

7.3.3 WEED MANAGEMENT STRATEGY - MID-TERM REVIEW

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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:	3.1 We value our natural assets and support our biodiversity to thrive 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 progress made in the delivery of the Weed Management Strategy action plan (Attachment 1).

Executive Summary

The Weed Management Strategy 2019-2029 provides a strategic and collaborative approach to ensure weed infestations are appropriately managed; resources are effectively used and program outcomes monitored. The strategy charts a course of action to address the challenge of weed invasions and control not only for Council, but for all land managers working collectively to reduce the impact of weeds.

A mid-term review has been undertaken to assess the progress of the action plan. In the first 5 years of the strategy, 28 actions were scheduled for delivery:

- 12 actions are complete
- 16 actions are ongoing (considered business as usual)

Background

The Weed Management 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 aligns to the Sustainability Development Goals.

The Weed Management Strategy (Attachment 1) was adopted by Council in 2019 with a planned and costed action plan (Attachment 2). The strategy identifies the goals and objectives to effectively reduce the prevalence and impacts of weeds across the shire with a focus on collaborative action.

Cardinia Shire hosts a wide range of introduced plants that can negatively impact the natural environment. Over 400 species have successfully adapted to the local environment and persist in the Shire, some of these are well established and widespread while others are recent introductions with small populations. 36 of the 128 declared weeds listed under the Victorian Catchment and Land Protection Act 1994, are found in Cardinia Shire, eight of these are also listed as Weeds of National Significance (WONS).

The strategy is informed by and supports the objectives of various Council, Victorian Government and Australian Government policies, strategies and plans. Three themes guide the goals, objectives and action plan within the strategy. The themes are:

- **Goal 1: Protect** Cardinia Shire’s landscape, biodiversity and agriculture from the threat of invasive weeds.
- **Goal 2: Manage** – strategically allocate resources to local weed priorities consistent with regional, state and national priorities.
- **Goal 3: Engage and empower** our community to motivate them to collectively address weed issues.

The 3 goals are supported by 7 objectives which can be found on page 5 of the strategy. They focus on preventing new weeds arising, strategically allocating resources to weeds that already exist, recognising the need to work in a collaborative manner with key stakeholders, both in Cardinia Shire and outside, and the significant role the community plays in managing weeds in the landscape.

Discussion

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

There are a total of 33 actions outlined in the action plan, however 5 of those are due to commence after this review period (2019-20 to 2023-24). These 5 actions have been noted as ‘not started’ in the summary document. The results of the review are summarised in Table 1 and are based on the remaining 28 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:

- 12 complete actions (39%), and
- 16 ongoing actions (61%)

Of the 28 actions, 16 are annual actions (business as usual) that require ongoing budget or resource allocation. Funding and resourcing to support these actions is considered within the relevant business unit operating budget. For this review, these actions are considered complete within the review period.

• **Table 1. Summary of actions 2019-2024**

Goal	Total actions	Complete	Ongoing*	Not started
5. Protect	9	2	7	0
6. Manage	12	5	7	0
7. Engage	7	5	2	0
Total	28	12	16	0

*Ongoing actions are required to be delivered annual 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 3 goals, a key project and its outcomes is summarised below.

Goal 1: Protect - Cardinia Shire's landscape, biodiversity and agriculture from the threat of invasive weeds.

Council has played a key role and worked collaboratively to deliver targeted and effective control of invasive weeds across the shire (action 2). Since 2019, the weed control grant program has provided more than 500 payments to landowners and land managers to assist in the control of high impact weeds in areas in or near bushland, riparian corridors and identified biolinks.

Working with the Natural Reserves team, officers have engaged with residents adjoining reserves to provide advice and information on the weed control grant to improve cross tenure control of key weed species. Furthermore, working alongside the Peri-Urban Weed Management Partnership, officers have engaged with more than 80 landholders in the Cardinia Creek catchment, providing land management assistance where needed.

Goal 2: Manage – strategically allocate resources to local weed priorities consistent with regional, state and national priorities.

Council has worked in partnership with the Victorian Government's Roadside Weeds and Pest Animals Program (actions 13 and 21) to target regionally controlled weeds on rural roadsides. The delivery of this program is informed by data gained through customer requests, Friends and Landcare group communications, and works by other agencies (e.g. Melbourne Water, Parks Victoria) and has worked to control regionally controlled weeds on rural roadsides. Between July 2019 and June 2024, 513 km of high value roadsides were treated as part of the program, targeting weeds including blackberry, broom, ragwort, spear thistle and Spanish heath.

Funding from the Victorian Government, matched by Council, has allowed a consultant to be engaged to map the extent of weeds on high conservation value roadsides, and therefore target works to those areas of greatest value. Officers have implemented novel control techniques such as forestry mulching large broom infestations, with follow up spraying of regrowth. This technique has reduced herbicide use and labour inputs and assisted with resident concerns regarding fire hazard.

Goal 3: Engage and empower - our community to motivate them to collectively address weed issues.

The strategy has been designed to enhance partnerships with private landholders and volunteer groups to collectively reduce the impact of weeds. Working with Landcare, friends' groups, and committees of management, Council has provided 40 biodiversity grants since 2019 which have empowered the community and contributed towards effective weed control across the Shire. Highlights of collaboration between Council and the community include:

- Weed control and revegetation on approximately 15 Ha of Diamond Creek Wetland and surrounding bush by Cannibal Creek Landcare.
- Weed removal and biodiversity and habitat improvement with 500 native species being planted along 2.5km of a paper road extension between Finlay Lane and Lovers Lane, Garfield.
- Approval of 516 weed control grants to control environmental and noxious weeds across the shire

In addition, Council provides support to the community by providing guidelines to volunteers working on reserves, producing free biodiversity and weed education literature, delivering the Trees for Weeds swap, and providing advice to friends groups on establishing effective weed control programs.

Policy Implications

The Weed Management 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
- Biodiversity Strategy 2019-29
- Liveability Plan 2017-29
- Biolink 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 Weed Management Strategy addresses climate emergency impacts as a major consideration, climate change is identified as one of the greatest long-term threats to biodiversity. The prevalence and impacts of weeds is predicted to increase with changing climatic conditions, impacting the quality of natural areas to thrive into the future.

Consultation/Communication

The following internal stakeholders were consulted throughout the review period:

- Environment and Heritage
- Operations

Conclusion

The Weed Management 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:

- Continuing to advocate through the budget processes for funding towards actions, as outlined in the action plan.
- Continue to deliver the 16 ongoing actions and begin implementation of the 5 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 - Weed Management Strategy 2019-29 [7.3.3.1 - 24 pages]
2. Attachment 2 - Weed Management Strategy 2019-29 - Action plan [7.3.3.2 - 5 pages]
3. Attachment 3 - Weed Management Strategy - summary of actions [7.3.3.3 - 8 pages]



Weed Management Strategy 2019–29





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1. Executive summary

Weeds are nationally a significant problem. Weeds pose one of the biggest threats to the natural environment and change the balance of Australia’s ecological biodiversity by displacing native plant and animal species. The costs of weed impacts are borne by all of us. Controlling weeds is everyone’s responsibility. Under the *Local Government Act 1989*, Council has an important legislative role to play in planning, coordinating and monitoring weed control actions in a manner inclusive of community and other land managers.

The high priority actions from Council’s *Pest Plant Management Strategy 2012–17* Action Plan were largely completed. This included on-ground works through collaborative projects, community incentive programs, annual weed programs on priority Council bushland and roadside reserves, and weed advocacy.

The primary focus of this strategy is goal setting for collaborative action on weed control across Cardinia Shire and action planning for the next 10 years. The strategy sits under the *Sustainable Environment Policy 2018–28*, and aligns directly to the objectives of Council’s *Biodiversity Conservation Strategy 2019–2029*.

Progress of the actions in this strategy will be reviewed in 2024. A more detailed review of the entire strategy including progress towards the objectives outlined under each of the goals will take place after its conclusion in 2029.

Council’s vision is that Council, agencies and the community work collaboratively to protect Cardinia Shire’s landscape, biodiversity and agriculture from the negative impacts of weeds.

To achieve this vision, this plan is framed around three themes which will guide the goals, objectives and action plan. The themes are protect, manage and engage.

These focus on both preventing new weeds arising, while strategically allocating resources to those that already exist. The themes also recognise the need to work in a collaborative manner with parties within and outside the shire and the significant role the community plays in managing weeds in the landscape.

This strategy provides the context for the importance of weed management, the vision, goals and objectives, relevant legislation and policy, and outlines factors influencing the development of Council’s weed management programs.

Cardinia has adopted the ‘Weed threat matrix’ which is a different approach to the majority of weed control programs undertaken by government agencies. It is based on the ecological value of specific sites where the highest quality sites are treated in the first year, then require less attention in subsequent years. This method preserves high quality sites and gradually expands them during the 10 years of this strategy.

The latter part of the strategy sets priorities for weed management in Cardinia Shire, Council’s roles and responsibilities and the role of the community. A detailed action plan is provided guiding Council’s investment (time, resources and funding) in weed management for the next 10 years.



2. Why a weed management strategy?

Cardinia Shire hosts a wide range of weedy introduced plants. Just over 400 species are considered to be naturalised in the municipality. Some of these are well established and widespread. Others are fairly recent introductions, with small populations. 36 of the 128 declared weeds listed under the *Victorian Catchment and Land Protection Act 1994*, are naturalised within Cardinia Shire, eight of these are also listed as Weeds of National Significance (WONS).

In 2007, Council recognised the importance of strategic weed control and developed the *Weed Management Strategy 2007*, to ensure weed infestations were appropriately managed, resources were effectively used and program outcomes monitored. In 2012, the *Pest Plant Management Strategy 2012–17* replaced the former strategy. This strategy continued the commitment of effectively reducing the prevalence and impacts of weeds across the municipality.

Community consultation workshops conducted in June/July 2018 to gauge the community's perception of key biodiversity issues, revealed that poor coordination of weed management across land tenures was rated as one of the top 20 issues. Lack of funding, low compliance follow-up and lack of comprehensive environmental community education/engagement program also rated as priority issues. These have been addressed in the action plan.

The challenge for Council is to develop weed management programs in a manner that meets the weed invasion and control pressures faced in a rapidly urbanising shire. This strategy charts the course of action to address this challenge, not just for Council, but for all land managers working collectively to reduce the impacts of weeds.

2.1 Vision, themes, goals and objectives

Vision:

Council, agencies and community working collaboratively to protect Cardinia Shire's landscape, biodiversity and agriculture from the negative impacts of weeds

To achieve this vision, Council has framed this strategy around three themes which will guide the goals, objectives and actions.

- **Protect** – by preventing new weed invasions
- **Manage** – by strategically allocating resources to existing weed invasions
- **Engage** – by working in a collaborative manner with agencies and community

This strategy's high level goals and corresponding objectives link directly to the three themes of protect, manage and engage and align with the goals and objectives of the following strategies while addressing the needs and priorities of Cardinia Shire. See Table 1 for goals and objectives.

- the Australian Government's *Australian Weeds Strategy, Victoria's Invasive Plants*
- the Victorian Government's *Biodiversity Strategy 2037*
- the Victorian Government's *Animals Policy Framework*
- the Port Phillip and Western Port *Invasive Plants and Animals Strategy*



Table 1: Goals and objectives

Goal 1:	Protect Cardinia Shire’s landscape, biodiversity and agriculture from the threat of invasive weeds
Objective 1.1	Deliver on-ground weed management works consistent with Victorian and Australian government strategy and legislation.
Objective 1.2	Ensure current weed populations on Council land do not increase and new incursions are addressed through annual monitoring and program planning and delivery.
Objective 1.3	Provide support to landowners to protect biodiversity assets from weed invasions on private land and adjoining roadsides.
Goal 2:	Manage – strategically allocate resources to local weed priorities consistent with regional, state and national priorities
Objective 2.1	Demonstrate best practise weed management on Council-owned and managed land, ensuring that Council land is not the source of invasion to neighbouring properties.
Objective 2.2	Develop annual weed programs in collaboration with relevant agencies and community stakeholders to achieve a landscape scale approach.
Goal 3:	Engage and empower our community to motivate them to collectively address weed issues
Objective 3.1	Provide leadership and support to the community for strategic and cost-effective weed management.
Objective 3.2	Develop partnership programs with land managers, including private landholders, and volunteer groups such as landcare, and friends groups, to collectively reduce the impact of weeds.

2.2 Weed classification

Classifying weed species identifies particular traits that influence how they are controlled and managed. This includes the threat they currently or potentially pose to a region. Weeds can be significant at a property, local, regional, state or national level, based on their impact or potential impact. A number of listings of weeds are relevant to Cardinia Shire.

2.2.1 Nationally significant weeds

At a national level, the following three weed classifications are recognised (species lists are included in Appendix A).

Weeds of National Significance (WoNS) – Thirty-two WoNS have been declared by the Australian Government based on an assessment process prioritising these weeds on their invasiveness, potential for spread, and environmental, social and economic impacts. Consideration was also given to their ability to be successfully managed. National weed management guides and strategies are available for 20 of the 32 species. State and territory governments are responsible for legislating and administering the control of WoNS.

National Environmental Alert List (the Alert List) – this list complements the WoNS, identifying plant species that are in the early stages of establishment and have the potential to become a significant threat. It contains 28 non-native weeds that have established naturalised populations. Weed management guides are available for each of the 28 species.

Sleeper weeds – these are weeds that appear benign for many years, but may suddenly spread rapidly following certain natural events. Seventeen species have been identified as sleeper weeds, and 10 are thought to be eradicable.

2.2.2 State significant weeds

The main supporting legislation for the control of weeds in Victoria is the *Catchment and Land Protection Act 1994* (CaLP Act). Under the CaLP Act listed plants are declared as noxious weeds in Victoria. These plants cause environmental or economic harm or have the potential to cause harm. They can also present risks to human health. Responsibility for the control of noxious weeds is outlined in the CaLP Act and varies according to the category in which the weed is declared.

The CaLP Act defines four categories of noxious weeds (species listed in Appendix B) as defined below.

State prohibited weeds – these weeds either (a) do not occur in Victoria but pose a significant threat if they invade or (b) if they are present, they pose a serious threat and can reasonably be expected to be eradicated. If present, infestations of a state-prohibited weed are relatively small. If possible, they are to be eradicated from Victoria. The Victorian Government is responsible for their eradication but under Section 70(1) of the CaLP Act, Victorian Government may direct landowners to prevent their growth and spread.

Regionally prohibited weeds – these weeds are not widely distributed in a region but are capable of spreading further. It is reasonable to expect that they can be eradicated from a region and they must be managed with that goal. Landowners, including public authorities responsible for crown land management, must take all reasonable steps to eradicate regionally prohibited weeds on their land.

Regionally controlled weeds – these weeds are usually widespread in a region. To prevent their spread, ongoing control measures are required. Landowners have the responsibility to take all reasonable steps to prevent the growth and spread of regionally controlled weeds on their land.

Restricted weeds – this category includes plants that pose an unacceptable risk of spreading in Victoria and are a serious threat to another state or territory of Australia. The sale or trade of these weeds and their propagules is prohibited.

In addition, the Department of Environment, Land, Water and Planning (DELWP) has published an Advisory list of environmental weeds of the ranges bioregions of Victoria. This list is designed to assist in developing weed management plans, priority allocation of tasks and resources associated with weed control, management and extension activities, and policy development. No legal requirements flow from inclusion of a species in this advisory list, unless the species is already listed under other legislation where legal requirements apply.

Furthermore, the *Fisheries Act 1995* has declared some species as noxious aquatic plants. It is an offence to bring them into Victoria or possess, sell, transport or release them.

2.3 Significant weeds in Cardinia Shire

Of the 128 declared weeds listed under the Victorian *Catchment and Land Protection Act 1994*, (see appendices A, B and C for full list of declared noxious weed species), 36 are naturalised in Cardinia Shire and eight are also listed as WoNS.

Appendix C – Locally significant weed to Cardinia Shire lists primarily environmental weeds, but includes a number of problematic noxious weeds found in Cardinia Shire. The list is incorporated into Cardinia Shire's Planning Scheme under certain local provisions (see section on statutory planning for list of overlays this applies to). The inclusion of this list in the planning scheme schedules helps in educating the community and can provide a framework for enforcement under the *Planning and Environment Act (1987)*.

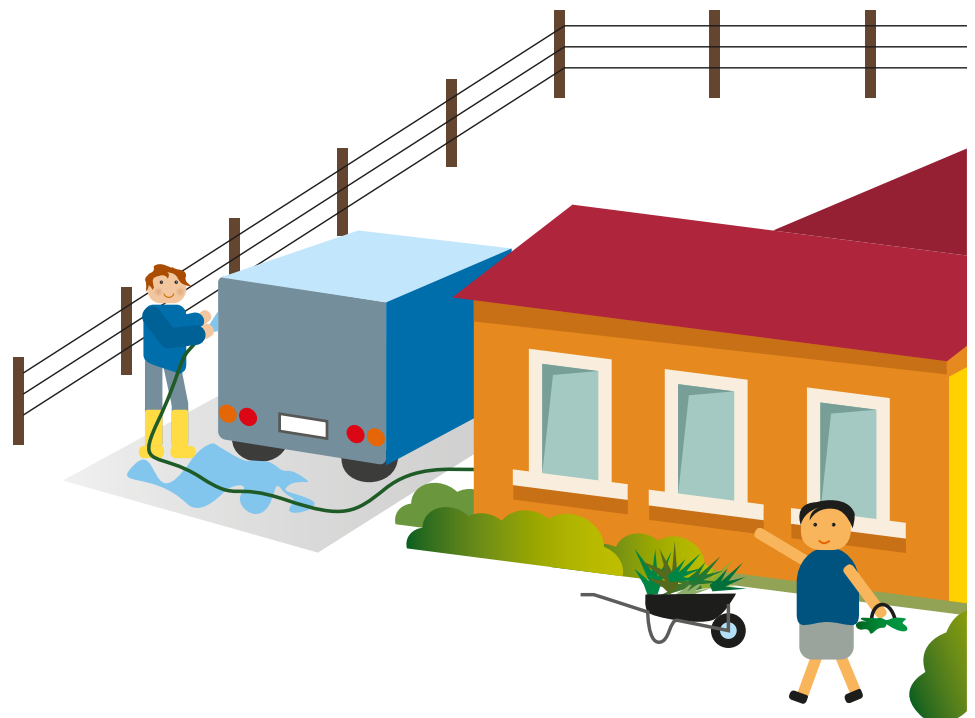


2.4 Sources of weeds

The origin of weed infestations in the shire's landscape is varied depending on geographical location. Common methods of weed spread includes through animals (carried on fur, in droppings, or through disturbed to soil), wind, water, drains, human boots/clothing and vehicles. Fire often stimulate the germination of weed seeds present in soil. The dumping of garden refuse and transportation of contaminated soil and animal fodder also accounts for many outbreaks of common weeds.

Biosecurity, enforced by the Department of Agriculture, plays an important role in the prevention of new outbreaks of weeds, but more importantly in the detection of new invasive species entering the state or into catchments where they are not yet present.

Biosecurity is a set of preventive measures, strategies and frameworks designed to reduce the risk of transmission of biological material (in this case weed species).



3. Managing weeds in Cardinia Shire

This section clarifies the roles and responsibilities of Council, agencies, community and landholders in weed control, according to land type. It highlights the importance of working collaboratively on weed management across the landscape and details the process of weed control program development.

Appendix E outlines all the Australian and Victorian government legislation and policies, along with Council policies relevant to managing weed species.

3.1 Roles and responsibilities

The legislative responsibility of landowners for weed control in Cardinia Shire differs according to land type. This includes Council-managed, private, and crown-managed land. Crown land may also differ in regards to the responsible agency. Crown land can be the responsibility of management committees or Council, or may have no designated land manager. The following describes the legislative responsibility of landowners according to land types within the shire.

