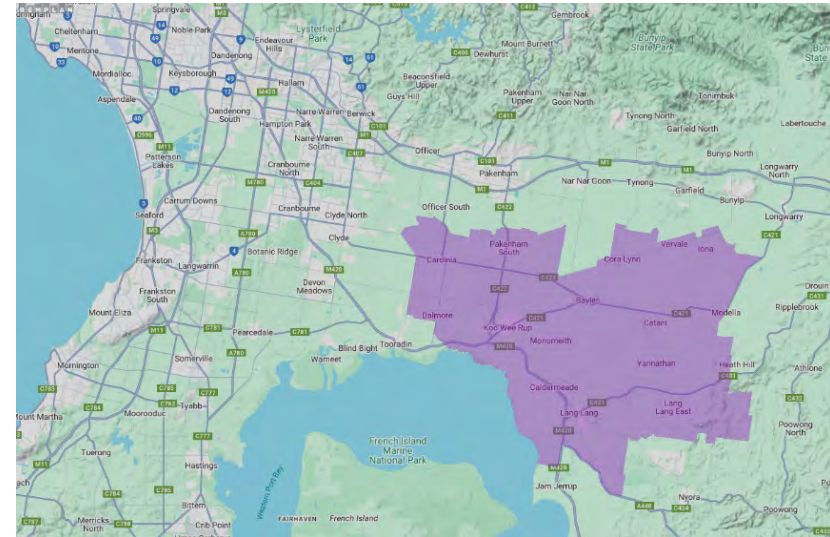
Cardinia Shire's Southern Region is the most sparsely populated region in Cardinia Shire, with small towns such as Koo Wee Rup and Lang-Lang being the largest population centres. Agriculture is the primary industry, with a growing sand extraction industry predominantly in Lang Lang. It is bordered in the south by Western Port Bay, home to some of Victoria's protected Ramsar wetlands. While the region provides relative accessibility to Phillip Island for tourism experiences, it does not host many tourism experiences itself.

Koo Wee Rup is the centre of Australia's largest asparagus-growing district, growing approximately 95% of Australia's asparagus. Grazing, vegetable crops, dairy farming are common in the region – as well as some specialist produce like cranberries.

The Southern Region may also benefit from closer proximity to the Port of Hastings where the Victorian Renewable Energy Terminal (VRET) is slated to be developed only 37km from Koo Wee Rup. The Southern Region presents a population and skills base to service elements of the VRET operation.

The prospective South East Melbourne Airport is slated to be located between Koo Wee Rup and Lang Lang, with the potential to transform the area with new industries, development, and employment opportunities.

Figure 17. Cardinia Shire's Southern Region, Source: REMPLAN MapBuilder



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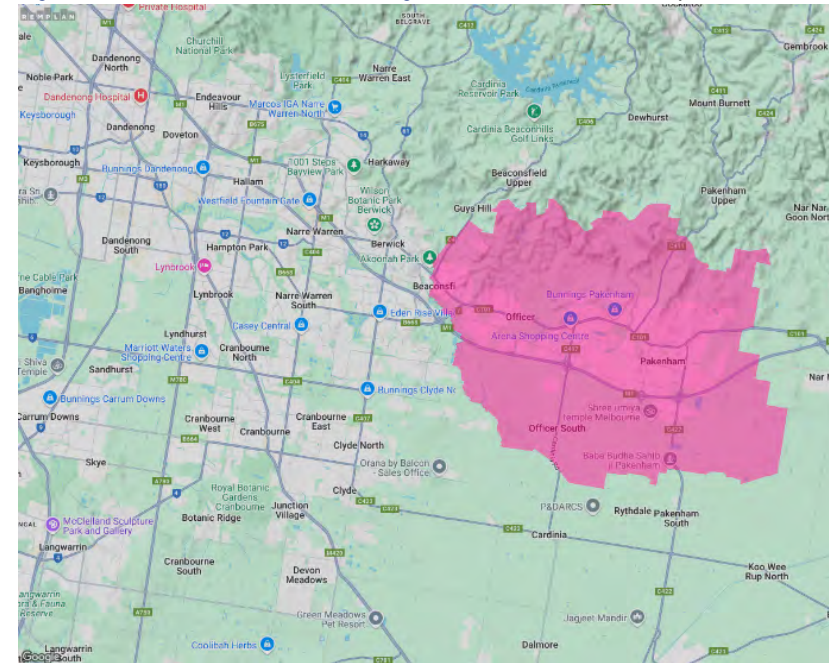
## Western Region

### Overview

Cardinia Shire's Western Region is the most developed of Cardinia Shire's Regions, comprising major population and employment centres in Officer and Pakenham which account for a significant portion of Melbourne's overall growth in recent years. These areas are projected to grow significantly in coming decades, and much of the undeveloped land is slated for major residential and industrial development. These developments are currently broadly outlined in the Precinct Structure Plans which cover Officer, Officer South, Cardinia Road, Pakenham, Pakenham East, and Pakenham South precincts. This region benefits from access to Melbourne's regular metro rail services, with stations in Beaconsfield, Officer, Cardinia Road, Pakenham and East Pakenham.

Pakenham and Officer are also designated Major Activity Centres (MACs). The Pakenham Major Activity Centre Structure Plan is in place to guide Pakenham's expected transformative development through to 2035. This MAC sits at the end of the South East Melbourne corridor, with nearby MACs in Fountain Gate-Narre Warren and Dandenong. The Western Region will see the vast majority of Cardinia Shire's investment in the near future due to its growing population base, state significant industrial and commercial land, and strong infrastructure support to facilitate a growing population and economy.

Figure 18. Cardinia Shire's Western Region, Source: REMPLAN MapBuilder





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## Investment Initiatives

The following investment initiatives have been identified to guide Cardinia Shire Council's investment attraction efforts. These initiatives have been identified through stakeholder engagement with industry and government experts throughout Cardinia and the broader Greater South East Melbourne community. The potential for these initiatives to support investment in Cardinia is supported by data and thematic analysis. These initiatives aim to unlock new economic and employment opportunities across Cardinia Shire.

Initiative	Description	Timing	Who	Budget
Develop an investment identity to market and promote Cardinia Shire	Develop a cohesive and distinctive brand identity that represents Cardinia Shire's unique characteristics, values, and economic opportunities. This identity should highlight the region's strengths, such as its strategic location within the South East Economic Corridor (SEEC), diverse industries, local workforce and quality of life. The brand may need to consider region-based identities to fully realise the region's potential. An investment identity can significantly enhance Cardinia Shire's ability to attract investment and foster economic growth. A well-crafted business identity can differentiate Cardinia Shire from other regions, making it more memorable and appealing to target audiences. By leveraging its unique attributes and positioning within the SEEC, Cardinia Shire can use this identity to showcase its potential for business development, particularly in sectors like construction, food manufacturing, and agriculture.	Short-term (1 -2 year)	Economic Development	Within existing operational budget
Develop dedicated investment facilitation and business networking capabilities	Build organisational capacity and secure funding to establish a dedicated investment facilitation service, ensuring streamlined support for prospective investors in Cardinia Shire.  Enhance data collection and analysis capabilities to deliver comprehensive insights on employment precincts, detailing available land, infrastructure, transport connectivity, and specific investment prospects across commercial and industrial zones.  Develop an integrated online platform that provides accessible, up-to-date information on developable land and business opportunities in Cardinia	Short-term (1 -2 year)	Planning Services Economic Development	Secure external funding (i.e. Business Acceleration Fund)