Council land

Council is responsible for managing regionally controlled and regionally prohibited weeds on Council-owned or managed land. DEDJTR is responsible for the control of state prohibited weeds. While Council may lease land for a variety of reasons, if lease agreements do not include enforceable clauses designating weed control, then weed control remains the responsibility of Council. In some instances, Section 86 committees of management are established by Council with delegated responsibilities under Section 86 of the *Local Government Act 1989* to directly manage facilities and grounds, for example recreation reserves, on behalf of Council.

Cardinia Shire Council is responsible for developing and implementing this strategy. It does so in collaboration with other agency and community stakeholders as identified in the action plan.

Rail reserves

Vic Track is responsible for the maintenance of railway reserves. Under the CaLP Act, Vic Track is responsible for the control of regionally controlled and regionally prohibited weeds occurring in railway reserves. DEDJTR is responsible for the control of state prohibited weeds occurring in railway reserves.

Puffing Billy railway corridor

Under the *Emerald Tourist Railway Act (ETR Act)*, the Emerald Tourist Railway Board (ETRB) has the responsibility for the preservation, development and maintenance of the railway line and its surrounds which constitute the railway corridor.

Crown land

Under the *Crown Land (Reserves) Act 1978*, designated public land managers are responsible for managing regionally controlled and regionally prohibited weeds on reserved Crown lands. This responsibility for weed control may also reside with established committees of management. DEDJTR is responsible for the control of state prohibited weeds.

Waterways

Melbourne Water is responsible for managing regionally controlled and regionally prohibited weeds along river banks and beds. Council commonly owns freehold land and is therefore responsible for managing regionally controlled and regionally prohibited weeds on this land. Private landowners are responsible for managing both regionally controlled and regionally prohibited weeds along waterways within private land. DEDJTR is responsible for controlling state prohibited weeds in all areas.



Flora and fauna reserves, state forests and state parks

The Department of Environment, Land, Water and Planning (DELWP) is responsible for controlling all noxious weeds on Crown land managed under the *Forests and Lands Act 1987* such as state forests. Parks Victoria often fulfils this responsibility in its role as the appointed land manager in land areas managed under the *National Parks Act 1975* such as state and national parks.

Roadsides

Managing invasive plants and animals on roadsides is regulated in principal by the *Catchment and Land Protection Act 1994* (CaLP Act). Other legislation affecting the control of these pests on roadsides is the *Road Management Act 2004* and the *Local Government Act 1989*.

The responsibility for roadside weed control depends on both the classification of roads under the *Transport Act 1983* and the classification of weeds under the CaLP Act. Currently, DEDJTR is responsible for the control of state prohibited weeds on all land, and regionally prohibited weeds on roadsides.

In Cardinia Shire, 368 areas of roadside are designated as being of 'very high' or 'high' conservation significance and as many of these roadsides occur on local roads, Council has traditionally taken responsibility for weed control in these areas. VicRoads (or local government acting as its agent) is responsible for managing all noxious weeds (except state prohibited weeds) on the declared road network. Under the *Road Management Act 2004*, the declared road network includes freeways, highways, and arterial roads. Roads that have not been declared under the act are known as 'undeclared' or local roads. Both Council and private landowners are responsible for managing regionally controlled weeds occurring on undeclared roadsides adjoining their land.

Volunteer groups

Volunteers are important to achieving sustainable weed management outcomes. Whether it be on private or public land, volunteer groups are the key to ongoing detection and treatment of weed management issues. This complements Council's weed control programs and the key element to success is communication and collaboration between Council and the groups.

Numerous natural reserves in Cardinia Shire have associated volunteers ('friends' groups and committees of management) that assist with weed control activities and work with Council on other reserve-related matters. Council offers annual grants to these groups to support their activities. Opportunities for training and further education also exist for these volunteers.

Other volunteer groups include those under the Landcare program. Landcare supports the management of natural resources on private land and in some cases public land, with a focus on sustainable land use practises both on farmland and in bushland areas.

Cardinia Shire has 10 Landcare groups and more than 15 'friends' groups working across the shire to provide and promote responsible land use practices, including weed control and revegetation works and associated native vegetation monitoring.

Landowners

Landowners, are key stakeholders in weed management as they occupy approximately 83 per cent of the land in Cardinia Shire. 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 managing regionally controlled and regionally prohibited weeds on their land. DEDJTR is responsible for controlling state prohibited weeds on all land, including private land. Council engages with landholders regarding managing weeds on private land in order to achieve cross-tenure weed control outcomes, rather than focusing only on Council land.

See Section 3.3 – A collaborative approach to weed management.

3.2 Program development

3.2.1 Planning and prioritisation

Planning and developing weed prevention programs needs to be coordinated in conjunction with relevant land managers, for example government agencies, community groups and landowners. Program outcomes are reliant on this collaborative effort as it ensures that cross-tenure outcomes are achieved. This approach also has the added benefit of pooling funding, resources and knowledge.

By strategically prioritising assets and targeting specific weeds (using Council's weed threat matrix explained in Section 3.2.2), control measures are tailored to sites and treatment frequency is built into a rolling program (annual, biannual, 3-year cycles). This asset-based program development aligns with the recommendations made by the *Australian Weeds Strategy* and Victoria's *Invasive Plants and Animals Policy Framework*. It also enables Council to ensure the protection of critical natural resources continues to be a priority.

Victorian Government investment for the control of weeds and pest animals is largely guided by decision support tools and products, such as the Strategic Management Prospects tool and Natureprint mapping. This software has been developed by DELWP to assist land managers identify priority sites across Victoria where investment in weeds and pest animal programs will be most beneficial to the environment and the community.

3.2.2 Cardinia Shire 'weed threat matrix' and GPS mapping

To ensure a consistent approach to Cardinia Shire's annual weed programs, Council has developed a weed threat matrix (see Appendix D); a prioritisation tool guiding expenditure and establishing short, medium and long-term weed programs.

The weed threat matrix consists of two parts:

1. site prioritisation – identifying and ranking biodiversity assets based on a number of criteria that establish the environmental values contained or potentially contained in that parcel of land

2. weed assessment – identifying the weeds that pose the greatest risk to the assets at a site, using criteria based on the biology of the weed and population, its significance and impact, and ease of removal.

By recording and mapping the extent and type of weed invasions across the shire using GPS technology, Council is able to collect data to monitor existing weed species and record new and emerging weeds. This data is then applied to the weed threat matrix prioritisation tool to generate a score for the sites and level of weed threat. This information then feeds into planning and operational activities and provides greater clarity to the prioritisation of finite resources.

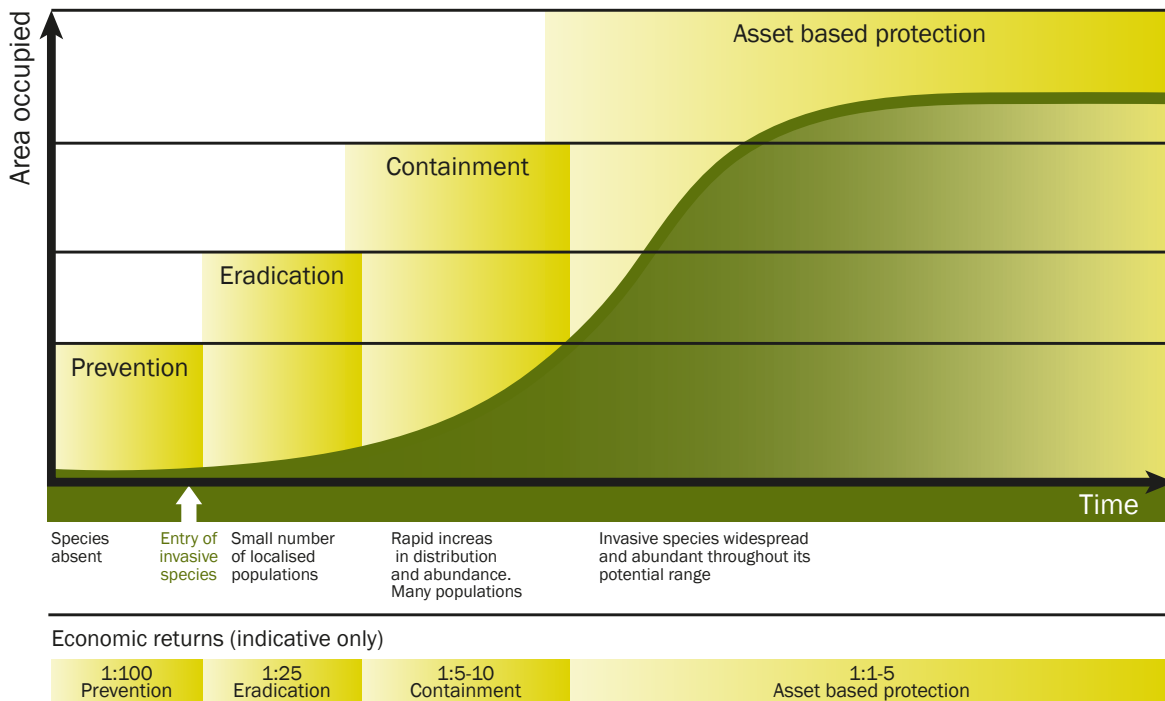
3.2.3 Biosecurity approach

Council has adopted the Australia wide biosecurity approach outlined in Victoria's *Biosecurity Strategy* and underlying *Invasive Plants and Animals Policy Framework* into planning and prioritisation of weed control activities in the shire. This approach recommends risk management to identify the threat of weeds to the environment, and then determines the most appropriate intervention to maximise public and biodiversity benefit. Interventional actions come in the form of prevention, eradication, containment or asset-based protection, depending on threat levels. The generalised invasion curve depicted in Figure 1 shows that the economic returns of preventing weed outbreaks from establishing in the shire, is far greater than trying to eradicate, contain and protect. It is important to note that this invasion curve is generalised and that good and bad investments at both ends of the spectrum will effect economic returns.

Given the rapid urbanisation of Cardinia Shire, rural zones in close proximity, and the development of major transport infrastructure, the importance of prevention and early intervention cannot be underestimated. This must be balanced with an emphasis on the ongoing management of many naturalised weeds in Cardinia Shire that pose a threat to biodiversity and other high value assets.



Figure 1. Generalised invasion curve showing actions appropriate to each stage



Source: Invasive plant and animal policy framework, Agriculture Victoria

3.2.4 Weed control in reserves and roadsides

Council manages 77 bushland reserves across the municipality, covering an area of approximately 840 hectares. Council also has more than 940 kilometres of roadsides of which 93 are considered to have very high conservation value.

Council must be highly strategic in distributing finite resources to manage weed threats in bushland areas and roadsides. Actions must also be directed to build ecosystem resilience as a priority, rather than simply targeting the removal of a particular species. In practice, directing strategic weed management and building ecosystem resilience will mean focusing on high quality environmental areas where indigenous species will

recolonise the treated site. This will also increase the extent of native vegetation in the reserve – a key goal of the Victorian Government’s *Native Vegetation Management Framework* and Council’s *Biodiversity Conservation Strategy 2019*.

Roadsides are vulnerable to weed invasion as they are subject to disturbance and the spreading of weeds by impacts such as machinery, slashing, neighbouring properties, drains and the dumping of garden refuse. They are a major area for concern for government and private landholders in terms of the potential serious effect on agricultural production, the natural environment and rural communities.

The significance of vegetation on roadsides is widely recognised and many roads are dominated by largely undisturbed remnant vegetation. This provides habitat for flora and fauna, landscape character and provides important corridors to larger areas of indigenous vegetation.

The management of invasive plants and animals on roadsides is principally regulated by the CaLP Act. Other legislation affecting the control of weeds on roadsides includes the *Road Management Act 2004* and the *Local Government Act 1989*. Responsibility for the operational management of roadside invasive plants is complex in nature despite legislation and has been debated for some years.

Some weed species on roadsides can provide habitat cover for species such as the southern brown bandicoot in certain localities across Cardinia Shire, including Bunyip, Bayles, Nar Nar Goon, Tynong, Cardinia and Garfield. Careful planning of weed control programs in these sensitive areas is required in order to minimise disturbance and allow for habitat restoration.

The development of a Roadside Management Plan would consider the various roles of Council on roadsides (including grass slashing, tree works, drainage works and weed control) and outline how to best manage multiple objectives to achieve appropriate outcomes. Weed management on roadsides is one of many factors that needs to be considered to find a balanced approach, protecting indigenous vegetation and reducing fire risk.

Council has a role to play in supporting community group efforts for weed control where Friends groups or others take ownership in council reserves, and provide incentives and education for controlling weeds on private land, Areas of public land with high conservation significance such as state forest should also be protected from the threat of weeds from neighbouring land, whether council or privately owned.

3.3 A collaborative approach to weed management

Given the widespread status of weeds across the landscape, for many species there is no potential for eradication. As part of a new approach to biosecurity and effective weed management, recent emphasis has been placed on a citizen-focused approach, underpinned by more collaborative working arrangements between community and government.

Collaboration between Council, agencies and community groups to plan and deliver programs targeting problematic weed threats, achieves by far the best possible environmental outcome. It is important that future efforts are focused on developing new partnerships and expanding on current collaborations across all land tenures. Novel ideas need to be investigated and a number are proposed in the action plan.





Case study

Cardinia Creek riparian rehabilitation project

A working example of a successful partnership model is the multi-stakeholder environmental project located in the Cardinia Creek corridor. This project is funded by the Department of Environment, Land, Water and Planning (DELWP) through the Peri Urban Weed Partnerships Initiative 2017–20. Agencies and community groups pool knowledge and resources, together to plan and deliver environmental outcomes at a catchment scale.

The project targets weed threats across multiple land tenures, including council bushland reserves, stream frontage reserves, roadsides, and public land, which occur alongside Cardinia Creek between Beaconsfield to the south, and Cardinia Reservoir Park to the north. The key objective is the restoration and protection of bushland located along the creek.

The partners to this project are Cardinia Shire Council, Parks Victoria, Melbourne Water, the Cardinia Environment Coalition, Vic Roads, Cardinia Creek Landcare Group, and the Friends of Cardinia Creek Sanctuary. Other participating community and corporate groups are local golf courses, scout groups, schools, and adjacent landholders. Cardinia Creek forms the municipal boundary between Cardinia Shire and the City of Casey, and as such, this project integrates with environmental works occurring through the City of Casey environmental works program.

Monitoring and evaluation of the project outcomes to date has revealed a general trend of a greater diversity of native plant species, through the eradication and containment of high threat weeds.

The biodiversity outcomes as a result of the works delivered are clearly a testament of joint effort and collaboration. This partnership model of working has meant complementary works are done in a targeted and strategic way, to achieve a better return on investment of funds and resources.

3.4 Community led programs and empowerment

For effective invasive weed programs, it is important for all levels of government to strengthen community capacity and confidence to take action on weeds. Agriculture Victoria supports community led programs such as the Victorian Blackberry Taskforce (VBT). These groups are led by active Victorian community members who are concerned about the impact of Victoria's worst invasive weeds. These groups are collectively called community pest management groups (CPMGs) and have been working with community members for years, supporting them to take action on pest species and building networks in the community. Council actively seeks opportunities to support community interest in these programs and strongly advocates the practices for short and long term benefits, to landowners and the environment.

Further opportunities exist for improvements to weed control including knowledge sharing, particularly through digital mechanisms, understanding the role of demographics and investigating the effectiveness of enforcement to support community led action (Agriculture Victoria, 2017).

Inappropriate land management practices on privately owned land can be a major cause of habitat loss and weed invasion. A change in these practices requires education and engagement. Changing human behaviour can be difficult and engaging landowners in making changes is no exception. Many possible factors influence landowner decisions and these vary according to each landowner and each property context. Effecting change in landowner behaviour is problematic because the private benefits of action by landowners are often uncertain. Commitment by government to enforce compliance or directly fund on-ground work is also limited.

The key issue here relates to how to motivate disengaged landholders and how to reach key audiences. Past studies, including a social research project conducted in 2012 through a partnership with Johns Hill Landcare Group and Cardinia Shire (Why don't they manage their weeds?), revealed that the three most dominant social barriers preventing landowners taking action are time, money and

knowledge. It follows then, that interventions focusing on engaging and building human and social capacity, including one-on-one engagement, participation in groups, and involvement in short courses and field days have positive effects on adopting action.

3.5 Community education

Education is vital for increasing the community's understanding of weed issues and empowering individuals to take action to control weeds. Local government plays an important role in weed and environmental education for the community. Landholders in our shire have positively received the following weed management initiatives:

- **weed control grants scheme**
- **Weed Identification Guide environmental weed management kit**
- **Weed Busters week and Trees for Weeds swap**
- **Gardens for wildlife program.**
- **Biodiversity Incentive Scheme**

A suite of environmental education programs are provided, aiming to connect people with nature and link sustainable land management practises to healthy ecosystems. The rich knowledge bank and skills which exist amongst various Landcare and other environment groups is a great source of information for the broader community.



4. Local legislation and compliance

This section outlines mechanisms that are vested under local government through Victorian Government legislation, to enforce the control of weeds. Cardinia Shire Council's Local Laws and Planning Scheme are two of these mechanisms.

The *Local Government Act 1989* provides councils with the power to develop local laws concerning weed control within their municipalities. These local laws must be consistent with existing acts and/or regulations, and must not duplicate or be inconsistent with the planning scheme.

Under the *Catchment and Land Protection Act* 'it is the responsibility of land owners to take all reasonable steps to prevent the spread of regionally controlled weeds and established pest animals on a roadside that adjoins the land owner's land'.

Cardinia Shire is one of the few interface councils that have implemented a local law on weed control. The Local Law no. 17 Environment, Amenity and Asset Protection, Clause 58 states:

'The owner or occupier of land must not allow the land or adjoining nature strip to be a haven for noxious weeds, environmental weeds or pest animals'.

Weed issues arising on properties are enforceable under Local Law no. 17. Landholders breaching this local law by uncontrolled weed infestations will receive notification enforcing the removal of these weeds.

Although the Victorian Government provides some level of support to assist in weed enforcement for large properties, this is limited and has considerably reduced over time. As a result, the challenge exists to ensure landholders meet their legislated requirements to control noxious weeds on their land through Council's Local Law no. 17.

4.1 Statutory planning

Statutory planning provides an essential framework for future sustainable development and can play a significant role in weed management, especially when land is being developed. The planning scheme sets out policies for the use, development and protection of land, providing Council with opportunities for influencing vegetation management on private land.

It is important to note that while planning regulations can assist in the management of weeds, they can also hinder this process. Certain overlays and regulations placed on land may restrict the ability of landholders to remove or control weeds. Such limitations, including erosion control, heritage and community values, habitat protection and infrastructure damage, recognise that in certain situations the removal of weeds may be detrimental. To assist this, Council has put an exemption in place for the need to apply for a permit to remove high threat weed species.

Appendix C lists locally significant weeds to Cardinia Shire, which consists primarily of environmental weeds but includes a number of problematic noxious weeds found in the shire. The list is incorporated in the planning scheme under nine schedules within three overlays.

The inclusion of this list in the planning scheme schedules helps with public education and can provide a framework for enforcement under the *Planning and Environment Act (1987)*.

4.1.1 Planning permits

Planning permit conditions provide Council with a valuable tool to educate landowners and enforce environmentally responsible behaviour. While the use of planning permit conditions is limited to cases of new land use and development, it provides Council with an important method of protecting and/or improving remaining biodiversity assets. Permit conditions often used include avoiding the planting of weeds, the control of existing weeds, and for replacement indigenous plants to compensate for vegetation loss to be sourced from indigenous nurseries.

Planning conditions can be applied to new high-density residential developments in urban areas that prohibit the use of weeds listed in the planning scheme. This also ensures that known or potential weed species are not planted in urban landscapes (e.g. street trees).



4.1.2 Planning guidelines

Landscaping plans submitted to Council as part of a planning application need to be reviewed by Council's landscape officer to ensure that no environmental weeds are included on the plant list. This requires Council staff to cross-check plant lists with the weed list in the planning scheme. To improve the process a reference may be made to the planning scheme weed list when developers obtain permit applications or seek advice on developments. The onus is then on the applicant to select suitable landscaping plants.

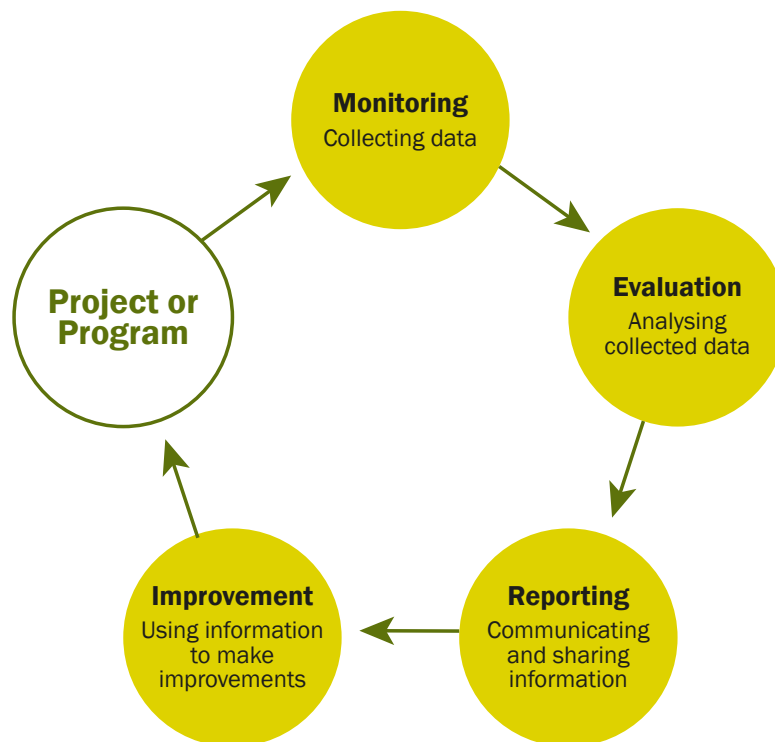
The guidelines for the removal, destruction or lopping of native vegetation is a resource that defines avoidance, minimising and offset principals for planning applicants that include native vegetation removal. These guidelines and supporting documentation are publicly available on the DELWP website.

5. Monitoring and review

To help understand whether Council's investment in weed programs is achieving planned outcomes, the design of weed management programs integrates monitoring and evaluation activities from the outset. Program review can then be based on the outcomes of this monitoring, thereby assisting in making better strategic decisions for long-term weed management.

This can be done through the cycle of monitoring, evaluation, reporting and improvement (MERI), as illustrated in Figure 2, which is a simple concept developed by the Victorian Government which, when applied, helps us understand what is being achieved and identify possible improvements for projects and programs.

Figure 2. The Monitoring, Evaluation, Reporting, Improvement (MERI) cycle



The use of GIS data capture of weed occurrences across the shire provides a real time snapshot of the extent, type and locations of weed populations, and is an effective dataset to base program planning and monitoring against.

Progress of the actions in this strategy will be reviewed in 2024. A more detailed review of the entire strategy, including progress towards the objectives outlined under each of the three goals, will take place after its conclusion in 2029.

6. Abbreviations

AV	Agriculture Victoria
CaLP Act	<i>Catchment and Land Protection Act 1994</i>
CEC	Cardinia Environment Coalition
CPMGs	Community Pest Management Groups
DEDJTR	Department of Economic Development, Jobs Transport and Resources
DELWP	Department of Environment, Land, Water and Planning
EPA	Environment Protection Authority
ETR Act	<i>Emerald Tourist Railway Act</i>
ETRB	Emerald Tourist Railway Board
MW	Melbourne Water
PPWCMA	Port Phillip and Westernport Catchment Management Authority
VBT	Victorian Blackberry Taskforce
WONS	Weeds of National Significance

7. References

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- Victorian Serrated Tussock Working Party. Professor Allan Curtis, Mr Simon Curtis. *Decoy Marketing - Social research to motivate disengaged landowners: A summary*. June 2018



Banner photos – some of the weeds we want to control

Page 1	Cape ivy
Page 3	Montbretia
Page 5	Agapanthus
Page 7	Sweet pittosporum
Page 9	Angled onion
Page 11	Flax-leaf broom
Page 13	Blackberry
Page 15	Cestrum
Page 17	English ivy

Page photos

Page 7	Ragworth
Page 12	Radiata pine
Page 13	Blue periwinkle Cardinia Creek riparian landscape 2016 (during project works)
Page 14	Hawthorn
Page 26	Bulbil Watsonia

Weed Management Strategy 2019–29

Cardinia Shire Council

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Email: mail@cardinia.vic.gov.au
Web: 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)



Action plan

Table 1. Action plan annual costs

Year of strategy	Council funding per year (existing)	Additional Council funding sought	External funding sought	Total implementation costs
2019/20	216,000	0	50,000	266,000
2020/21	216,000	243,000	76,000	535,000
2021/22	216,000	428,000*	231,000	875,000
2022/23	216,000	268,000	231,000	715,000
2023/24	216,000	268,000	231,000	715,000
2024/25	216,000	271,000	231,000	718,000
2025/26	216,000	276,000	231,000	723,000
2026/27	216,000	271,000	231,000	718,000
2027/28	216,000	271,000	231,000	718,000
2028/29	216,000	271,000	231,000	718,000
Totals	2,160,000	2,567,000	1,974,000	6,701,000

*This includes infrared GIS mapping that will be further investigated to understand the full potential and value, prior to implementation.

Table 2. Protect action plan

No	Action	Action duration	Action start date	Lead	Partner	Council funding per year (existing)	Council funding per year (additional)	Total Council funding per year	Total Council funding over life of 10 year strategy	External funding required over the life of the action	Total funding over the life of 10 year strategy	Comments on Council total funding
1.	Continue to develop annual weed control programs for bushland reserves and road reserves, as part of a rolling treatment roster (1-3 years)	10 years	2019-20 onwards	Operations Unit (Open Space)	Environment and Heritage, VicRoads, Information Services							
2.	Continue to collaborate with partner agencies, community groups and landholders, to plan and implement weed programs.	10 years	2019-20 onwards	Environment and Heritage	Operations Unit (Open Space), DELWP, community groups							
3.	Seek external funds to continue the Emerald Lake Park Vegetation Management Project.	10 years	2019-20 onwards	Environment and Heritage	DELWP, MW, PPWCMA, Operations (Open Space)	50,000		50,000	500,000	500,000	1,000,000	
4.	Continue to use standard planning permit conditions to avoid the planting of weedy species in new developments.	10 years	2019-20 onwards	Environment and Heritage	Development and Compliance Services							
5.	Investigate opportunities to utilise depot machinery to undertake weed control works on roadsides.	10 years	2019-20 onwards	Operations Unit (Open Space)	Environment and Heritage							
6.	Update the schedules to environmental overlays and Clause 52.17 in Cardinia Shire Planning Scheme with the reviewed Cardinia environment weed list	2 year	2020-21 to 2021-22	Policy Design Growth Area Planning	Environment and Heritage							
7.	Seek budget allocation to undertake weed mapping to inform a new GIS weed layer for Council bushlands and road reserves (to assist in the development of annual weed control programs).	9 year	2020-21 onwards	Operations Unit (Open Space)	Environment and Heritage	6000	14,000	20,000	186,000		186,000	Total Council funding for life of strategy equals \$6,000 in 2019-20 \$20,000 in 2020-21 onwards
8.	Seek funding for a future stage of the Cannibal Creek Catchment Biodiversity Project (beyond 2021), and continue Council's funding co-contribution to the project.	8 years	2021-22 onwards	Environment and Heritage	DELWP, MW, PPWCMA, Landcare, Operations Unit (Open Space)	20,000		20,000	200,000	640,000	840,000	Council funding for life of strategy (10 years) equals \$20,000 each year
9.	Investigate and develop of a Machinery Fleet Hygiene Protocol for the Operations fleet.	1 year	2021-22	Environment and Heritage	Operations Unit (Open Space), Agriculture Victoria							

No	Action	Action duration	Action start date	Lead	Partner	Council funding per year (existing)	Council funding per year (additional)	Total Council funding per year	Total Council funding over life of 10 year strategy	External funding required over the life of the action	Total funding over the life of 10 year strategy	Comments on Council total funding
10.	Provide input into the review of Council's roadside management plan to reinforce the aims of the weed management strategy	1 year	2022-23	Environment and Heritage	Operations Unit (Open Space)							
11.	Develop a 'new and emerging weeds' protocol to detect and respond to specific weed threats including identification, control and monitoring of such outbreaks.	1 year	2024-25	Environment and Heritage	Operations Unit (Open Space), DEDJTR							

Table 3. Manage action plan

No	Action	Action duration	Action start date	Lead	Partner	Council funding per year (existing)	Council funding per year (additional)	Total Council funding per year	Council funding over life of action	External funding required over the life of the action	Total funding over the life of 10 year strategy	Comments on Council total funding
12.	Monitor and evaluate effectiveness of weed control contractors.	10 years	2019-20 onwards	Operations Unit (Open Space)								
13.	Continue to work in partnership with the Victorian Government through the Roadside Weeds and Pest Animals Program to deliver actions reducing the impact of weeds on identified rural roadsides	10 years	2019-20 onwards	Operations Unit (Open Space)								
14.	Continue to inform key public land managers of weed priorities in Cardinia and encourage a strategic long-term approach to weed control, including addressing any concerns of weeds on adjoining council and private land	10 years	2019-20 onwards	Environment and Heritage	Operations (Open Space)							
15.	Advocate to DEDJTR to continue to provide support to local government for weed control on private land through an ongoing weed enforcement program	10 years	2019-20 onwards	Environment and Heritage	DEDJTR							
16.	Continue to act as lead agency and work in collaboration with stakeholders involved in the current Peri Urban Weed Partnerships Project, (2019-2021)	3 years	2019-20 to 2021-22	Environment and Heritage	Operations Unit (Open Space), DELWP, Parks Vic, CEC, MW							
17.	Expand annual weed reduction programs for Council bushlands	9 years	2020-21 onwards	Operations Unit (Open Space)	Environment and Heritage	70,000	130,000	200,000	1,870,000		1,870,000	Total Council funding for life of strategy equals \$70,000 in 2019-20 \$200,000 in 2020-21 onwards
18.	Seek annual funding allocation for roadside weeds program, to match Victorian Government	9 years	2020-21 onwards	Environment and Heritage	Operations (Open Space)		26,000	26,000	234,000	234,000	468,000	

No	Action	Action duration	Action start date	Lead	Partner	Council funding per year (existing)	Council funding per year (additional)	Total Council funding per year	Council funding over life of action	External funding required over the life of the action	Total funding over the life of 10 year strategy	Comments on Council total funding
	contribution through the Roadside Weeds and Pests Animal Program											
19.	Investigate how to best support Development and Compliance Services to enforce Local Law 17.	9 year	2020-21	Environment and Heritage	Development and Compliance Services							Contingent on employment of new land extension officer
20.	Work in partnership with DEDJTR to deliver the Weed Spotters Program every 2 years for landholders and council staff.	9 years	2020-21 onwards	Environment and Heritage	DEDJTR, Operations Unit (Open Space)							Contingent on employment of new land extension officer
21.	Investigate the opportunities and seek budget to use GIS infrared mapping to understand weed extent.	1 year	2021-22	Environment and Heritage	Information Services		160,000	160,000	160,000		160,000	
22.	Seek funding for a future stage of the Peri Urban Weed Partnerships Project (beyond 2021), and continue Council's funding co-contribution to the project	8 years	2021-22 onwards	Environment and Heritage	DELWP	50,000	25,000	75,000	700,000	600,000	1,300,000	Total Council funding for life of strategy equals \$50,000 in 2019-20 & 2020-21 \$75,000 in 2021-22 onwards
23.	Advocate the formation of an Agency Weed Network to share approaches/knowledge with other land managers/agencies.	1 year	2022-23	Environment and Heritage	External agencies							

Table 4. Engage action plan

No	Action	Action duration	Action start date	Lead	Partner	Council funding per year (existing)	Council funding per year (additional)	Total Council funding per year	Council funding over life of action	External funding required over the life of the action	Total funding over the life of 10 year strategy	Comments for Council total funding
24.	Continue to provide direction and support to environmental friends groups to plan and implement weed control programs in council reserves.	10 years	2019-20 onwards	Operations Unit (Open Space)								
25.	Provide training to relevant Council departments to assist in weed identification and reporting.	10 years	2019-20 onwards	Environment and Heritage								

No	Action	Action duration	Action start date	Lead	Partner	Council funding per year (existing)	Council funding per year (additional)	Total Council funding per year	Council funding over life of action	External funding required over the life of the action	Total funding over the life of 10 year strategy	Comments for Council total funding
26.	Expand the Weed Control Grant program.	9 years	2020-21 onwards	Environment and Heritage		20,000	30,000	50,000	470,000		470,000	Total Council funding for life of strategy equals \$20,000 in 2019-20 \$50,000 in 2020-21 onwards
27.	Seek funding for a 0.5 FTE Land Management Extension Officer to support community sustainable land practises	9 years	2020-2021 onwards	Environment and Heritage	Westernport Landcare Network, Cardinia Environment Coalition.		43,000	43,000	387,000		387,000	
28.	Investigate opportunities for Operations staff to report weed incursions	1 year	2022-23	Environment and Heritage	Operations (Open Space)							
29.	Investigate if a process exists to ensure that Committees of Management for Shire or Crown land are meeting their weed control responsibilities	1 year	2023-24	Environment and Heritage	PPWCMA, PV, DEDJTR							
30.	Expand current Tree for Weeds Swap program from one site (Emerald) to include Beaconsfield and Bunyip.	5 years	2024-25 onwards	Environment and Heritage	Community groups		3,000	3,000	15,000		15,000	Contingent on employment of new land Management Extension Officer
31.	Provide environmental educational literature to the community through Weed Identification Booklet, Indigenous Plant Guide, and Environmental Weed Kits.	5 years	2024-25 onwards	Environment and Heritage								Contingent on employment of new Land Management Extension Officer
32.	Investigate the formation of a community led weed taskforce	1 years	2024-25	Environment and Heritage	AV, DEDJTR							Contingent on employment of new Land Management Extension Officer
33.	Redesign and reprint of Council's Environmental weed kits	1 year	2025-26	Environment and Heritage	Communications		5,000	5,000	5,000		5,000	

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Weed Management Strategy midterm review (2024)

Summary of Actions

June 2019- June 2024

Table 1. Goal 1: Protect

No	Action	Timeframe	Action Status	Comments
1.	Continue to develop annual weed control programs for bushland reserves and road reserves, as part of a rolling treatment roster (1-3 years)	2019-20 onwards	Ongoing	Council managed natural reserves, and roadside reserves are audited annually to prioritise and plan treatment schedules. Annual work plans are managed through Council's 'reflect' system. Council has participated in the Victorian Government Roadside Weeds and Pests Control Program since 2019, funding by the Department of Jobs, Skills, Industries and Regions,
2.	Continue to collaborate with partner agencies, community groups and landholders, to plan and implement weed programs.	2019-20 onwards	Ongoing	Council has developed partnerships across the shire to deliver weed control activities through the following programs: <ul style="list-style-type: none"> • Annual trees for weeds giveaway in partnership with the Friends of Emerald Lake Park to provide 1500 indigenous plants to residents and information regarding control of environmental and noxious weeds. • Council has approved more than 516 weed control grants since 2019 and supported the community to undertake weed control works through the biodiversity incentive grant program. • Provided grant funding to the Westernport Catchment Landcare Network, contributing to 22 projects incorporating weed control, fencing and revegetation on private properties. • Council is the lead agency coordinating delivery of the Peri Urban Weed Management Program, partnering with: <ul style="list-style-type: none"> - Bunurong Land Council Aboriginal Corporation - Parks Victoria - Melbourne Water - Friends of Cardinia Creek - Cardinia Deer Management Coalition • The Natural Reserves team provides ongoing support for Friends groups working bees and projects in Council's managed reserves.
3.	Seek external funds to continue the Emerald Lake	2019-20 onwards	Ongoing	Council has committed an operating budget of \$50,000 annually to the Emerald Lake Park Vegetation project. Council has supported the Friends of Emerald Lake Park to secure funding

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No	Action	Timeframe	Action Status	Comments
	Park Vegetation Management Project.			for revegetation and weed control works. Significant woody weed work has been completed with the assistance of multiple grants from the Catchment Management Authority.
4.	Continue to use standard planning permit conditions to avoid the planting of weedy species in new developments.	2019-20 onwards	Ongoing	<p>Council officers review planning applications and recommend adopting valid permit conditions that align with and fulfill a stated policy or planning purpose, as identified in the Planning and Environment Act 1989 or the Cardinia Planning Scheme.</p> <p>Conditions which avoid planting of weedy species in developments are derived from Council's standard permit conditions and guidelines from Department of Transport and Planning (2023). Relevant permits conditions may require applicants to provide:</p> <ul style="list-style-type: none"> • landscape plans • planting plans • construction environment management plans • integrated land management plans
5.	Investigate opportunities to utilise depot machinery to undertake weed control works on roadsides.	2019-20 onwards	Ongoing	Council's depot machinery has been utilised (i.e. skid steer with forestry mulcher) for removal of large weed infestations and mobile firefighting trailer to assist in watering revegetation projects.
6.	Update the schedules to environmental overlays and Clause 52.17 in Cardinia Shire Planning Scheme with the reviewed Cardinia environment weed list.	2020-21 to 2021-22	Ongoing	The Cardinia Planning Scheme was updated in conjunction with the development of the Weed Management Strategy during early 2019. The environmental weed list is reflected in the environmental overlays and Clause 52.17.
7.	Seek budget allocation to undertake weed mapping to inform a new GIS weed layer for Council bushlands and road reserves (to assist in the development of annual weed control programs).	2020-21 onwards	Complete	<ul style="list-style-type: none"> • Council officers utilised a mobile GIS system "collector" to undertake weed mapping. The data is then uploaded into Cardimaps for the organisation to view. • Weed mapping is undertaken as part of the Peri Urban Weed Management program to support reporting requirements and measure success. Mapping of roadside weeds undertaken by consultants as part of the roadside vegetation assessment project.
8.	Seek funding for a future stage of the Cannibal Creek	2021-22 onwards	Complete	The Cannibal Creek Catchment Biodiversity Project was successfully concluded in 2020-21.

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No	Action	Timeframe	Action Status	Comments
	Catchment Biodiversity Project (beyond 2021) and continue Council's funding co-contribution to the project.			Council officers are supporting the establishment of Swampworks, a partnership involving Council, Western Port Catchment Landcare Network, Cannibal Creek Landcare, Bunyip Landcare, Department of Environment, Energy and Climate Action (DEECA) and Melbourne Water, working across a larger catchment-based area.
9.	Investigate and develop of a Machinery Fleet Hygiene Protocol for the Operations fleet.	2021-22	Ongoing	A draft machinery fleet hygiene protocol was developed in 2021-22. Further work is required to finalise and adopt a protocol. Benchmarking is being undertaken with other councils to gain insight into their policies. Finalisation of the project has been delayed due to resourcing and governance structures.
10.	Provide input into the review of Council's roadside management plan to reinforce the aims of the weed management strategy.	2022-23	Not started	Development of a Roadside Management Plan (action number 32 in the Biodiversity Conservation Strategy) was rescheduled and will be considered in future annual budget processes.
11.	Develop a 'new and emerging weeds' protocol to detect and respond to specific weed threats including identification, control and monitoring of such outbreaks.	2024-25	Not started	To commence in the 2024-25 financial year.