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	Shire, catering to both public and private sector stakeholders and reinforcing the Shire's investment readiness.			
Build relationships / partnership with state gov agencies	Reach out to key agencies (Invest Vic, DJSIR, AusTrade, Breakthrough Vic etc) to establish regular touch points and mechanisms to promote investment opportunities in Cardinia Shire.	Short-term (1 -2 year)	Economic Development	Within existing operational budget
Join a Visitor Economy Partnership (VEP)	Partner with the Victorian Government, Yarra Ranges Shire and Nillumbik Shire in the formation of a VEP for Eastern Melbourne. Joining an VEP would help to secure funding for tourism across Cardinia Shire that is currently available for the rest of the state. It would also allow Cardinia Shire to connect with improved marketing and branding capabilities and capacity which will encourage increased tourism visitation.	Short-term (1 -2 year)	Economic Development	Within existing operational budget
Undertake a human services gap analysis	Identify key gaps in provision of health and social services within Cardinia Shire and develop plan to strategically attract both government and private services.	Short-term (1 -2 year)	Economic Development Social Planning Community and Family Services	Identify external funding sources
Promote vacant or underutilised Council-owned land / facilities available for sale or lease	Identify Council-owned land or facilities which are vacant or underutilised and available to support investment attraction	Short-term (1 -2 year)	Property Economic Development	Within existing operational budget
Co-working / business incubator site co-located with Officer Library	Continue to explore opportunities for establishment of a co-working / business incubator site in Officer co-located with the Officer Community Hub / Library.	Medium-term (2 - 4 years)	Parks and Social Infrastructure Planning Property Economic Development	Identify external funding sources
Green Wedge Management Plans	Proactively engage with residents and businesses to yield the most productivity out of Green Wedges without compromising natural values and ecological sustainability.  Develop Southern Ranges and Yarra Valley Green Wedge Management Plan  Develop Yarra and Dandenong Ranges Green Wedge Management Plan	Medium-term (2 - 4 years)	Planning Services Economic Development Environment and Heritage Advocacy	Identify external funding sources

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	Review the Westernport Green Wedge Management Plan and update if required			
Integrated Water Infrastructure / Support implementation of the Westernport Irrigation Scheme	Develop integrated water infrastructure which can sustainably provide for agricultural, residential, commercial and industrial uses throughout Cardinia Shire. Fragmented land holdings and challenges in water infrastructure delivery have created high costs and delays for some developers in Cardinia. Cardinia's abundant water supply would synergise well with integrated water infrastructure.	Medium-term (2 - 4 years)	Planning Services Economic Development Environment and Heritage	Identify external funding sources
Collocation and relocation of established businesses	Grow Cardinia Shire's competitive advantage within the GSEM region and identify relevant manufacturing, processing and professional services businesses to target for co-location to Cardinia.  Identify businesses that are being priced out of existing major industrial precincts like Dandenong and Cranbourne. Provide a facilitated relocation service which assists them in reestablishing their operations in Cardinia Shire.	Medium-term (2 - 4 years)	Economic Development Planning Services	Secure external funding (i.e. Business Acceleration Fund)
Pakenham Activity Centre Employment Precinct Activation	Supporting the maturation of the Pakenham Activity Centre will be an important element of investment attraction to Cardinia Shire as it will improve amenity and viability of the area to service the local community. Activity centres provide important synergies for nearby employment and residential land, providing a central hub for residents and workers alike.  Establish a governance model for the precinct involving all levels of government, businesses and residents. Develop a placemaking action plan for the precinct including a focus on: <ul style="list-style-type: none"> <li>- investment and development that addresses gaps in local services</li> <li>- business development (accessibility, façade improvements, visual merchandising, promotions)</li> <li>- activation through facilitation of community markets and events and support for community driven projects.</li> </ul>	Medium-term (2 - 4 years)	Major Projects Economic Development Planning Services Community Infrastructure Delivery Social Planning Advocacy	Secure external funding (i.e. Urban Precincts and Partnerships Program)
Officer Town Centre - Employment Precinct Activation	Officer Town Centre is a Major Activity Centre and will be a critical social and economic asset for Cardinia Shire's residents and business community but has so far not seen the level of investment and development it requires. A well-developed town centre creates significant opportunities for local employment and better connections and supply chains for local industries. Officer Town Centre will be critical for the full activation of the Officer South Employment Precinct.	Medium-term (2 - 4 years)	Major Projects Economic Development Planning Services Community Infrastructure Delivery	Combination of existing and external funding to be secured