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Table 2. Goal 2: Manage

No	Action	Timeframe	Action Status	Comments
12.	Monitor and evaluate effectiveness of weed control contractors.	2019-20 onwards	Ongoing	<p>Management of contractors through the review period has improved following:</p> <ul style="list-style-type: none"> Updated contract specifications to clearly define work expectations. Implementation and utilisation of Councils asset management system 'Reflect' and provision of site diaries as evidence of work completed, <p>The Natural reserves team audit contractor works against site diaries and review on ground contractor works. Where work is deemed unsatisfactory contractors directed to revisit the task.</p>
13.	Continue to work in partnership with the Victorian Government through the Roadside Weeds and Pest Animals Program (RWPP) to deliver actions reducing the impact of weeds on identified rural roadsides.	2019-20 onwards	Ongoing	<p>From 2019-20 until 2024-25, \$155,908 in funding was received from Department of Jobs, Precincts and Regions Roadside Weeds and Pests Program (RWPP). In total, control works for regionally controlled weeds was conducted on 513 km of high to very high value roadsides across the shire.</p> <p>The control plan to the end of 2025-26, targeting 87 km of high to very high value roadsides annually, has been submitted and endorsed by Agriculture Victoria.</p>
14.	Continue to inform key public land managers of weed priorities in Cardinia and encourage a strategic long-term approach to weed control, including addressing any concerns of weeds on adjoining council and private land.	2019-20 onwards	Ongoing	<p>Council's Land Management Officer is working with landholders adjoining Council reserves in offering advice and weed control grants.</p> <p>Regular meetings with stakeholders of the Peri Urban Weed Partnership Program for the Cardinia Creek Riparian Rehabilitation Project ensures key and emerging weeds are addressed.</p> <p>Regular meetings with neighbouring councils and Melbourne Water representatives to knowledge share and coordinate works on adjoining land.</p> <p>Council officers routinely meet with staff from Agriculture Victoria to collaborate on priority weed infestations.</p>

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No	Action	Timeframe	Action Status	Comments
15.	Advocate to DEDJTR to continue to provide support to local government for weed control on private land through an ongoing weed enforcement program.	2019-20 onwards	Ongoing	Council officers routinely met with Agriculture Victoria to discuss their support for Council weed education, Local Law enforcement and implementation of the Catchment and Land Protection Act.
16.	Continue to act as lead agency and work in collaboration with stakeholders involved in the current Peri Urban Weed Partnerships Project, (2019-2021)	2019-20 to 2021-22	Complete	<p>Council continues as the lead agency coordinating the Peri Urban Weed Management Partnership from 2019-2024. Key stakeholders include:</p> <ul style="list-style-type: none"> • Parks Victoria • Melbourne Water • Department Energy Environment and Climate Action • Bunurong Land Council Aboriginal Corporation • Cardinia Environment Coalition • Cardinia Deer management Coalition <p>Between 2019- June 2024 the program received approximately \$300,000 from the Victorian Government, which has supported on ground initiatives delivered by key stakeholders</p>
17.	Expand annual weed reduction programs for Council bushlands.	2020-21 onwards	Complete	<p>Funding for this action was reallocated to increasing resources within the Natural Reserves team. An additional two rangers were employed, who actively undertake weed control in Council managed bushlands.</p> <p>Resourcing of the natural resource areas has been reviewed and as of June 2024 includes:</p> <ul style="list-style-type: none"> • 1 x Coordinator • 1 x Senior Natural Reserves Ranger • 3 x Natural Reserves Rangers
18.	Seek annual funding allocation for roadside weeds program, to match Victorian Government contribution through the Roadside Weeds and Pests Animal Program	2020-21 onwards	Ongoing	Department of Jobs, Skills Industries and Regions funding has been supplemented by Council from 2019-2024 at \$26,000 per year. Currently \$32,500 annual operating budget is being sought to match future Victorian Government funding.

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No	Action	Timeframe	Action Status	Comments
19.	Investigate how to best support Development and Compliance Services to enforce Local Law 17.	2020-21	Ongoing	Council's Land Management Officer triages all customer requests relating to weeds on private property. Officers have provided 450 responses to customer requests regarding weed related issues on private land since 2021. Council officers from the Environment and Heritage unit and Regulatory Services unit regularly meet to undertake process improvements.
20.	Work in partnership with DEDJTR to deliver the Weed Spotters Program every 2 years for landholders and council staff.	2020-21 onwards	Ongoing	Weed Spotters was held in October 2022 in conjunction with City of Casey, 6 Cardinia staff took part. Planning has commenced to deliver a second session in 2025.
21.	Investigate the opportunities and seek budget to use GIS infrared mapping to understand weed extent.	2020-21	Complete	A consultant was engaged to map the extent of weeds on high conservation value roadsides in conjunction with the roadside assessment review.
22.	Seek funding for a future stage of the Peri Urban Weed Partnerships Project (beyond 2021), and continue Council's funding co-contribution to the project.	2020-21 onwards	Complete	From 2022-23 until 2024-25, Council has received \$306,000 in funding for the Peri Urban Weed Management Partnership from DEECA. This has enabled Council to implement on ground weed control works on a total of 326 hectares of high biodiversity value land in the Cardinia Creek catchment.
23.	Advocate for the formation of an Agency Weed Network to share approaches/ knowledge with other land managers/agencies.	2022-23	Complete	Council officers are regularly networking with other stakeholders and agencies to discuss environmental challenges these include: <ul style="list-style-type: none"> • Parks Victoria • Melbourne Water • Western Port Biosphere foundation • Landcare • Agriculture Victoria • Bunurong Aboriginal Corporation Land Council Existing networks provide suitable avenues for knowledge sharing.

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Table 3. Goal 3: Engage

No	Action	Timeframe	Action Status	Comments
24.	Continue to provide direction and support to environmental friends groups to plan and implement weed control programs in council reserves.	2019-20 onwards	Ongoing	<p>Council officers have assisted in developing 10-year work plans for Friends groups, which have enabled the groups to articulate mission and value statements. The plans detail objectives and actions to provide direction on how they will fulfil each strategy goal.</p> <p>Friends' groups are supported in applying for grants and the Natural Reserves team provide support by undertaking targeted weed control</p> <p>Officers are working to establish new Friends groups including the reestablishment of the Friends of Cardinia Creek.</p> <p>Developed two educational videos supporting the community to identify and control Spear Thistle and Ragwort which are available via council's website and YouTube.</p>
25.	Provide training to relevant Council departments to assist in weed identification and reporting.	2019-20 onwards	Ongoing	<p>More than 50 staff attended weed identification training through the following sessions:</p> <ul style="list-style-type: none"> • Weed identification training provided to operations staff in 2022. • 2024 bush walk through Hill View reserve which included weed identification. • Weed spotters training has been held in 2022. <p>Biodiversity and Compliance Services presented a joint native vegetation identification workshop for all staff.</p>
26.	Expand the Weed Control Grant program.	2020-21 onwards	Complete	<p>Council funding for the delivery of the weed control grant program increased from \$20,000 in 2019-20 to \$50,000 in 2020-21.</p> <p>516 grants were approved between July 2019 and June 2024</p>
27.	Seek funding for a 0.5 FTE Land Management Extension Officer to support community sustainable land practises	2020-21 onwards	Complete	<p>This role was appointed in August 2022.</p>
28.	Investigate opportunities for Operations staff to report weed incursions.	2022-23	Complete	<p>Weed champions training was delivered to Operations staff in 2022. Staff were directed to utilise the corporate customer request management system to report weed infestations.</p>

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No	Action	Timeframe	Action Status	Comments
29.	Investigate if a process exists to ensure that Committees of Management for shire or Crown land are meeting their weed control responsibilities.	2023-24	Complete	<p>A review of existing policies was undertaken. The responsibilities of Committees of Management are detailed in the following documents:</p> <ul style="list-style-type: none"> • Community Asset Committee Governance manual • Form 11 Management and Maintenance responsibilities of Community Asset Committees • Form 10 Buildings and facilities maintenance policy • Instrument of Delegation to Recreation Reserve Community Asset Committees • DEECA Committees of Management guidelines <p>Cardinia appointed Community Asset Committees are responsible for shared maintenance of buildings and playing surfaces (e.g., courts, cricket nets, ovals). Reserve surrounds are Council's responsibility to maintain.</p>
30.	Expand current Trees for Weeds Swap program from one site (Emerald) to include Beaconsfield and Bunyip.	2024-25 onwards	Not started	To commence in the 2024-25 financial year.
31.	Provide environmental educational literature to the community through Weed Identification Booklet, Indigenous Plant Guide, and Environmental Weed Kits.	2024-25 onwards	Not started	To commence in the 2024-25 financial year.
32.	Investigate the formation of a community led weed taskforce	2024-25	Complete	Community led weed programs are being provided by Landcare and Friends groups across the shire and are supported by Council. Council officers have investigated the need to create a weed taskforce and determined there is currently no need to duplicate the community efforts.
33.	Redesign and reprint of Council's Environmental weed kits.	2025-26	Not started	To commence in the 2025/26 financial year.

7.3.4 SUBMISSION - INFRASTRUCTURE VICTORIA 30-YEAR STRATEGY

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:	5.1 We practise responsible leadership 5.1.4 Maximise value for our community through efficient service delivery, innovation, strategic partnerships and advocacy.

Recommendation

That Council notes the Officer submission to Victoria's Draft 30-year Infrastructure Strategy (Attachment 1).

Executive Summary

Victoria's Draft 30-year Infrastructure Strategy outlines a comprehensive plan to address the state's infrastructure needs over the next three decades. For Cardinia, responding to this strategy is crucial, as the municipality faces unique infrastructure challenges and opportunities that need to be addressed to ensure sustainable development and improved quality of life for its residents. Officers across council have evaluated the recommendations and future options, highlighting areas of strong support, potential improvements, and any financial implications to Council and our community.

The submission was lodged by the due date of 28th April 2025.

Background

Victoria's [Draft 30-year Infrastructure Strategy](#) outlines a comprehensive plan to address the state's infrastructure needs over the next three decades. This strategy is designed to ensure that Victoria's infrastructure can support a growing and changing population, providing benefits to communities, the economy, and the environment.

The draft strategy includes 43 draft recommendations and seven future options, covering key areas such as housing, energy, transport, health, social infrastructure, and environmental sustainability.

The strategy is structured around six key objectives:

1. Good access to housing, jobs, services, and opportunities for all Victorians.
2. Health and safety for all Victorians.
3. A thriving natural environment.
4. Self-determination and equal outcomes for Aboriginal people.
5. Resilience to climate change and other future risks.
6. High productivity and a circular economy.

These objectives guide the recommendations and help prioritise the key issues facing Victorians. The strategy aims to make significant changes in how the Victorian Government plans, builds, and maintains infrastructure, ensuring that it meets the needs of current and future generations.

Discussion

For Cardinia, responding to this strategy is crucial. As a rapidly growing area, Cardinia faces unique challenges and opportunities that need to be addressed to ensure sustainable development and improved quality of life for its residents. By providing feedback and engaging with the strategy, Council can help shape the infrastructure priorities that will directly impact our community. This includes advocating for essential projects such as social housing, transport improvements, and community facilities, which are vital for supporting the area's growth and addressing local needs.

Policy Implications

Victoria's Draft 30-year Infrastructure Strategy provides a series of recommendations which plan to address the state's infrastructure needs over the next three decades. This will have implications for

Financial and Resource Implications

The submission was prepared within existing operational resources.

Climate Emergency Consideration

The Draft Strategy includes a key objective where “Victoria is resilient to climate change and other future risks”.

Consultation/Communication

Officers across the organisation were engaged to provide input into the recommendations, based on endorsed positions of Council where possible.

Conclusion

Responding to this draft strategy is crucial for Cardinia Shire as a rapidly growing municipality with significant gaps in infrastructure provision. The submission was lodged by the due date of Monday 28th April.

Attachments

1. Attachment 1 - Cardinia Shire Council Submission - Victoria Draft Infrastructure Strategy [7.3.4.1 - 35 pages]

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Submission form: Victoria’s draft 30-year infrastructure strategy

Your details

Name:	Dana Harding
Organisation (if applicable):	Cardinia Shire Council
Position (if applicable):	Manager Arts, Advocacy, Economy and Social Strategy
Email:	d.harding@cardinia.vic.gov.au
Phone:	0451113089

About you

Please tell us which best describes you:

- Victorian resident
- Victorian business owner/operator
- Industry professional
- Community organisation representative
- Local government representative
- State government representative
- Researcher
- Other (please specify): Click or tap here to enter text.

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Your focus areas

Select the topics or regions you are providing feedback on (select all that apply):

Topics	Regions
<input type="checkbox"/> Across sectors	<input type="checkbox"/> Regional Victoria
<input checked="" type="checkbox"/> Circular economy	<input checked="" type="checkbox"/> Urban growth areas
<input type="checkbox"/> Cities	<input type="checkbox"/> Melbourne
<input checked="" type="checkbox"/> Climate change	
<input checked="" type="checkbox"/> Community infrastructure	
<input checked="" type="checkbox"/> Education	
<input checked="" type="checkbox"/> Energy	
<input checked="" type="checkbox"/> Freight	
<input checked="" type="checkbox"/> Health	
<input checked="" type="checkbox"/> Housing	
<input checked="" type="checkbox"/> Infrastructure for Victoria's First Peoples	
<input checked="" type="checkbox"/> Transport	
<input checked="" type="checkbox"/> Water	

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Your feedback

Add as many sections as you need to provide all your feedback in this submission.

Topic/area:	Access to housing, jobs, services and opportunities
Recommendation name:	Build more social housing
Recommendation number:	1
1. Do you support this topic or recommendation?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part
2. Tell us why	<p>The increasing number of people experiencing homelessness in Cardinia Shire highlights the growing need for social and affordable housing. Currently, there is a significant gap between the demand for and availability of social and affordable in Cardinia Shire.</p> <p>Analysis of the socio-economic determinants of harm and priority groups within the municipality indicates Pakenham (central, north-east, north-west and south-west) have high proportions of people in age cohorts considered at elevated risk, individuals with compromised mental health and other indicators including CALD communities and Aboriginal and Torres Strait Islanders.</p> <p>Pakenham has the highest concentration of people experiencing homelessness in the municipality, and together with Koo Wee Rup, has experienced the greatest increase in the number of people experiencing homelessness in recent years.</p> <p>Council supports this recommendation as it aligns with our existing strategies and position. This recommendation is consistent with Council's Plan for Victoria submission, which advocates for social housing to be considered as essential infrastructure. Additionally, the recommendation aligns with Council's Social and Affordable Housing Strategy and Action Plan 2018-25. The vision of the strategy is to ensure Cardinia Shire provides diverse, high quality, sustainable and affordable housing that is responsive to the needs of a growing and diverse community. The primary goal of the plan is to increase access to appropriate and affordable housing.</p>
3. Share any supporting evidence or examples	<p>In 2021, 5% (1,984) of households in Cardinia Shire were in need of affordable housing. (Source: Profile.id)</p> <p>As of 2021, Cardinia Shire has a significantly lower proportion of social housing (0.8%) compared to Greater Melbourne (2.3%). (Source: Profile.id)</p> <p>Homelessness in Cardinia Shire is worsening over time and becoming more visible in the community. In 2023, 44% of residents had seen someone who is experiencing homelessness locally, up from 22% in 2019. (Source: 2023 Liveability Survey Report, Cardinia Shire Council)</p>

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	<p>16% of residents reported that they or a friend required housing support, and 19% of renters reported spending more than 50% of their income on rent (2023 Cardinia Shire Liveability Survey)</p> <p>Further information available in Council's Social and Affordable Housing Strategy.</p>
4. Include proposed changes and improvements	<p>The recommendation should include a provision for the state government to continue conducting land audits of state-owned land and properties, including existing social and affordable housing sites. These audits are essential to identify underutilised land and determining the most appropriate locations for new social and affordable housing developments. The audits should specifically assess the potential to increase density and number of social and affordable housing developments in well located areas that are close to amenities, jobs, services and opportunities. This approach will ensure that housing developments are strategically placed to maximise access to essential services and support the needs of the community</p>
Topic/area:	Access to housing, jobs, services and opportunities
Recommendation name:	Facilitate markets and invest in kindergarten infrastructure
Recommendation number:	2
5. Do you support this topic or recommendation?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> In part
6. Tell us why	<p>The recommendation suggests co-locating kindergartens with primary schools to reduce costs. Cardinia Shire are supportive of this approach as it can provide numerous benefits, including improved transitions for children and better use of shared facilities. However, evidence and practical experience indicate that locating a kindergarten next door does not necessarily lead to cost savings.</p> <p>The State Government's Building Blocks Kindergarten Infrastructure Strategy emphasises that every new government primary school should have a kindergarten on site or next door. This approach does not inherently reduce costs and may, in fact, lead to higher expenses due to the need for additional infrastructure and maintenance.</p> <p>Facilities built on Council land become Council assets, which require ongoing asset renewal and maintenance. This places a financial burden on local governments, which may not be sustainable in the long term. The recommendation should address this issue and propose solutions to mitigate the financial impact on local councils.</p> <p>To reduce pressure on state and local governments, more can be done to encourage private investment in the kindergarten sector. This could include incentives for private investors by offering tax breaks, grants, or subsidies to private investors who build and</p>

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	<p>operate kindergartens. Encouraging or incentivising public-private partnerships where private entities can invest in kindergarten infrastructure with support from the government. In addition, the state government should consider simplifying the regulatory and approval processes for private investors to make it easier and more attractive to invest in the kindergarten sector where possible.</p> <p>In addition, to ensure effective planning and delivery of kindergarten infrastructure, it is crucial to have timely and reliable data on capacity and demand. Sharing updated data on these factors is essential for effective service planning. Without accurate and current data, challenges arise in making informed decisions about where to locate kindergartens, including the feasibility of co-locating them with primary schools. Transparent data and information are necessary to avoid inefficiencies and ensure that infrastructure investments meet the actual needs of the community.</p>
<p>7. Share any supporting evidence or examples</p>	<p>Further evidence available within Council's Community Infrastructure Plan</p>
<p>8. Include proposed changes and improvements</p>	<p>The recommendation should clearly state that co-locating kindergartens with schools, either on site or next door, does not necessarily reduce costs and may require additional funding for infrastructure and maintenance. It should include provisions for financial support or grants to local councils for the ongoing asset renewal and maintenance of kindergarten facilities on Council land. The recommendation should propose specific measures to attract private investment in the kindergarten sector, such as tax incentives, grants, public-private partnerships, and streamlined approval processes.</p> <p>The recommendation should include a provision for the state government to ensure transparency about the costs associated with co-locating kindergartens with primary schools. This includes providing detailed cost analyses and justifications for how this approach will effectively minimise costs.</p> <p>The recommendation should outline specific strategies and measures to mitigate any potential financial impacts on local councils. This transparency will help build trust and ensure that all stakeholders understand the financial implications and benefits of the proposed investments.</p> <p>The recommendation should include provisions for the regular collection and sharing of updated data on kindergarten capacity and demand. This transparency is crucial for making informed decisions about the location and co-location of kindergartens with primary schools. Without accurate and current data, planning and delivering kindergarten infrastructure becomes challenging, potentially leading to inefficiencies and unmet community needs.</p>

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Topic/area:	Access to housing, jobs, services and opportunities
Recommendation name:	Plan and deliver expanded and new schools
Recommendation number:	3
9. Do you support this topic or recommendation?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> In part
10. Tell us why	<p>The recommendation aligns with Cardinia Shire Council's housing targets outlined in the Plan for Victoria document. Cardinia Shire must achieve housing targets of 36,000, which necessitates significant investment in school infrastructure to support the growing population. While expanding existing schools can be cost-effective, it may not always be feasible or the most economical option, particularly in areas with high land and construction costs. Additionally, expanding schools should not come at the cost of impacting the availability of open recreational space for students.</p> <p>The recommendation does not consider the co-location of community facilities within schools, which may provide significant benefits such as shared resources, reduced costs, and enhanced community engagement. Cardinia Shire has a rapidly growing population but lacks a TAFE campus. Co-locating higher education facilities, such as TAFE campuses, with high schools can support ongoing education, reduce disengagement among young people by providing additional accessible options for study, and can support bridging local skills gaps. This approach aligns with Recommendation 4, which emphasises expanding TAFE campuses in growth areas but has disappointingly neglected to identify Cardinia, one of Victoria's fastest-growing municipalities, as a priority area for investment and expansion.</p> <p>Co-locating high schools with TAFE campuses or other higher education institutions can lead to shared use of facilities such as libraries, sports complexes, and laboratories. This can reduce costs and improve access to high-quality resources for both high school and TAFE students. Co-location can facilitate smoother transitions from high school to higher education by providing students with early exposure to tertiary-level courses and environments. Programs like dual enrolment or early tertiary high schools can help students earn credits while still in high school, improving higher-education readiness and reducing the time and cost to complete a degree.</p> <p>Co-locating TAFE campuses with high schools can help address local skills gaps by offering vocational training and education that aligns with the needs of the local economy. This can enhance employment opportunities for young people and support local businesses. Co-located facilities can serve as community hubs, offering a range of services and programs that benefit the broader community. This can include adult education, community events, and access to recreational facilities.</p>
11. Share any supporting evidence or examples	Consider Youth Foyer Model

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<p>12. Include proposed changes and improvements</p>	<p>The recommendation should clearly state that while expanding existing schools can be cost-effective, it may not always be feasible or the most economical option, particularly in areas with high land and construction costs. Additionally, expansion should not reduce the availability of open recreational space.</p> <p>The recommendation should explicitly include strategies for co-locating community facilities with schools to maximise resource use and community engagement.</p> <p>The recommendation should specifically identify opportunities for the co-location of higher education facilities, such as TAFE campuses, with high schools as per the need and requirement outlined in Recommendation 4 of the Draft Strategy, with the addition of Cardinia identified as a priority area for inclusion.</p>
<p>Topic/area:</p>	<p>Access to housing, jobs, services and opportunities</p>
<p>Recommendation name:</p>	<p>Expand TAFE in Melbourne's growth areas and some large regional centres</p>
<p>Recommendation number:</p>	<p>4</p>
<p>13. Do you support this topic or recommendation?</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> In part</p>
<p>14. Tell us why</p>	<p>Cardinia Shire is experiencing rapid population growth but currently lacks a TAFE campus. As a region home to a large number of young families, and with three additional families moving in every day, there is a pressing need for additional skills and training opportunities to meet the demand from new graduates in the coming years as well as new residents today.</p> <p>The recommendation emphasises the need to better utilise existing TAFE campuses and concentrate additional facilities there before opening new sites. However, Council has continually advocated for additional TAFE locations within Cardinia Shire to provide residents with access to skills and training close to their homes.</p> <p>The recommendation has not considered the construction and operation of Victoria's newest state-significant industrial precinct in Officer South. This manufacturing hub, which includes the provision of a new industry training facility in Cardinia, has been identified and planned to support the development of specialised training facilities that cater to the unique needs of the local economy. However, this has not been included or considered within the recommendation</p> <p>Cardinia's most accessible TAFE campus is located in Casey (Berwick campus). Given the combined population growth of the Casey Cardinia region, a single TAFE campus located in Berwick, which is landlocked, is insufficient to meet the needs of the estimated combined population of 800,000 by 2046.</p> <p>The recommendation does not consider the vast geographical size of Cardinia, its proximity and public transport access, or lack of accessibility to higher education options for its residents.</p>

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	<p>The recommendation should be emphasising the importance of improving links to established TAFE campuses.</p> <p>The recommendation has not considered the opportunity to co-locate higher education facilities, such as TAFE campuses, with high schools, which has been identified as a requirement in Recommendation 3 of the Draft Strategy. Co-location can support ongoing education, reduce disengagement among young people, and fill local skills gaps. Co-locating high schools with TAFE campuses or other higher education institutions can lead to shared use of facilities such as libraries, sports complexes, and workspaces.</p> <p>This approach can reduce costs and improve access to high-quality resources for both high school and TAFE students. Co-location can also facilitate smoother transitions from high school to higher education by providing students with early exposure to tertiary-level courses and environments. Programs like dual enrolment or early tertiary high schools can help students earn credits while still in high school, improving higher-education readiness and reducing the time and cost to complete a degree.</p> <p>Furthermore, co-locating TAFE campuses with high schools can help address local skills gaps by offering vocational training and education that aligns with the needs of the local economy. This can enhance employment opportunities for young people and support local businesses. Co-located facilities can serve as community hubs, offering a range of services and programs that benefit the broader community, including adult education, community events, and access to recreational facilities.</p> <p>The recommendation currently overlooks the specific needs of Cardinia Shire, one of Victoria’s fastest-growing municipalities, despite its significant growth and demand for vocational training. Cardinia is specifically advocating to be recognised within the Strategy as a priority location for a new TAFE campus to meet the needs of its growing community.</p>
<p>15. Share any supporting evidence or examples</p>	<p>Click or tap here to enter text.</p>
<p>16. Include proposed changes and improvements</p>	<p>The recommendation should specifically identify Cardinia Shire as a priority location for a new TAFE campus. This would address the significant demand for vocational training in one of Victoria’s fastest-growing municipalities.</p> <p>The recommendation should address improving transport links to existing TAFE campuses, particularly for regional areas such as Cardinia. Enhanced transport connectivity will ensure that students from Cardinia Shire can access suitable TAFE courses more easily.</p> <p>The recommendation should give consideration and be linked to the construction and operation of the new state significant manufacturing hub in Officer South, which includes provision of a new industry training facility in Cardinia. This would support the development of specialised training facilities that cater to the unique needs of the local economy.</p> <p>The recommendation should support the exploration of co-locating new TAFE campuses with new high schools within growth areas.</p>

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Topic/area:	Access to housing, jobs, services and opportunities
Recommendation name:	Build libraries and aquatic centres for Melbourne's growing communities
Recommendation number:	5
17. Do you support this topic or recommendation?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> In part
18. Tell us why	<p>Cardinia Shire Council acknowledges and supports the recommendation for planning and building libraries and aquatic recreation centres in Melbourne's growth areas. However, the recommendation does not adequately recognise Cardinia as a municipality with a significant gap and urgent need for a regionally significant aquatic centre.</p> <p>Cardinia Life is Cardinia Shire's only aquatic and recreation centre and has been operating well beyond capacity for several years now. The local population has more than doubled since it opened and is projected to grow 86% faster than the Victorian average over the next decade. Total enrolments in sport and swimming have stagnated due to a lack of capacity, meaning an increasing portion of the population misses out completely.</p> <p>Council has engaged with a number of user groups and residents as part of our advocacy work on Cardinia Life. They all shared stories of overcrowded swimming lanes and late-night basketball competitions due to the local population exceeding the facility's capacity. Children and senior residents were most likely to benefit from Cardinia Life and therefore face the highest costs from missing out. Demand among these groups is expected to grow by 45% over the next decade – this is faster than the general population is growing and there is no space to accommodate additional users.</p> <p>Council predicts a gross economic benefit of \$228 million over a 30-year period if the facility is redeveloped. This includes the direct benefit to users, the social value of improved physical and mental health, and the additional income Council receives from the expanded facility. Council expects that the true benefits will be even higher when accounting for increasing participation in sport and reduced risks of drowning through water safety lessons. Of note, Cardinia's residents are shown to have one of the highest rates of drownings in Victoria. Investing in such infrastructure yields significant social returns, including reduced public health costs and social welfare expenses, thereby enhancing the overall wellbeing of the community.</p> <p>Council has also identified the need for a dedicated library and community hub in Officer but does not have the resources to progress the project alone. The recommendation supports the prioritisation of a library facility within Cardinia. Council is currently</p>

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	<p>planning for the design and delivery of the Officer Library and Community Hub; however, this project is currently underfunded.</p> <p>The recommendation suggests that up to a third of funding should be provided by the State Government. The recommendation should state that a minimum of one-third of the funding should be provided by the Victorian Government. Given the financial constraints across the local government sector and the reluctance of the Federal Government to commit significant funding to projects of this scale, a third of the funding should be considered the bare minimum contribution from the Victorian Government. This funding is essential to ensure the timely completion of critical projects like the Cardinia Life Redevelopment and the Officer Library and Community Hub, which are vital for meeting the immediate needs of the growing community.</p>
<p>19. Share any supporting evidence or examples</p>	
<p>20. Include proposed changes and improvements</p>	<p>The recommendation should explicitly prioritise Cardinia Shire as a location for an expanded aquatic facility, given the urgent need for the Cardinia Life Redevelopment. This prioritisation will ensure that the necessary funding and resources are allocated to address the immediate needs of the growing community.</p> <p>The recommendation should state that a minimum of one-third of the funding should be provided by the Victorian Government. Given the financial constraints across the local government sector and the reluctance of the Federal Government to commit significant funding to projects of this scale, a third of the funding should be considered the bare minimum contribution from the Victorian Government.</p> <p>The recommendation should emphasise the importance of integrated planning and collaboration between local and state governments. This approach will ensure that projects like the Cardinia Life Redevelopment and the Officer Library and Community Hub are aligned with broader infrastructure goals and community needs.</p> <p>The recommendation should highlight and reflect the social return on investment in facilities of this kind, including mental and physical health improvements that reduce state government public health costs and social welfare expenses. Emphasising these benefits will highlight the value of investing in such infrastructure for the overall wellbeing of the community.</p>

<p>Topic/area:</p>	<p>Access to housing, jobs, services and opportunities</p>
<p>Recommendation name:</p>	<p>Run faster bus services, more often, in Victoria's largest cities</p>
<p>Recommendation number:</p>	<p>9</p>

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<p>21. Do you support this topic or recommendation?</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part</p>
<p>22. Tell us why</p>	<p>Increasing bus services has been identified as a key advocacy priority for Cardinia Shire to support new residential developments and ensuring equitable access to education, jobs and services.</p> <p>As an interface municipality with a mix of urban growth areas and rural townships, our residents have inequitable access to public transport with very limited bus services. Only 33% of homes are within 400m of a bus stop and only 8.3% homes are within 400m of public transport with a regular 30 minute weekday service (7am-7pm). Some of Cardinia Shire’s residential growth areas are more than 10 years old and still do not have any bus services. The train network has seen improvements with new stations and level crossing removals, however bus service improvements have not matched the train improvements or kept up with growth in a rapidly developing corridor.</p>
<p>23. Share any supporting evidence or examples</p>	<p>Cardinia Shire is home to a number of commercial developments that have no public transport links. This reduces access to jobs, prevents businesses from hiring skilled locals, and adds congestion to the road network.</p> <p>Council is currently planning the development of the Officer South Employment Precinct which will be a major regional jobs and manufacturing hub. Establishing regular and well-planned bus routes will be essential to the growth of this precinct. An efficient bus network will also require the extension of Thompsons Road from Clyde North to Pakenham, a key advocacy item for Council that will unlock this major development and ease congestion on roads across the south east.</p> <p>Better public transport was quite a common sentiment in Council’s recent community engagement & was often linked to better health - e.g. bulk billing GPs, specialist health services & fresh produce which often required travel outside the Shire (Community Engagement Findings, Liveability Plan Review - Stage 2, 2025)</p>
<p>24. Include proposed changes and improvements</p>	<p>The recommendation should include a focus on early delivery of bus services within growth areas and new estates. Establishing bus routes early helps integrate new estates into the broader urban transport network, fostering a sense of connection and community from the onset. It also establishes sustainable travel habits among new residents and reduces traffic congestion in the outer suburbs where a high proportion of people travel long distances for work.</p>
<p>Topic/area:</p>	<p>Victorians are healthy and safe</p>
<p>Recommendation name:</p>	<p>Help government schools share their grounds</p>

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<p>Recommendation number:</p>	<p>16</p>
<p>25. Do you support this topic or recommendation?</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> In part</p>
<p>26. Tell us why</p>	<p>Cardinia Shire Council's Open Space Strategy identifies that all school land, both government and private, is a major contributor to open space. While currently restricted, schools have the potential to significantly improve access to public open space through joint user agreements, such as Memorandums of Understanding, where there are access gaps in the network. However, Victoria's Draft Infrastructure Strategy only refers to sports fields and facilities as delivering open space benefits outside school hours. This should be extended to include playgrounds and other open space infrastructure such as trees, seating, and picnic tables, especially where there are gaps in access to open space with minimal opportunity to address the issue using nearby public land.</p> <p>Additionally, connecting paths and links to improve access should be considered as part of this initiative to share school grounds.</p> <p>Council's Active Cardinia Strategy identifies the demand for sports fields over the next 10 years. The opportunities for acquiring new sports fields will be limited to available land. Therefore, partnerships with schools for community use of their facilities will be crucial to meeting this demand.</p> <p>Access to school sites has historically been a challenge for local government authorities. Partnerships are generally at the discretion of the individual school or principal. The State Government needs to go further and mandate the requirement for schools to open up their facilities to the broader community, as blockages often rest at the school level.</p> <p>The State Government should also review the cost estimates provided in the recommendation, as the range of \$1 million to \$40 million over 5 years seems low for developing sites, including oval redevelopment and associated facilities/amenities.</p> <p>This recommendation is likely to have financial impacts on Councils if a partnership is established. This impact would be greater if Council is required to acquire and develop land (greenfield sites) for the open space, sport, and active recreation requirements of the community. However, State Government should ensure the cost of maintaining state assets such as schools and their respective open spaces isn't perceived to be cost shifting from State Government to LGA's.</p> <p>Public walkways through sections of underutilised school land (separated from children) is another way to improve walkability and connectivity for the general public to open spaces, shopping centres, activity areas, and community facilities. Additional benefits to sharing school facilities include activating community spaces, which improves community connections, mental and physical health benefits, and passive surveillance/security of school assets when sites are activated.</p>

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27. Share any supporting evidence or examples	<p>Doncaster Primary School and Woodridge State School (QLD) are examples of walkways for public access through underutilised areas of schools.</p> <p><u>Cardinia Shire's Open Space Strategy</u> highlights the importance of school land as a major contributor to open space and the potential for joint user agreements to improve access.</p> <p>The <u>Active Cardinia Strategy</u> identifies the demand for sports fields and the limited opportunities for acquiring new land, emphasising the need for partnerships with schools.</p>
28. Include proposed changes and improvements	<p>The recommendation should explicitly include playgrounds and other open space infrastructure such as trees, seating, and picnic tables, in addition to sports fields and facilities. This will maximise the benefits of shared school grounds for the community.</p> <p>The recommendation should mandate the requirement for schools to open up their facilities to the broader community, rather than leaving it to the discretion of individual schools or principals. This will ensure more consistent and widespread access to school grounds.</p> <p>The recommendation should review and potentially increase the cost estimates for developing sites, including oval redevelopment and associated facilities/amenities, to ensure they are realistic and sufficient to cover the necessary improvements.</p> <p>The recommendation should include the development of public walkways through sections of underutilised school land to improve walkability and connectivity for the general public to open spaces, shopping centres, activity areas, and community facilities.</p> <p>The recommendation should be transparent and address ongoing costs associated with the suggested partnerships.</p>
Topic/area:	Victorians are healthy and safe
Recommendation name:	Invest in maintenance, upgrades and expansions of community health facilities
Recommendation number:	17
29. Do you support this topic or recommendation?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part
30. Tell us why	<p><u>Cardinia Shire Council's Community Infrastructure Plan (CIP)</u> identifies community health facilities and services as an area of significant demand. While some of these services are not the direct responsibility of local government, Cardinia Shire has a responsibility to facilitate or advocate for the necessary spaces, particularly in vulnerable and isolated areas of the Shire.</p> <p>Certain areas of Cardinia have considerable demand for community services and support services, necessitating strong advocacy and prioritisation for both funding and provision of specialised places and</p>

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	<p>spaces to ensure this demand can be met and no community is left behind.</p> <p>Maternal Child Health Centres within Cardinia Shire are often housed in ageing facilities that require significant renewal or, in some cases, new facilities to meet the needs of the growing population. For example, the Emerald MCH Centre operates in a small and ageing facility that requires significant maintenance and renewal. Council also accommodates various health providers through facility leases and licenses, where these facilities require additional maintenance.</p> <p>The CIP includes an infrastructure audit that identifies undersupply in certain regions of the Shire where community spaces are required. Further, community needs assessments completed as part of the Koo Wee Rup (KWR) Feasibility Study (2022) and Hills Region Feasibility Study (2023) identified various community services related to early years and family services as areas of significant shortfall.</p> <p>Council is required to make significant financial commitments to new infrastructure, despite some of these services not being a Council responsibility. Additional funding commitments or partnerships are necessary to meet or reduce service shortfalls in areas identified as community service deserts. Broadly, facilities are requiring renewal, and in some cases, there is a need to find alternative accommodations for service delivery. Reviewing and considering consolidating services in integrated facilities can bring efficiency and economic benefits while improving service outcomes.</p> <p>The Officer Library and Community Hub identifies potential community service spaces, which has a considerable funding shortfall.</p>
<p>31. Share any supporting evidence or examples</p>	<p>Community Infrastructure Plan Cardinia Shire Council</p>
<p>32. Include proposed changes and improvements</p>	<p>The recommendation should provide additional funding commitments or partnerships to meet or reduce services shortfalls in areas identified as community services deserts.</p>

<p>Topic/area:</p>	<p>Victorians are healthy and safe</p>
<p>Recommendation name:</p>	<p>Build more residential alcohol and other drug treatment facilities</p>
<p>Recommendation number:</p>	<p>18</p>
<p>33. Do you support this topic or recommendation?</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> In part</p>
<p>34. Tell us why</p>	<p>Reducing harm from drugs is a key outcome area within Cardinia Shire's Liveability Plan. The Council's Household Liveability Survey</p>

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	<p>2023 revealed that residents experience a variety of harms from alcohol, both directly and indirectly.</p> <p>Shire specific drivers:</p> <p>Recent stakeholder engagement identified several key drivers of alcohol-related harm in the Shire, these included the relative accessibility of alcohol compared to other drugs; limited public transport, which restricts access to social and leisure opportunities, increases reliance on private transport, and raises the potential for driving under the influence of alcohol; a lack of non-alcohol social and leisure opportunities, such as bowling alleys, cinemas, and shopping centres, which reduces opportunities for young people to socialise; a reliance on sporting clubs, which often have a strong drinking culture, as a primary social outlet; and limited access to support services, leading some individuals to use alcohol as a form of self-medication.</p> <p>Access to residential alcohol and other drug treatment facilities is limited within Cardinia, with only one small facility providing support to residents of Cardinia and the neighbouring rural Shire of Baw Baw.</p> <p>While local data indicates a lower rate of alcohol-related harm compared to the greater Melbourne average, access to services in Metropolitan Melbourne far exceeds that in Cardinia Shire. The most current alcohol-related indicators for Cardinia Shire are as follows:</p> <ul style="list-style-type: none"> • There are 240 hospital admissions per 100,000 people, compared to 586 per 100,000 people in metropolitan Melbourne and 474 per 100,000 people in Victoria (2021-22). • There are 199 ambulance attendances for alcohol-related incidents per 100,000 people in Cardinia Shire, compared to 295 in metropolitan Melbourne and 394 in Victoria (2022-23). • There has been a significant rise in serious road injuries, with 19 per 100,000 people in Cardinia Shire, compared to 10 per 100,000 people in metropolitan Melbourne and 13 per 100,000 people in Victoria (2019-20).
<p>35. Share any supporting evidence or examples</p>	<p><u>Cardinia Shire Alcohol Harm Minimisation Policy Background Report January 2025 FINAL</u></p>
<p>36. Include proposed changes and improvements</p>	<p>The recommendation should emphasise the need to increase accessibility to residential alcohol and other drug treatment facilities within Cardinia Shire. Expanding the availability of these facilities will ensure that residents have better access to the support they need.</p> <p>The recommendation should acknowledge and address the specific local drivers of alcohol related harm identified.</p> <p>The recommendation should call for enhanced support services to address underlying issues leading to alcohol misuse. The includes increasing availability of mental health services, social support, and alternative leisure activities that do not involve alcohol.</p> <p>The recommendation should emphasise the importance of integrated planning and collaboration between local and state government, healthcare providers, and community organisations.</p>