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	<p>Officer Town Centre would benefit from establishment of a dedicated internal working group tasked with:</p> <ul style="list-style-type: none"> <li>- Undertaking research and engagement to understand the barriers to investment in Officer Town Centre e.g. land holders, infrastructure, surrounding land use. Identify what Council can mitigate or influence, including through developing partnerships with key State Government planning and development agencies such as the VPA, Development Victoria, and DJSIR.</li> <li>- Initiating a social and economic impact assessment to explore the impacts of delaying development of Officer Town Centre that can be used in advocacy with other levels of government.</li> <li>- Engaging with Development Victoria (partial landowners of Officer Town Centre) to sell or develop the land in line with the objectives identified in the Officer Town Centre Urban Design Framework (Officer PSP).</li> <li>- Progress feasibility study for the Officer Community Centre &amp; Library, demonstrating to community and investors that Council is committed to fulfilling our obligations within the PSP.</li> <li>- Working with Invest Victoria to promote Officer Town Centre as an investment opportunity for technology and health sectors.</li> <li>- Facilitating and streamlining investment applications and decrease red tape to attract investors to the town centre, and work with State Government agencies to enhance the opportunity for developers to utilise State approvals.</li> <li>- Engaging with private developers to market the potential, capacity and competitive advantage of investing in Officer Town Centre.</li> </ul>		<p>Parks and Social Infrastructure Planning Social Planning Advocacy</p>	
Township Strategies	Update and develop township strategies across Cardinia Shire with a focus on opportunities for investment in local jobs and services close to home.	Medium-term (2 - 4 years)	Planning Services Economic Development Social Planning	Within existing resources
Southeast Employment Corridor (SEEC) Activation	The South East Economic Corridor (SEEC) is a significant region in Melbourne's southern metropolitan area, stretching from Monash to Pakenham. It encompasses over 2,500 hectares of land designated for employment and economic development. The SEEC is envisioned to become one of Australia's most economically significant and diverse	Medium-term (2 - 4 years)	Economic Development Planning Services	Within existing resources

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	regions, with the potential to support over 1 million residents and provide more than 500,000 jobs by 2060. This corridor is strategically important for Melbourne's future growth, offering diverse local employment options within a 20-minute commute for residents. By actively participating in the activation of the South East Employment Corridor, Cardinia Shire can position itself to attract substantial investment and foster economic growth. The Shire's strategic location within the corridor, combined with its available workforce and ample land supply zoned for industrial and commercial use, makes it an attractive destination for businesses looking to establish or expand their operations. By leveraging these advantages and aligning with the broader SEEC strategy, Cardinia Shire can potentially attract a diverse range of industries, particularly in sectors such as construction, food manufacturing, and agriculture, which are already prominent in the area.			
Develop nature-based tourism offerings	Develop nature-based tourism offerings in the mountainous northern region of Cardinia Shire through grants and investment facilitation. Cardinia Shire has highly accessible natural amenity within a short drive from Melbourne, and nature-based tourism is a key focus of Experience Victoria 2033 which is guiding the future of the visitor economy in Victoria.	Medium-term (2 - 4 years)	Economic Development Parks and Social Infrastructure Planning Services	Identify external funding sources
Circular Economy Initiatives	Explore how Cardinia Shire can utilise circular economy initiatives among the growing number of heavy industrial operations to improve sustainability, reduce waste, and improve wellbeing for workers and residents.	Long-term (5+ years)	Economic Development Planning Services Environment and Heritage	Identify external funding sources
South East Melbourne Airport	The South East Melbourne Airport (SEMA) is a proposed aviation hub designed to serve Gippsland and the southeastern suburbs of Melbourne. The SEMA has potential to create a unique opportunity to harness the existing strengths of the region such as construction, manufacturing, agriculture and tourism. Strategically located in proximity to significant agricultural land in Cardinia Shire, Mornington Peninsula and Gippsland the SEMA provides an opportunity to co-locate a food distribution centre in Officer South, increasing potential for local producers to access domestic and international food export markets.  SEMA will stimulate economic activity in Cardinia Shire and surrounding areas by improving connectivity and access – this enhanced connectivity	Long-term (5+ years)	Economic Development Advocacy Planning Services	Identify external funding sources