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	The recommendation should highlight the social return on investment in expanding treatment facilities and support services. Improved access to treatment and support will lead to better health outcomes, reduced public health costs and lower social welfare expenses.
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Topic/area:	Victorians are healthy and safe
Recommendation name:	Upgrade critical public hospital infrastructure
Recommendation number:	20
37. Do you support this topic or recommendation?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> In part
38. Tell us why	<p>Cardinia Shire Council is supportive of the recommendation outlining the needs for major inner-city metropolitan hospitals. However, we note with concern the absence of any mention or alternative recommendation relating to hospital infrastructure needs in the outer suburbs. This omission is significant, as it overlooks the critical healthcare requirements of rapidly growing communities like Cardinia Shire.</p> <p>Cardinia Shire's Liveability Plan identifies the need to increase access to community infrastructure and services close to home. This includes healthcare services, which are vital for the wellbeing of our residents. The current recommendation does not address this need, leaving a significant gap in healthcare provision for outer suburban areas.</p> <p>Cardinia Shire is experiencing rapid population growth, projected to grow 86% faster than the Victorian average over the next decade. This growth places immense pressure on existing healthcare facilities, which are already operating beyond capacity. Without adequate hospital infrastructure, residents will face longer wait times and reduced access to essential healthcare services. Access to healthcare should be equitable across all regions.</p> <p>Currently, residents in outer suburbs like Cardinia Shire have limited access to hospital services compared to those in metropolitan Melbourne. This disparity can lead to poorer health outcomes and increased healthcare costs in the long term. Including hospital infrastructure for outer suburbs in the strategy will help bridge this gap and ensure all Victorians have access to quality healthcare. Excluding outer suburban hospital infrastructure from the strategy perpetuates existing healthcare inequities. It is essential to recognise and address the unique challenges faced by these communities to ensure fair and equitable access to healthcare for all Victorians.</p>

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	<p>Investing in hospital infrastructure in outer suburbs supports the overall wellbeing of the community. It reduces travel times for residents, decreases the burden on inner-city hospitals, and improves health outcomes by providing timely and accessible care. Improved healthcare infrastructure in outer suburbs can lead to significant economic and social benefits. It can attract healthcare professionals to the area, create jobs, and stimulate local economies. Additionally, it enhances the quality of life for residents, making these areas more attractive places to live and work.</p> <p>Cardinia Shire Council strongly advocates for the inclusion of public hospital infrastructure needs for outer suburbs in Victoria's Draft Infrastructure Strategy. Addressing these needs is critical to ensuring equitable access to healthcare, supporting community wellbeing, and achieving the broader goals of the Liveability Plan. We urge the Victorian Government to consider these factors and make the necessary amendments to the strategy to include comprehensive hospital infrastructure planning for outer suburban areas.</p>
<p>39. Share any supporting evidence or examples</p>	<p>Cardinia Shire LGA is in the 24th percentile for access to health infrastructure (Australian Urban Observatory, 2021). There is a small regional hospital in Kooweerup and plans for a Community Hospital in Pakenham. Currently the closest hospital for residents living in the urban growth areas of Cardinia Shire is in Berwick.</p> <p>Liveability Plan 2017-29 - Cardinia Shire Council Cardinia Shire Council</p>
<p>40. Include proposed changes and improvements</p>	<p>The recommendation should explicitly include the infrastructure needs of public hospitals in outer suburbs, such as Cardinia Shire. This inclusion is essential to address the healthcare disparities between metropolitan Melbourne and rapidly growing outer suburban areas.</p> <p>The recommendation should call for the development of a comprehensive regional hospital plan that classifies hospitals based on hierarchy, catchment areas, services provided, and accessibility. This plan will be instrumental for land use development and planning complementary or co-located services, ensuring that healthcare infrastructure is strategically placed to meet community needs.</p> <p>The recommendation should advocate for the development of integrated healthcare hubs in outer suburbs. These hubs would combine hospital services with primary care, allied health, and community health services, providing a holistic approach to healthcare that is accessible and convenient for residents.</p> <p>The recommendation should highlight the importance of equitable access to healthcare across all regions. It should call for measures to ensure that residents in outer suburbs have the same level of access to quality healthcare services as those in metropolitan areas.</p> <p>The recommendation should acknowledge and address the existing healthcare inequities by prioritising investment in hospital infrastructure in outer suburbs. This will help bridge the gap in healthcare provision and ensure that all Victorians receive timely and effective medical care.</p>

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	<p>The recommendation should propose increased funding and resources for hospital infrastructure projects in outer suburbs. This includes securing financial support from both state and federal governments to ensure the successful implementation of these projects.</p> <p>The recommendation should explore incentives for private-public partnerships to enhance healthcare infrastructure. These partnerships can leverage the strengths of both sectors, create economies of scale, and expand access to care for underserved populations. Incentives could include tax benefits, grants, or streamlined regulatory processes to encourage private investment in public healthcare projects.</p>
Topic/area:	Victorians have good access to housing, jobs, services and opportunities
Recommendation name:	Mandate more affordable homes near existing infrastructure
Recommendation number:	Future Option
41. Do you support this topic or recommendation?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part
42. Tell us why	<p>Cardinia Shire Council supports the Future Option to mandate more affordable homes near existing infrastructure. Despite being an interface Council, housing in Cardinia Shire is becoming increasingly unaffordable, disproportionately impacting households with very low and low incomes.</p> <p>Council’s current approach to securing social and affordable housing is voluntary and based on negotiation, typically occurring when developers seek to subdivide at a higher density than what is prescribed by the precinct structure plan. In such cases, Council negotiates through a Section 173 Agreement for lots and/or dwellings to be gifted to a registered community housing organisation at no cost.</p> <p>Council welcomes the introduction of a mechanism in the planning scheme to mandate this requirement when subdividing, developing, or rezoning land for residential use.</p>
43. Share any supporting evidence or examples	<p>For the 12 months to December 2024, only 0.3% of all rentals in Cardinia Shire were affordable to households on very low income.</p> <p>In 2021, Cardinia Shire had a higher proportion of households in the low-income bracket (22.7%) compared to Greater Melbourne (20.3%).</p>

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	<p>For the 12 months to December, 35.3% of all rentals in Cardinia Shire were affordable to households on low incomes, a significant decrease from 94.3% for the 12 months to June 2020.</p> <p>Additionally, 5% (1,984) of all households in Cardinia Shire are in need of affordable housing.</p> <p>More than 50% of residents reported spending 30% or more of their income on rent or a mortgage, with 19% spending more than 50% of their income on housing (2023 Cardinia Shire Liveability Survey).</p> <p><u>Social and Affordable Housing in Cardinia Shire - Cardinia Shire Council</u></p>
44. Include proposed changes and improvements	<p>The Future Option should specifically include 'very low' income households who are disproportionately impacted by the lack of affordable homes. This will ensure that the most vulnerable residents are not overlooked and have access to affordable housing.</p> <p>The Future Option should acknowledge that to mandate social and affordable housing, changes are required to the Planning and Environment Act 1987. While the Act currently includes the objective of facilitating the provision of affordable housing in Victoria, this is not mandated. The Act should be amended to include mandatory provisions for affordable housing in all new residential developments.</p>
Topic/area:	Aboriginal people have self-determination and equal outcomes to other Victorians
Recommendation name:	Invest in secure homes for Aboriginal Victorians
Recommendation number:	22
45. Do you support this topic or recommendation?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part
46. Tell us why	<p>Cardinia Shire Council acknowledges and supports Recommendation 22, which calls for increased investment in secure homes for Aboriginal Victorians. Cardinia Shire has a growing and higher Aboriginal and Torres Strait Islander population compared to Greater Melbourne. However, despite this upward trend, the area remains underserved, with only a limited number of Indigenous community housing organisations available to support the local Indigenous community.</p> <p>Council welcomes the support of federal and state governments in increasing the number of social and affordable housing units for Indigenous Victorians. It is crucial that this housing be culturally appropriate, well-located, and equipped with essential wrap-around services to ensure the wellbeing and stability of the residents.</p>

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<p>47. Share any supporting evidence or examples</p>	<p>In 2021, Cardinia Shire had a higher proportion of Aboriginal and Torres Strait Islander population (1%) compared to Greater Melbourne (0.7%). (Source: Profile.id)</p> <p>The Aboriginal and Torres Strait Islander population in Cardinia Shire has been increasing over time, rising from 0.8% in 2016 to 1% in 2021. (Source: Profile.id)</p> <p><u>Social and Affordable Housing in Cardinia Shire - Cardinia Shire Council</u></p>
<p>48. Include proposed changes and improvements</p>	<p>The recommendation should emphasise the importance of culturally appropriate housing that respects and incorporates Indigenous cultural values and traditions. This includes design elements that reflect cultural heritage and provide spaces for community gatherings and cultural practices.</p> <p>The recommendation should emphasise the requirement for housing to be strategically located to ensure easy access to essential services such as healthcare, education, and employment opportunities. Proximity to public transport and community facilities is also vital to support the daily needs of residents.</p> <p>The recommendation should highlight the need for comprehensive wrap-around services that address the holistic needs of Indigenous residents. These services should include mental health support, substance abuse programs, employment assistance, and educational opportunities. Providing these services will help residents achieve long-term stability and improve their overall quality of life.</p> <p>The recommendation should call for support from other levels of government to encourage Indigenous community housing organisations to extend their service catchment area to include areas of growing need, such as Cardinia Shire.</p> <p>The recommendation should propose increased funding and resources for Indigenous community housing organisations to develop and manage new housing projects. This includes financial support for the construction of new homes, as well as ongoing funding for maintenance and support services.</p>
<p>Topic/area:</p>	<p>Aboriginal people have self-determination and equal outcomes to other Victorians</p>
<p>Recommendation name:</p>	<p>Fund better health and wellbeing infrastructure for Aboriginal Victorians</p>
<p>Recommendation number:</p>	<p>23</p>
<p>49. Do you support this topic or recommendation?</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part</p>

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<p>50. Tell us why</p>	<p>Cardinia Shire Council supports Recommendation 23, which calls for increased funding for health and wellbeing infrastructure for Aboriginal Victorians. However, we believe that the recommendation should specifically include the funding of a feasibility study and project contribution for the delivery of an Aboriginal Gathering Place within Cardinia Shire.</p> <p>Currently, the closest Gathering Places are located in Doveton (CDG/Casey Border) and Healesville, which are inaccessible for many residents of Cardinia Shire. This lack of accessibility inhibits residents' ability to connect with their community and access required supports. It also limits the ability to attract Aboriginal Community Controlled Organisations (ACCOs) to the Shire, as there are limited venues suitable to house them.</p> <p>In 2021, 1% of the population in Cardinia Shire identified as Aboriginal and Torres Strait Islander, which is greater than the 0.7% in Greater Melbourne (Source: Profile id). Through community consultation for the development of the Council's Reconciliation Action Plan, a Gathering Place has been identified as a priority for local residents. Despite this, Council has been unsuccessful in securing suitable financial contributions to enable this infrastructure, which is essential for creating culturally safe spaces.</p>
<p>51. Share any supporting evidence or examples</p>	<p><u>Reconciliation Action Plan Cardinia Shire Council</u></p>
<p>52. Include proposed changes and improvements</p>	<p>The recommendation should include specific infrastructure grants to develop new Gathering Places or modify current facilities to be adapted for this purpose. This funding is crucial to ensure that Aboriginal and Torres Strait Islander residents in Cardinia Shire have access to culturally safe spaces where they can connect with their community and access necessary supports.</p> <p>The recommendation should deliver a feasibility study to assess the needs, potential locations, and design requirements to ensure the successful delivery of Gathering Places in areas of greatest need,</p>

<p>Topic/area:</p>	<p>Victoria has a thriving natural environment</p>
<p>Recommendation name:</p>	<p>Advance integrated water management and use more recycled water</p>
<p>Recommendation number:</p>	<p>25</p>
<p>53. Do you support this topic or recommendation?</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part</p>

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<p>54. Tell us why</p>	<p>Council has developed robust water management plans and incorporated water management into key strategies like our Liveability Plan. Cardinia Shire also presents an opportunity to better capture and use large volumes of stormwater, particularly to water parks and open spaces.</p>
<p>55. Share any supporting evidence or examples</p>	<p>Council has partnered with a number of external organisations to improve water management and maximise use of recycled water. This includes the Dandenong and Western Port Integrated Water Management Forum, and working with South East Water in Pakenham to deliver recycled water to key growth areas and agricultural zones.</p> <p>Integrated water management plan Cardinia Shire Council</p>
<p>56. Include proposed changes and improvements</p>	<p>The Victorian Government should work more closely with the various Integrated Water Management Forums across the state. Council recommends that all future business plans for South East Water and other retailers require collaboration with these IWM Forums.</p>
<p>Topic/area:</p>	<p>Victoria is resilient to climate change and other future risks</p>
<p>Recommendation name:</p>	<p>Better prepare infrastructure for climate change</p>
<p>Recommendation number:</p>	<p>27</p>
<p>57. Do you support this topic or recommendation?</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part</p>
<p>58. Tell us why</p>	<p>Cardinia Shire Council supports Recommendation 27, which emphasises the need to better prepare infrastructure for climate change. Cardinia Shire regularly faces major bushfire and storm risks, as well as localised flooding. These risks are exacerbated by climate change, and Council welcomes a more proactive approach focused on adaptation and prevention in disaster recovery.</p> <p>Natural disasters experienced in Cardinia, such as bushfires and storms, have often left large numbers of residents facing prolonged power outages. An energy-sector specific adaptation plan would create greater regional certainty, clarify roles and responsibilities, and provide additional safeguards for these residents.</p> <p>Cardinia Shire’s Dandenong Ranges townships are particularly vulnerable to storms and bushfires. Residents have been calling for preventative action to lower the risk and reduce recovery times.</p> <p>Council encourages the Victorian Government to better engage with local governments and regional alliances to properly integrate local insights when evaluating and updating its adaptation plans. This</p>

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	<p>collaborative approach will ensure that adaptation strategies are tailored to the specific needs and conditions of each region.</p> <p>Many planned emergency resilience and mitigation actions are unable to be implemented by councils due to high co-contribution requirements of grant programs. This financial barrier limits the ability of local governments to effectively prepare for and respond to climate-related disasters.</p> <p>A coordinated coastal adaptation approach across all of Port Phillip and Western Port should be funded to remove inconsistencies in the planning framework. This will ensure a unified and effective response to coastal hazards and climate change impacts.</p>
59. Share any supporting evidence or examples	<p><u>Climate Change Adaptation Strategy 2022-33</u></p> <p><u>Municipal Fire Management Plan</u></p>
60. Include proposed changes and improvements	<p>The recommendation should include the development of an energy-sector specific adaptation plan. This plan would address the unique challenges faced by regions like Cardinia Shire, where natural disasters often lead to prolonged power outages. It would provide greater regional certainty, clarify roles and responsibilities, and offer additional safeguards for residents.</p> <p>The recommendation should emphasise the importance of enhanced engagement with local governments and regional alliances. This approach will ensure that local insights and expertise are integrated into the adaptation plans, making them more effective and relevant to the specific needs of each community.</p> <p>The recommendation should call for a reduction in the co-contribution requirements of grant programs for emergency resilience and mitigation actions. Lowering these financial barriers will enable councils to implement necessary measures to prepare for and respond to climate-related disasters more effectively.</p> <p>The recommendation should advocate for a coordinated coastal adaptation approach across all of Port Phillip and Western Port. This approach will remove inconsistencies in the planning framework and ensure a unified and effective response to coastal hazards and climate change impacts.</p> <p>The recommendation should prioritise preventative actions in particularly vulnerable areas, such as the Dandenong Ranges townships. This includes measures to lower the risk of storms and bushfires and reduce recovery times for affected residents.</p>

Topic/area:	Victoria is resilient to climate change and other future risks
Recommendation name:	Coordinate faster delivery of key energy infrastructure
Recommendation number:	29
61. Do you support this topic or recommendation?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> In part

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<p>62. Tell us why</p>	<p>Cardinia Shire Council supports Recommendation 29 in principle, noting that the road to net zero relies on a coordinated and integrated approach across the sectors of electricity, gas, and transport. These sectors are particularly challenging to decarbonise in Cardinia, where they account for 21% and 22% of overall community emissions, respectively.</p> <p>The transition coordinator function would, in theory, break down siloes, increase transparency of reporting against net zero targets, and facilitate compatibility of decision-making across government departments.</p> <p>Cardinia Shire Council is currently planning two key infrastructure projects that will complement Victoria's energy plans if properly funded. Firstly, the redevelopment of Cardinia Life project aims to replace outdated and inefficient gas equipment with modern, fully electric versions. This transition will allow Council's largest source of emissions to prepare for net zero, significantly reducing the Shire's carbon footprint.</p> <p>Secondly, extending Thompsons Road from Clyde North to Pakenham will unlock the Officer South Employment Precinct, creating thousands of local jobs. This presents a major opportunity to plan for future-proofed energy infrastructure, ensuring that the commercial zone is a leading example of low emission technology, rooftop solar, and neighbourhood batteries.</p> <p>Both of these projects will require funding from the Victorian Government. The 'unified energy transition pipeline' must be developed in direct consultation with local government planning teams upfront to identify suitable sites and project types that consider the local context. This includes addressing conflicting land uses, co-location with existing industrial zones, avoiding areas in proximity to sensitive environmental features (e.g., Western Port) and flood-prone land, and future-proofing land use planning.</p>
<p>63. Share any supporting evidence or examples</p>	
<p>64. Include proposed changes and improvements</p>	<p>The recommendation should emphasise the importance of direct consultation with local government planning teams from the outset. This will ensure that the unified energy transition pipeline considers local contexts, such as conflicting land uses, co-location with industrial zones, and environmental sensitivities.</p> <p>The recommendation should include utilities (such as water corporations) in the consultation process. These entities may have their own scheduled plans and sites for renewable energy projects, and their inclusion will ensure a more comprehensive and coordinated approach.</p> <p>The recommendation should clarify how the transition coordinator function relates to the functions of the State Electricity Commission (SEC). Adding another agency or function could compound the already complex nature of the energy transition and energy regulation in Victoria if not carefully designed. The SEC's roles include:</p> <ul style="list-style-type: none"> Investing in renewable energy and storage projects that accelerate the transition and deliver commercial returns.