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	<p>can assist in developing the nearby Employment Precincts in Officer South and Pakenham South into attractive destinations for industrial development and investment with excellent transport and logistics infrastructure.</p> <p>Continue advocating to the state and federal government for the feasibility study and allocation of land and planning controls. Cardinia Shire can also provide leadership and support to the GSEM Airport Project Control Group to help identify a well-defined pathway forward with government, community and private stakeholders.</p>			
Renewable energy support	Cardinia Shire is one of the closest population centres to the future Victorian Renewable Energy Terminal at the Port of Hastings and the wind farms in Gippsland, creating unique opportunities to support the delivery of onshore and offshore wind projects. Cardinia Shire can support the renewable energy transition in Victoria through logistics, installation and manufacturing.	Long-term (5+ years)	Economic Development	Identify external funding sources
Healthcare and Life Sciences Precinct	Investigate the potential to attract major investment in a healthcare and life sciences precinct in Officer South. Cardinia Shire has a significant healthcare workforce, most of whom are forced to leave Cardinia Shire for work. These workers are often subject to long commutes, limiting their ability to participate locally in Cardinia Shire.	Long-term (5+ years)	Economic Development	Identify external funding sources
Biosecurity and post-harvest processing facility	Cardinia Shire is at the junction of highly productive agricultural land, major logistics capabilities and population centres – strong preconditions for the development of a post-harvest processing facility. Biosecurity is an increasing concern for agriculture operations across Australia, and better biosecurity capabilities in Cardinia Shire will help secure food security and economic continuity for agriculture in Victoria.	Long-term (5+ years)	Economic Development	Identify external funding sources
Collaborate with State and local governments to attract investment and secure anchor businesses in the industrial/ commercial land unlocked through the Officer South Employment PSP	<p>The Officer South Employment PSP is earmarked to deliver various benefits for Melbourne's southeast, and Cardinia Shire Council can coordinate with State and Local governments to attract the right investment to the corridor. The Thompsons Road upgrade and extension project will unlock land for residential and commercial development along the SEEC, supporting connection of manufacturing hubs in Dandenong through to industry and employment in Cardinia Shire.</p> <p>Cardinia Shire can partner with neighbouring councils in the Greater South East Melbourne (GSEM) region to champion funding efforts from all levels</p>	Long-term (5+ years)	Economic Development Planning Services	Within existing resources

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	<p>of government to drive key infrastructure projects for the Officer South Employment Precinct.</p> <p>Council can continue to partnership with City of Casey and GSEM to utilise the Thompsons Road Extension business case to advocate for state and federal government support, positioning Officer South as a vital economic hub within the region.</p> <p>Implement a cohesive investment campaign, engaging stakeholders and council partners to enhance Officer South’s brand visibility and attract sustained investment.</p>			
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## Introduction

### Appendix B - Investment Attraction, Support, and Facilitation in Victoria

There are a range of agencies to support investment in Victoria and Australia, and these agencies have strategic focus that are highly suited to development in Cardinia Shire.

#### Invest Victoria

Invest Victoria is the state government's lead investment promotion agency, dedicated to attracting and facilitating investments into Victoria from both domestic and international sources.

#### Role and Functions

- Investment Promotion: Markets Victoria as an attractive investment destination through global campaigns and outreach activities.
- Investment Facilitation: Provides a single point of contact for potential investors, offering tailored advice and support throughout the investment process.
- Incentives and Grants: Offers financial incentives, grants, and funding programs to support new investments.
- Sector Focus: Targets key sectors such as advanced manufacturing, technology, health, and professional services.

#### Support and Services:

- Site Selection: Assists investors in finding suitable locations and facilities.
- Regulatory Guidance: Helps navigate local regulations and approval processes.
- Networking: Connects investors with local businesses, government agencies, and industry bodies.
- Aftercare: Provides ongoing support to businesses post-investment to ensure their growth and success.

#### Global Victoria

Global Victoria is the state government agency responsible for promoting Victoria's exports and connecting local businesses with international markets.

#### Role and Functions

- Export Promotion: Assists Victorian businesses in expanding their reach into global markets through trade missions, expos, and events.
- Market Intelligence: Provides market research, insights, and advice to help businesses identify and capitalize on international opportunities.
- Trade Programs: Runs programs such as the Global Gateway Program to support businesses in their export journey.

#### Support and Services:

- Trade Missions: Organizes and leads trade missions to key international markets.
- Market Access: Assists with understanding and meeting the requirements of international markets.
- Networking and Partnerships: Facilitates connections with international buyers, distributors, and partners.
- Capacity Building: Offers training and development programs to enhance export capabilities.



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## Introduction

### Department of Jobs, Skills, Industry and Regions (DJSIR)

DJSIR focuses on fostering economic growth, job creation, industry development, and regional prosperity in Victoria.

#### Role and Functions

- **Economic Development:** Develops and implements policies to drive economic growth across various sectors.
- **Investment Facilitation:** Supports investment projects by providing information, advice, and facilitation services.
- **Regional Development:** Focuses on the development and growth of regional areas in Victoria.
- **Business Support:** Offers programs and resources to support businesses of all sizes, including startups and SMEs.

#### Support and Services:

- **Funding and Grants:** Provides access to financial support for business development and expansion.
- **Advisory Services:** Offers expert advice and consultancy services to businesses.
- **Infrastructure Development:** Supports the development of key infrastructure to enhance economic growth.
- **Workforce Development:** Focuses on skills development and training to meet industry needs.

### Department of Transport and Planning (DTP) State Project Facilitation

The State Project Facilitation team in DTP oversees the facilitation of major state projects, ensuring efficient planning and development processes.

#### Role and Functions

- **Project Facilitation:** Coordinates and expedites the planning and approval processes for major projects.
- **Regulatory Assistance:** Provides guidance on navigating complex regulatory environments.
- **Stakeholder Coordination:** Ensures effective collaboration among various stakeholders, including government agencies, developers, and communities.

#### Support and Services:

- **Streamlined Approvals:** Works to streamline the approval process for significant projects.
- **Planning Advice:** Offers expert planning advice to support project development.
- **Infrastructure Coordination:** Coordinates infrastructure development to support major projects.

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## Introduction

### National Reconstruction Fund Corporation (NRFC)

The NRFC is a federal government initiative aimed at supporting the reconstruction and modernisation of Australia's industrial capabilities.

#### Role and Functions

- Investment in Manufacturing: Focuses on investing in critical manufacturing sectors to enhance national resilience and capabilities.
- Economic Diversification: Aims to diversify the economy by supporting a wide range of industries.
- Job Creation: Supports projects that create high-quality jobs and stimulate economic growth.

#### Support and Services:

- Financial Support: Provides funding for projects that align with national priorities, such as advanced manufacturing and renewable energy.
- Capacity Building: Supports initiatives that enhance the skills and capabilities of the workforce.
- Innovation Support: Invests in research and development to drive innovation and technological advancements.

### Regional Development Victoria (RDV)

RDV is the Victorian Government's lead agency in developing rural and regional Victoria.

#### Role and Functions

- Regional Economic Development: Focuses on driving economic growth in regional areas.
- Investment Attraction: Works to attract investment into regional Victoria to support job creation and economic diversification.
- Infrastructure and Development: Supports the development of infrastructure projects that enhance regional connectivity and liveability.

#### Support and Services:

- Grants and Funding: Provides financial assistance for regional projects and initiatives.
- Advisory Services: Offers expert advice and support to businesses and local governments in regional areas.
- Community Development: Works on projects that improve the quality of life in regional communities.

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## Introduction

### Austrade (Australian Trade and Investment Commission)

Austrade is the Australian Government agency responsible for promoting international trade, investment, and tourism.

#### Role and Functions

- Trade Promotion: Assists Australian businesses in exporting their goods and services.
- Investment Attraction: Attracts foreign direct investment (FDI) into Australia.
- Tourism Promotion: Promotes Australia as a tourism destination.

#### Support and Services:

- Market Intelligence: Provides insights and research on global markets.
- Business Matching: Connects Australian businesses with international partners.
- Investment Facilitation: Assists foreign investors with information and services to invest in Australia.

### Integration and Collaboration

These agencies often work together to ensure a coordinated approach to investment attraction and support. For example, Invest Victoria and DJSIR might collaborate on attracting a large multinational corporation, with Global Victoria assisting the same company in export activities once established.

These agencies share market intelligence and insights to provide a comprehensive support system for investors, and it is important for investors to know which agency to reach out to for assistance in facilitating their investment.

Initiatives such as trade missions and investment facilitation programs are often jointly organised to leverage the strengths of each agency.

By working together, these agencies create a robust ecosystem that supports both domestic and international investments, driving economic growth and development across Victoria.