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	<ul style="list-style-type: none"> • Supporting households to go all-electric to reduce their energy bills and emissions. • Building the renewable energy taskforce required for the energy transition. <p>The recommendation should consider funding key local projects, such as the redevelopment of Cardinia Life and the extension of Thompsons Road. These projects are critical for reducing emissions and supporting the local economy.</p> <p>The recommendation should emphasise the need for integrated planning and collaboration between local, state, and federal governments, as well as private and public sectors. This approach will ensure that energy infrastructure projects are effectively planned, funded, and managed to meet the specific needs of each community.</p>
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Topic/area:	Victoria is resilient to climate change and other future risks
Recommendation name:	Improve environmental assessments and site selection for energy products
Recommendation number:	30
65. Do you support this topic or recommendation?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> In part
66. Tell us why	<p>Cardinia Shire's infrastructure and environment policies aim to protect the environment while supporting economic development and community wellbeing. As consideration is given to potential reforms to streamline environmental assessments, site selection and approvals for energy projects, it is crucial to ensure that these reforms do not compromise the integrity of our environmental protections. Robust environmental assessments, strategic site selection and planning remain essential to safeguard natural resources and biodiversity.</p> <p>While seeking to make the approval processes more efficient, we must maintain rigorous standards to evaluate the environmental impacts of proposed projects. This includes through environmental reviews, clear and consistent guidelines, and prioritising biodiversity protection for current and future generations of all Victorians. Improved environmental assessments' do not necessarily constitute reduced and expediated assessments that compromise environmental outcomes.</p> <p>If energy proponents are finding the approvals process complex to navigate, then alternate opportunities such as a dedicated taskforce or coordination function could be considered. This taskforce could provide proponents with the right information at the right time, support communication, offer expert guidance, and reduce rework. This model has been implemented to great success in the Victorian earth resources sector with the 'Resources Victoria Approvals</p>

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	Coordinator (RVAC)'. A similar function could foreseeably sit within the proposed energy transition coordinator.
67. Share any supporting evidence or examples	Click or tap here to enter text.
68. Include proposed changes and improvements	<p>The recommendation should consider establishing a dedicated taskforce or coordination function to assist energy proponents in navigating the approvals process. This taskforce could provide timely information, support communication, offer expert guidance, and reduce rework.</p> <p>The recommendation should ensure that any reforms to streamline environmental assessments do not compromise the integrity of environmental protections. Maintain rigorous standards for evaluating the environmental impacts of proposed projects, including thorough environmental reviews, clear and consistent guidelines, and prioritising biodiversity protections.</p>

Topic/area:	Victoria is resilient to climate change and other future risks
Recommendation name:	Invest in home, neighbourhood and big batteries for more energy storage
Recommendation number:	31
69. Do you support this topic or recommendation?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part
70. Tell us why	<p>Cardinia Shire Council supports, in principle, recommendation 31, which calls for investment in home, neighbourhood, and big batteries for more energy storage. As council is progressing through the development of our Council Plan 2025-2029, Councillors have expressed interest in big batteries and solar for commercial and industrial areas of Cardinia Shire, particularly the new Officer South development.</p> <p>Cardinia Shire has a high proportion of detached family homes, making it ideal for rooftop solar uptake. This makes home and neighbourhood batteries, as well as virtual power plants, particularly relevant for the Shire.</p> <p>Supporting home batteries through financial incentives and policy safeguards is critical to unlock household electrification, support ongoing bill relief, promote energy resilience, and realise net zero targets at both the State and Local Government levels. Gas emissions in the community remain high in Cardinia at 21% of all municipal emissions.</p> <p>The Dandenong Ranges region often experiences blackouts due to storms, forcing communities to rely on generators. Additional battery options would allow for zero-emissions electricity to replace diesel generators in high-demand locations, such as relief hubs. Home or</p>

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	<p>neighbourhood batteries would also allow for some power access for residents temporarily cut off from the wider grid due to storms.</p> <p>The recommendation makes reference to electric vehicles under the umbrella of consumer energy resources but is otherwise silent of this. For completeness, electric vehicle charging should have its own recommendation, noting council frequently receives resident enquiries. These typically cite the lack of local charging infrastructure and/or perceived disparity in government prioritisation to the inner city vs. outer metropolitan Melbourne and regions.</p>
71. Share any supporting evidence or examples	<p>Of residents who own their house, 45% have installed solar panels and a further 19% plan to do so within the next 2 years (2023 Cardinia Shire Liveability Survey).</p> <p><u>Environmental sustainability in Cardinia Shire - Cardinia Shire Council</u></p>
72. Include proposed changes and improvements	<p>The recommendation should include a specific focus on electric vehicle charging infrastructure. This is essential to address the growing demand for EV charging stations in outer metropolitan areas like Cardinia Shire. Providing dedicated funding and support for EV charging infrastructure will ensure that residents have access to convenient and reliable charging options.</p> <p>The Victorian Government should consider whether different incentives are required for batteries and solar in commercial areas where electricity demand is higher, more consistent, and generally off-peak. Tailored incentives for commercial and industrial areas, such as the new Officer South development, will encourage businesses to invest in renewable energy solutions and contribute to the overall energy resilience of the Shire.</p> <p>The recommendation should emphasise the importance of financial incentives and policy safeguards to support the adoption of home batteries. These measures are critical to unlocking household electrification, supporting ongoing bill relief, promoting energy resilience and achieving net zero targets.</p>

Topic/area:	Victoria is resilient to climate change and other future risks
Recommendation name:	Determine long duration energy storage needs
Recommendation number:	32
73. Do you support this topic or recommendation?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part
74. Tell us why	This recommendation is supported, noting energy security is critical to support community liveability and the long-term achievement of State net zero. A secure energy supply is one that is diverse and not

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	reliant on a single source, which this recommendation seeks to uphold.
75. Share any supporting evidence or examples	<p>Cardinia Shire’s Northern Region (Emerald, Cockatoo, Gembrook) often experiences blackouts due to storms, forcing communities to rely on generators. Additional long duration energy storage options would allow for zero emissions electricity to replace diesel generators in high demand locations, such as relief hubs.</p> <p><u>Environmental sustainability in Cardinia Shire - Cardinia Shire Council</u></p>
76. Include proposed changes and improvements	<p>The recommendation currently refers to investigating the need for these technologies, rather than delivery. Although some of the technology is in early stages, areas like the Dandenong Ranges may be ideal for testing as they experience localised blackouts semi-regularly. Consultation with communities and local government authorities is critical to create a shared understanding of existing, and future opportunities. Complementing this recommendation, energy storage at the consumer level (i.e. batteries for households and businesses) needs to be made more accessible and financially sustainable to promote self-sufficiency of energy supply. Government programs (e.g. Victorian Energy Upgrades which does not currently include battery energy storage solutions) should be reviewed with this in mind.</p>

Topic/area:	Victoria is resilient to climate change and other future risks
Recommendation name:	Develop regional energy plans, guide transition from fossil gas and maintain reliable gas supply
Recommendation number:	33
77. Do you support this topic or recommendation?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part
78. Tell us why	<p>This recommendation is welcomed, in-principle, with the potential to support regional planning, address funding needs and support a systematic review of the current barriers to electrification and energy security at all levels (household, industry and local government).</p> <p>Cardinia Shire is a major growth area with significant new housing developments. Any changes to gas connections or appliances in new homes would have an immediate effect. Officer South Employment Precinct is earmarked as a new manufacturing hub and may have high demand for electricity and gas. Any recommendations should take into account the impact on energy-intensive businesses and also consider the potential for large industrial rooftops to generate energy.</p>

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	Homelessness and housing stress are already major issues across Cardinia Shire. Any changes to residential gas supplies should take into account the potential impact on housing affordability and gas/energy bills.
79. Share any supporting evidence or examples	Environmental sustainability in Cardinia Shire - Cardinia Shire Council
80. Include proposed changes and improvements	The current recommendation relies on the Victorian government 'thoroughly investigating, analysing and consulting on these plans and strategies ' as outlined. Before any regional plans are considered, consultation needs to be undertaken with the relevant local government authorities and regional alliances to understand the extent of existing net zero strategy, investment attraction plans and projects building towards these plans. Otherwise, the risk is regional energy plans quickly become incompatible with other local and regional strategies/plans from the outset, rendering current projects (and investment) futile and resulting in misaligned communications with the community, significant rework and resource strain on local governments. The interface of any regional energy plans with Council's responsibilities to consider mitigation and planning for climate change risks under the LG Act 2020 also needs to be carefully considered.
Topic/area:	Victoria has a high productivity and circular economy
Recommendation name:	Reform infrastructure contributions
Recommendation number:	36
81. Do you support this topic or recommendation?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part
82. Tell us why	<p>Cardinia Shire Council is responsible for delivering much of the infrastructure within Precinct Structure Plan (PSP) areas. This responsibility, along with the financial burden of any funding gaps, falls on the Council if agreements with developers cannot be reached. The gap between available Development Contributions Plan (DCP) or Infrastructure Contributions Plan (ICP) project revenue and the actual cost is becoming increasingly difficult to manage with general revenue. This shortfall significantly impacts the delivery of key infrastructure needed to support our growing communities.</p> <p>The current ICP and DCP systems are complex and inflexible, making it challenging to adapt to changes or new requirements. Infrastructure delivered by other agencies, such as the Department of Transport and Planning and Melbourne Water, can also be delayed due to underfunding and the lack of inclusion in State Budgets consistent with PSP implementation timeframes. This</p>

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	<p>creates a significant burden on local governments, particularly in areas of significant growth like Cardinia, where there are substantial shortfalls in funding to deliver critical infrastructure to meet state government policies such as Plan for Victoria and housing targets, as well as jobs in new employment precincts such as Officer South PSP.</p> <p>Council suggests simplifying and speeding up the review process to enable changes to DCPs and ICPs more promptly. Currently, the process is complex, onerous, and lengthy, requiring Ministerial approvals that are resource-intensive and cannot be achieved promptly. These processes are a barrier to timely reviews and updates.</p> <p>Additionally, the administration and management costs of DCPs and ICPs should be allowed to be costed to the programs themselves. Funding these costs through general revenue is becoming increasingly difficult in a cost-constrained environment.</p> <p>As an example, in previous years, rough estimates indicated a difference of \$178 million between Council-delivered project costs and available DCP/ICP funds. This gap is now estimated at \$253 million.</p> <p>The ICP system for precinct structure plans is complex and burdensome for most interface Councils. For Cardinia, it has created significant financial risks and an unsustainable financial deficit. There is no consistent and transparent approach to determining how much a local council is expected to contribute (e.g., 5%, 10%, 20%) towards an ICP. Cardinia Shire Council requires the ICP system to be reviewed with the objective of reducing underfunded infrastructure and capping Council's contribution to the ICP to decrease the financial deficit.</p>
<p>83. Share any supporting evidence or examples</p>	<p>Click or tap here to enter text.</p>
<p>84. Include proposed changes and improvements</p>	<p>The recommendation must expediate the requirement to simplify and speed up the review process for DCPs and ICPs to enable prompt changes. This will help to address the evolving needs of growing communities for efficiently.</p> <p>The recommendation should permit the administration and management costs of DCPs and ICPs to be included in the programs themselves. This will alleviate the financial burden on general revenue in a cost-constrained setting.</p> <p>The recommendation should review the ICP system to establish a consistent and transparent approach to local council contributions. Implement a cap on Council's contribution to the ICP to reduce financial risks and deficits.</p> <p>The recommendation should ensure that infrastructure delivered by state agencies, such as Department of Transport and Planning and Melbourne Water, is adequately funded and included in state budgets consistent with PSP implementation timeframes</p>

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Topic/area:	Victoria has a high productivity and circular economy
Recommendation name:	Improve asset management of all government infrastructure
Recommendation number:	37
85. Do you support this topic or recommendation?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part
86. Tell us why	<p>Asset Management is core function of Council to ensure assets are sustainably managed to service the needs of the community, now and future. Financial constraints coupled with increasing costs that are well above CPI are requiring reprioritisation of asset renewal and upgrade proposals, that will trend toward a reduction to levels of service. Inadequate asset management increases liability for the asset owner, shortens the asset's lifespan, and impedes proper use. This can lead to injury risks, underutilisation, decreased community satisfaction, and potential revenue loss from facility rentals.</p>
87. Share any supporting evidence or examples	<p>The material costs of renewal are generally higher than CPI. Indices for Construction of civil and building works have been increasing 4-> 10% per annum. Material costs increased more than 40% over the past two years. Maintenance and Renewal of existing assets have not been the priority. Ineffective asset management leads to increased costs due to asset failures and degradation. This results in long-term financial implications, heightened risks, and community dissatisfaction.</p> <p>Asset management policy Cardinia Shire Council</p>
88. Include proposed changes and improvements	<p>Supporting continued development of Asset Management systems and data to support optimized decision making. Increased Federal and State investment and grants that support renewal and upgrade to maintain community infrastructure service standards separate from new infrastructure investments.</p> <p>Supporting networking and knowledge sharing of Asset Managers to build resilience and consistency for service standards and interventions.</p>
Topic/area:	Victoria has a high productivity and circular economy
Recommendation name:	Prepare for more recycling and waste infrastructure
Recommendation number:	38
89. Do you support this topic or recommendation?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

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	<input type="checkbox"/> In part
90. Tell us why	<p>Cardinia Shire is still rapidly increasing in population and with a greater population comes a greater need to manage waste effectively and efficiently. Waste and Resource Recovery is a core business of Cardinia Shire Council and one that is heavily impacted by State and Federal Legislation. Increasing legislation and services expectations through Recycling Victoria Kerbside Reform and the Waste Act come at a cost to Council which then has to be passed onto the ratepayer. The further away the facilities required to service the community get the greater increase in cost to provide services. Investment in the local area will build the long-term sustainability and capacity for the South East of Melbourne to manage waste increase resource recovery through investment in innovation and technology.</p> <p>The last landfill on the South East side of Melbourne has an end of life of 2029. Waste Management facilities are core and significant services and community assets that need to be regulated and located appropriately. Existing facilities should be protected from residential encroachment for health and amenity of the wider community.</p>
91. Share any supporting evidence or examples	<p>Cardinia's population is growing by 4% year on year, with a commensurate increase in demand for waste management.</p> <p>Waste Data shows the Cardinia community produce an average of 22,700 tonnes of general waste, 10,500 tonnes of commingling recycling and 10,000 tonnes of food and garden waste, 4000 tonnes hard waste, plus dumped rubbish and public place waste previous 3 full calendar years, increasing as population grows and material increase.</p> <p>Victoria has a goal of zero household waste to landfill by 2035. This includes a 33% reduction by 2025 and a 66% reduction by 2030. The state is working to achieve this through initiatives like "Energy-from-Waste" projects and upgrades to recycling facilities.</p> <p><u>Waste and Resource Recovery Strategy - Cardinia Shire Council</u></p>
92. Include proposed changes and improvements	<p>Key considerations include:</p> <ul style="list-style-type: none"> - Broaden investment and encouragement of new players into the recycling and recovery field to combat monopolisation. - Support and incentivise increased innovation in recovery of hard to dispose items such as polystyrene, soft plastics. - Build the capacity to manage e-waste for safe collection and recovery in Victoria. Major safety concern in transport and facility operations. - Support Advanced Waste processing options for non-recoverable waste.
Topic/area:	Victoria has a high productivity and circular economy

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Recommendation name:	Create and preserve opportunities for major infrastructure projects
Recommendation number:	43
93. Do you support this topic or recommendation?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> In part
94. Tell us why	<p>Cardinia Shire Council is very supportive of long-term planning that protects land for key infrastructure projects that are identified many years in advance. This is particularly relevant in a growth area, where residential development outpaces infrastructure investment and can jeopardise sites that should be set aside for infrastructure that will be needed in future.</p> <p>South East Melbourne Airport (SEMA) has been identified by the Victorian Government as necessary by 2050. Council is currently advocating in partnership with GSEM for action to be taken to protect land from development and fund a business case to attract long-term investors. SEMA has been flagged in Plan for Victoria and the recently gazetted Officer South Employment PSP. This project should be included in the list of major long-term infrastructure priorities.</p> <p>This airport will serve as a major international passenger and freight hub, supporting the region's transformation into a key economic pillar of Greater Melbourne. Despite its strategic importance and recognition in the recently released Plan for Victoria, the South East Melbourne Airport has not been identified in this Draft Strategy as a key project requiring immediate preparation and planning. This omission is significant, as the airport is integral to enhancing connectivity, supporting local industries, and driving sustainable economic growth in the region.</p> <p>Over the next two decades, south east Melbourne will evolve into a multifaceted employment and population centre, and strategic infrastructure investments, such as the airport, will be crucial to this transformation. An airport for greater south east Melbourne is not just a stand-alone project; it is an integral part of a broader ambitious vision to make the region a significant Australian economic hub. This vision includes jobs, housing, community infrastructure, arts, culture, renewable energy industry, advanced manufacturing, and tourism.</p> <p>The development of a new airport and other key infrastructure projects requires a coordinated planning approach that supports private sector investment. The recently released Plan for Victoria highlights the South East Melbourne Airport as a critical component of the state's long-term vision. However, this strategic infrastructure project is not currently reflected in the Victorian Draft Infrastructure Strategy.</p> <p>The development of a new airport and other key infrastructure projects is a complex process that requires collaboration among all levels of government, the community, and the private sector. To realise the vision for another primary international passenger and</p>

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	<p>freight airport for greater metropolitan Melbourne, planning must start now. This proactive approach ensures that the necessary planning and policy settings are in place to protect the feasibility of these projects into the future.</p>
<p>95. Share any supporting evidence or examples</p>	<p>Many of Council’s top advocacy priorities were first identified over a decade ago. Without sufficient long-term planning, the problems have only become more urgent and the safety and quality of life for residents has been compromised as a result.</p> <p>The redevelopment of Cardinia Life, establishment of the Lang Lang Truck Bypass, and upgrade of dangerous intersections on the Princes Highway are all examples of projects that are long overdue and could have been completed in time to meet demand if more long-term thinking was employed in the past.</p>
<p>96. Include proposed changes and improvements</p>	<p>The recommendation should explicitly include the South East Melbourne Airport as a strategic project requiring planning and protections to preserve sites for future investment.</p> <p>Immediate first steps to deliver the airport should include:</p> <ul style="list-style-type: none"> • The completion of a business case with detailed assessments, including a report on environmental conditions and triggers to develop the airport • Applying planning protections for the required land, including transport corridors and buffers to protect it from encroaching residential development <p>The projects identified in the Draft Strategy will be necessary, but are not focused on growth areas in the outer suburbs. Long term infrastructure planning is needed to ensure that sufficient land and funds are set aside to deliver projects that government knows will be essential for these areas. More focus should be placed on identifying, planning, and delivering long-term growth area infrastructure now, before prices and population rise further.</p> <p>The extension of Thompsons Road from Clyde North to Pakenham is another example of a key regionally-significant piece of infrastructure that requires action. The new road will unlock the Officer South Employment Precinct and enable the creation of a major high-skilled jobs hub in addition to providing an alternative east-west arterial through the region that will take commercial traffic off the Monash Freeway. This project should also be included on the list of infrastructure priorities.</p>

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More feedback (optional)

Tell us about infrastructure challenges, gaps or opportunities not covered by the draft strategy. This can include things you think we should add to an existing recommendation, or suggestions for a new recommendation.

Please provide evidence for your suggestions. This can include data, specific examples, cost benefit analyses, surveys, or program evaluations. Also, explain how your suggestions align with the objectives of our draft strategy (see page 11 of the draft strategy).

Suggestions for new recommendations should point towards infrastructure opportunities that can deliver long-term benefits for Victorians. They should also be areas where the Victorian Government has a leading role.

Click or tap here to enter text.

Declaration

I agree to Infrastructure Victoria's [privacy collection statement](#).

I give permission for Infrastructure Victoria to publish my submission on its website:

with my name **or**

anonymously (identifying personal information will be redacted).

I do not give permission for Infrastructure Victoria to publish my submission.

I would like to receive updates from Infrastructure Victoria about the strategy and our research program (about 6 emails a year).

Signature:	Dana Harding
Date:	28/04/2025

Need help?

Contact us on 03 7005 9500 or email enquiries@infrastructurevictoria.com.au.

7.4 Financial Reports

7.4.1 QUARTERLY FINANCIAL REPORT 2024/25 – Q3 MARCH 2025

Responsible GM:	Wayne Mack
Author:	Allison Southwell
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:	5.1 We practise responsible leadership 5.1.2 Manage our finances responsibly and leave a positive legacy for future generations.

Recommendation

That Council:

1. Receives and notes the quarterly financial report for the nine months to 31 March 2025, for the purpose of section 97 of the *Local Government Act 2020*.
2. Notes that the Chief Executive Officer, as required under section 97(3) of the *Local Government Act 2020*, is of the opinion that a revised budget is not required.
3. Approves a contract variation amount of \$14,286 relating to the Alma Treloar Amphitheatre (CT000477).

Executive Summary

The attached quarterly finance report has been prepared as of 31 March 2025. The report includes financial year-to-date data up to quarter three of the 2024-25 financial year and is compared to the adopted budget for the full year to 30 June 2025.

A contract for construction of the Alma Treloar Amphitheatre and Stage was awarded in April 2023. As the contract has now reached completion, a small shortfall from the approved contract has been identified and Council approval is being sought to ensure the completion of the contract.

Background

Quarterly Financial Report

The quarterly financial update presents summary financial statements and a series of other progress reports on matters that will inform both Councillors and the community on the performance of Council for the nine months ending 31 March 2025.

Comprehensive result (net surplus/deficit)

The year-to-date comprehensive result of a \$63.7m surplus is \$11.4m favourable to the adopted budget.

Revenue is currently tracking higher than budget, mainly due to:

- Timing of the Victorian Grants Commission payment to Council. The full 2024-25 amount was received in July 2024.
- This is being offset by lower receipts of monetary contributions, rates and charges, as well as a higher value of written down assets.

Expenses are lower than budget due to:

- Materials and services are showing a favourable variance due to the timing of expenditure in various areas.
- Borrowing costs are lower due to lower than budgeted borrowings resulting in lower interest expenses.

The current full year forecasted result of \$71.2m is unfavourable to the adopted budget by \$4.1m, due to:

- Forecasted decrease in rates and charges, mainly due to lower than expected growth influencing waste charges and supplementary income.
- Higher than budgeted employee costs due to lower salary capitalisation considering decreased capital works activity.
- Increase in other income due to interest from term deposits and receipt of claims relating to emergency events.

Adjusted underlying result

This is the net result exclusive of grants and contributions. It is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives.

The year-to-date result of \$9.1m surplus is \$16.1m favourable to the adopted budget. This is due to a combination of the timing of the Victorian Grants Commission payment and current underspend against budget of materials and services.

The full year forecast is currently showing a deficit of \$8.9m, which is \$4.6m unfavourable to the adopted budget deficit of \$4.2m. This is being impacted by changes in the phasing of the capital works program, along with the correct categorisation of infrastructure projects being constructed on Crown Land.

Balance sheet and cashflow statement

Cash and investment holdings are \$165.4m as of 31 March 2025, indicating a positive cash position. The balance sheet presents working capital of \$119.3m (total current assets of \$218.1m less total current liabilities of \$98.8m). The full year forecast working capital is expected to be positive, at \$130.9m, as at June 2025, reflecting Council's ability to meet its obligations as and when they fall due.

Capital program

Year to date capital expenditure of \$47m is 3.8% or \$1.9m lower than the year to date adopted budget (including carry forward). The full year forecast is expected to be \$5.6m lower than the full year adopted budget (including carry forward).

Capital project contract variations

CT000477 Alma Treloar Amphitheatre

Construction has now concluded on this project, and the new facility has been open to the community since late 2024. During construction, it was identified that due to the site conditions, improvements in design could be made that will have a positive impact regarding accessibility to the facility.

These improvements resulted in several contract variations, most of which have already been approved by Council, however a minor residual variation amount of \$14,286 remains. In

accordance with Council's current Procurement Policy, Council approval is required as the total of contract variations exceeds 10% of the originally awarded contract.

The project has an approved project budget of \$944,100, with a total project spend of \$914,260, demonstrating that the project was delivered within the approved budget and resulted in an underspend of \$29,840.

Policy Implications

Nil

Financial and Resource Implications

The attached report outlines the financial performance and position of Council's activities for the 2024-25 financial year up to 31 March 2025. It includes analysis of the differences between the 2024-25 budget adopted in June 2024, as well as full year forecast performance.

Climate Emergency Consideration

Nil

Consultation/Communication

Finance Business Partners work together with Business Units Managers to inform year to date results and full year forecasts for operating and capital works budgets. Outcomes of these discussions provide input to the financial performance and capital works reports for further review with the relevant General Managers and governance working groups. These reports are subsequently presented to the Executive Leadership Team, the Audit and Risk Committee, and Council.

Conclusion

The reports provide a summary of the March 2025 financial position for Cardinia Shire Council.

Council's overall performance is currently higher than the adopted budget after the first nine months, with a full financial year forecast anticipated to be \$4.1 million lower than adopted budget. These variances are largely due to increased operating expenses in relation to materials and services, as outlined in the attached report.

Council is also being requested to approve a minor contract variation relating to the Alma Treloar Amphitheatre, as outlined in this report.

Attachments

1. Attachment 1 - Quarterly Financial Report 2024-25 Q3 March 2025 [7.4.1.1 - 11 pages]
2. Attachment 2 - Capital Works Report 2024-25 Q3 March 2025 [7.4.1.2 - 11 pages]
3. Attachment 3 - Capital Projects Listing 2024-25 Q3 March 2025 [7.4.1.3 - 5 pages]



Financial Performance Report 1 July 2024 - 31 March 2025



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Executive Summary As at 31 March 2025

	YTD	Highlights	June Forecast	Highlights
Comprehensive Result Vs Budget	+11.40M	Favourable position is mainly attributable to timing of Vic Grants Commission payment.	-4.10M	Lower than budgeted growth in new properties impacting waste and supplementary income. Lower than budgeted capitalisation of staff cost Reclassification of capital works on Crown Land as operating expense
Underlying Result Vs Budget	+16.19M	Favourable variance is largely due to mid-year timing variances, main contributor being full receipt Victorian Grants Commission (VGC) funding for FY 2024/25	-4.64M	This is the comprehensive result exclusive of capital grants and contributions.
Capital Delivery %	96%	Overall favourable result with \$47M of capital works delivered YTD tracking 4% behind YTD budget	84%	Full year forecast is projected to be \$13M lower than budget.
Liquidity	2.21	Indicates the ratio of cash or equivalent assets the Council holds over liabilities less than twelve months. Higher ratio is contributed by the high concentration of Restricted Cash of \$126M held in the bank. Restricted cash is tied to future capital works.	3.28	Favourable against budget due to higher than budgeted concentration of Restricted Cash being held.
Unrestricted Cash Vs Budget	-61.17M	77% of cash or bank deposits held by the Council is tied and restricted. Majority of restricted cash or bank deposits are developer contributions levies, unspent grants, trust funds and deposits.	-54.34M	Full year forecast indicates 80% of cash or equivalent assets will be restricted (grants and developer contributions (DCP) levies).

Key highlights

- 96% of FY 2024/25 VGC operating grant (\$15.4M) has been received and recognised.
- Review of useful lives of building assets has been contributing to lower depreciation than budgeted.
- Borrowing cost has been significantly reduced compared to the budget as loans have been repaid and no borrowings yet drawn down this financial year.
- Growth in new properties has been slower than projected resulting in a lower income in waste charges and supplementary rates.
- Some of the infrastructure assets requires works before fully depreciated due to renewal to allow infrastructure upgrades.
- Expecting a higher than budgeted staff cost due to capitalisation of staffing cost has been lower than budgeted.
- Reclassification of capital works on Crown Land as operating expense (Cora Lynn Reserve Pavilion and Upper Beaconsfield Reserve Pavilion) to operating expense of \$6.2M by June 2025 has been a major contributor to the higher than budgeted underlying deficit.
- Lower delivery is resulting from capital works of \$6.7M to be delivered in FY 2025/26, projects being re-forecasted into future years and works of \$6.2M on Crown Land re-classified as operating expense.

*A Revised Budget is not required.
Further details on these metrics can be found within the report.*

Cardinia Shire Council VAGO Sustainability Indicators As at 31 March 2025

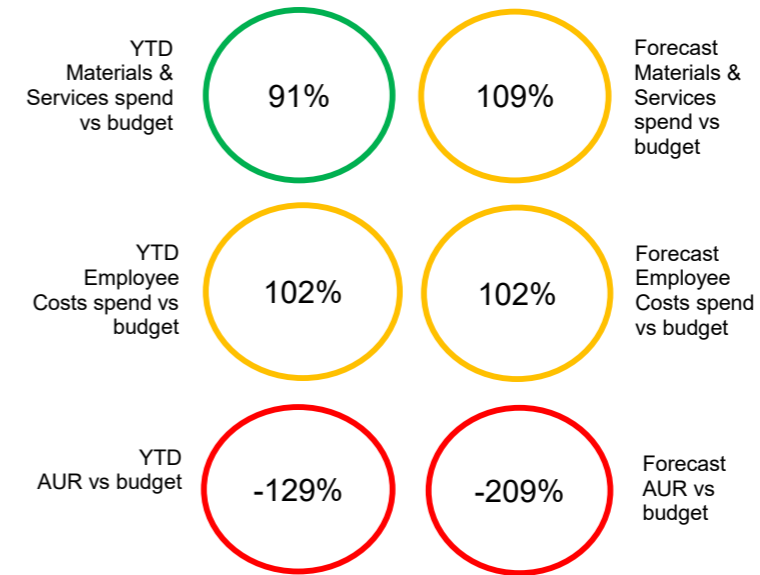
	YTD			Scale		
	Actual	Budget	Forecast			
Net result (%) <i>Measures the size of the operating result</i>	35.4%	31.0%	29.3%	<-10%	-10%-0%	>0%
Adjusted underlying result (%) <i>Removes non-recurrent items to measure pure operating result</i>	7.3%	-2.6%	-5.5%	<0	0%-5%	>5%
Liquidity (Working Capital ratio) <i>Measures ability to pay existing liabilities in the next 12mths</i>	2.21	3.14	3.28	<0.75	0.75-1.0	>1
Internal financing (%) <i>Measures ability to finance capex cash outflow through operating cashflow</i>	180.2%	79.9%	83.1%	<75%	75%-100%	>100%
Indebtedness (%) <i>Measures ability to cover non-current liabilities through own revenue</i>	7.8%	44.0%	18.8%	>60%	40%-60%	<40%
Capital replacement (ratio) <i>Measures if rate of infrastructure investment exceeds dep'n, excl carryovers</i>	1.74	3.02	2.25	<1	1-1.5	>1.5
Renewal gap (ratio) <i>Measures if Council is maintaining its existing assets, excl carryovers</i>	1.36	2.17	1.68	<0.5	0.5-1.0	>1.0

Adjusted underlying result: this measures our ability to generate a surplus in the ordinary course of business to fund capital expenditure from our net result. This result of 5.5% indicates a slight decline in our operating position, due to reclassification of capital projects to operating expense.

Operating Performance As at 31 March 2025

Income Statement	Ref	YTD Actual \$'000	YTD Budget	Variance to Budget \$'000	Full Year Forecast \$'000	Full Year Budget	Variance to Budget \$'000
Income							
Rates and Charges	1	93,046	94,584	(1,538)	123,988	126,112	(2,124)
Statutory and User Fees		7,987	7,103	884	10,166	9,390	776
Grants and Contributions	2	73,558	68,164	5,394	100,974	99,721	1,253
Other Income		5,431	5,973	(542)	7,885	7,944	(59)
Total Income		180,022	175,824	4,198	243,013	243,167	(154)
Expenses							
Employee costs	3	41,577	40,732	(845)	57,582	56,461	(1,121)
Materials and Services	4	51,291	56,157	4,866	81,931	75,447	(6,484)
Depreciation	5	21,291	22,374	1,083	28,353	29,832	1,479
Other Expenses		2,094	4,191	2,097	3,908	6,085	2,177
Total Expenses		116,253	123,454	7,201	171,774	167,825	(3,949)
Comprehensive Result		63,769	52,370	11,399	71,239	75,342	(4,103)
Adjusted Underlying Result (AUR)		9,114	(7,080)	16,194	(8,891)	(4,256)	(4,635)

Note: Variances to budget is favourable where shown as a positive value and unfavourable where shown as a negative value.



Year to date Operating Result \$11.4M favourable to budget largely due to:

- Ref 2 - Timing of when grant revenue has been recognised, in line with updated project milestones
- Ref 4 - Timing of contract payments, specifically with waste and building maintenance

These favourable variances partly offset by:

- Ref 1 - Slower than anticipated growth rates have resulted in lower waste charges.
- Ref 3 - higher than budgeted staff cost due to capitalisation of staffing cost has been lower than budgeted.

Full Year Forecast Operating Result \$4.1M unfavourable to budget largely due to:

- Year to date impacts already explained are also impacting full year operating result.
- Ref 1 - Slower growth rate than budgeted resulted in lower rates and charges, expected to increase and exceed budget by June 2025.
- Ref 4 - reclassification of capital works on Crown Land as operating expense (Cora Lynn Reserve Pavilion and Upper Beaconsfield Reserve Pavilion),
- Ref 5 - Favourable review of Council asset useful lives.

The adjusted underlying result is \$4.6M unfavourable to budget.

- This result excludes capital grants and contributions to reflect Council's true operating result.
- Removing the impact of the timing of when grant revenue is recognised, the unfavourable result is forecasted to improve slightly by EOFY.

Financial Position As at 31 March 2025

Cash Position

	YTD Actual \$'000	YTD Budget	Variance to Budget \$'000	Full Year Forecast \$'000	Full Year Budget	Variance to Budget \$'000
Opening Cash Balance	29,926	27,241	2,685	29,926	27,241	2,685
Cash Received/(Paid) through Activities	11,980	(3,114)	15,094	24,368	(4,152)	28,520
Closing Cash Balance	41,906	24,127	17,779	54,294	23,089	31,205
Other Financial Assets (Cash Equivalents)	123,500	123,018	482	89,000	123,018	(34,018)
Total Cash and Cash Equivalents	165,406	147,145	18,261	143,294	146,107	(2,813)
Total Restricted Cash	126,752	47,323	79,429	114,621	63,097	51,524
Total Unrestricted Cash Balance	38,654	99,822	(61,168)	28,673	83,010	(54,337)

Note: Variances to budget is favourable where shown as a positive value and unfavourable where shown as a negative value.



YTD Unrestricted Cash Position - \$61M unfavourable

- Year to date Cash and Cash Equivalent balance is higher than budget (\$18.2M) due to the timing of VGC grant receipts, timing capital works' payments, partly offset by delayed drawdown of budgeted loans.
- This favourable variance is offset by higher than budget restricted cash balances (\$79M+) due to higher than budgeted developer contribution levies being held and unspent capital grants in line with project delivery timelines.

Forecast Full Year Unrestricted Cash Position - \$54.3M unfavourable.

- Main driver for this unfavourables is the higher than budgeted developer contribution held in bank.

Balance Sheet

	Ref	YTD Jul-Mch Actual \$'000	Opening Balances	YTD Jul-Mch Movement \$'000	Full Year Forecast \$'000	Full Year Budget	Variance to Budget \$'000
Current Assets	1	218,053	183,254	34,799	173,011	168,742	4,269
Non-Current Assets	2	3,179,315	3,093,512	85,803	3,227,155	2,604,386	622,769
Current Liabilities	3	98,747	65,913	(32,834)	52,731	53,655	924
Non-Current Liabilities	4	8,282	18,468	10,186	27,148	62,850	35,702
Equity		3,290,339	3,192,385	(97,954)	3,320,287	2,656,623	663,664

Note: Variances to budget is favourable where shown as a positive value and unfavourable where shown as a negative value.

Balance Sheet

Year to date variances are largely due to;

- Ref 1 - Current Assets - Timing of when rates notices are issued, with payments being made during the financial year.
- Ref 2 - Non-Current Assets - increase is explained by the completion of capital works by 30 March \$47mil and gifted assets \$38mil.
- Ref 3 - Current Liabilities - This consists of provision for lease income from rates and charges from April to June, and unspent grant.
- Ref 4 - Non-Current Liabilities - delayed drawdown of budgeted loans

Capital Expenditure and Grant Revenue As at 31 March 2025

Capital Expenditure

	YTD Actual	YTD Budget	Variance to Budget	Full Year Forecast	Full Year Budget	Variance to Budget
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Capital Works Expenditure	47,003	48,863	(1,860)	69,200	82,337	(13,137)
Funded By:						
Grant Revenue	8,526	13,108	(4,582)	18,659	17,809	850
Contributions	-	-	-	-	3,578	(3,578)
Borrowings	-	-	-	20,000	20,000	-
Council Cash	38,477	35,755	2,722	30,541	40,950	(10,409)
Total	47,003	48,863	(1,860)	69,200	82,337	(13,137)

Expenditure for carryover to 2025/26 6,718

Note: Variance to budget is favourable where shown as a positive value and unfavourable where shown as a negative value.

Full Year Forecast Capital Works - \$13.1M under budget

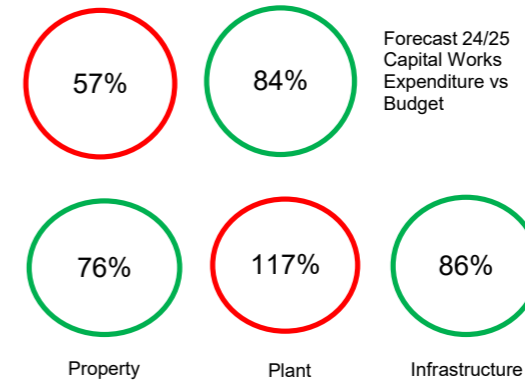
- Impacted by:
- Reclassification of capital works on Crown Land as operating expense (Cora Lynn Reserve Pavilion and Upper Beaconsfield Reserve Pavilion) \$6.3M
 - Forecasted carry forward of capital works to FY 2025-26 \$6M
 - Projects identified that won't be delivered in FY2024-25 and will be reforecasted into future years.

Grant Revenue

	YTD Actual	YTD Budget	% of Full Year Budget	Full Year Forecast	Full Year Budget	Variance to Budget
	\$'000	\$'000	%	\$'000	\$'000	\$'000
Capital Grant Revenue	8,526	13,108	48%	18,659	17,809	(850)
Operating Grant Revenue	18,655	8,576	94%	20,501	19,939	(562)
Unearned Grant Revenue	29,393	9,103	242%	18,945	12,137	(6,808)

Note: Variances to budget is favourable where shown as a positive value and unfavourable where shown as a negative value.

YTD Capital Works Expenditure vs Full Year Budget



Forecast 24/25 Capital Spend vs Budget

Unearned Grant revenue (funding received in advance of project delivery)

Capital projects contributing unearned capital grants mainly are GAIC funded projects, Sealing the Hills projects, and Upper Beaconsfield Reserve Pavilion.

Cardinia Shire Council

Income Statement

As at 31 March 2025

	YTD Actual \$'000	YTD Budget \$'000	Variance \$'000	%	Full Year Forecast \$'000	Full Year Budget \$'000	Variance \$'000	%
Income								
Rates and charges	93,046	94,584	(1,538)	(2%)	123,988	126,112	(2,124)	(2%)
Statutory fees and fines	5,809	5,063	746	15%	7,192	6,611	581	9%
User fees	2,178	2,040	138	7%	2,974	2,779	195	7%
Grants - operating	18,655	8,576	10,079	118%	20,501	19,939	562	3%
Grants - capital	8,526	13,108	(4,582)	(35%)	18,659	17,809	850	5%
Contributions - monetary	15,556	16,988	(1,432)	(8%)	21,162	22,650	(1,488)	(7%)
Contributions - non-monetary	30,821	29,492	1,329	5%	40,652	39,323	1,329	3%
Net gain/(loss) on disposal of PIPE	(3,036)	375	(3,411)	(910%)	(2,840)	500	(3,340)	(668%)
Other income	8,467	5,598	2,869	51%	10,725	7,444	3,281	44%
Total income	180,022	175,824	4,198	2%	243,013	243,167	(154)	(0%)
Expenses								
Employee costs	41,577	40,732	(845)	(2%)	57,582	56,461	(1,121)	(2%)
Materials and services	51,291	56,157	4,866	9%	81,931	75,447	(6,484)	(9%)
Depreciation	21,291	22,374	1,083	5%	28,353	29,832	1,479	5%
Amortisation - intangible assets	123	116	(7)	(6%)	162	155	(7)	(5%)
Amortisation - right of use assets	330	696	366	53%	507	928	421	45%
Bad and doubtful debts	129	165	36	22%	195	220	25	11%
Borrowing costs	418	1,477	1,059	72%	579	1,969	1,390	71%
Finance costs - leases	55	151	96	64%	95	202	107	53%
Other expenses	1,039	1,586	547	34%	2,370	2,611	241	9%
Total expenses	116,253	123,454	7,201	6%	171,774	167,825	(3,949)	(2%)
Comprehensive surplus/(deficit)	63,769	52,370	11,399	22%	71,239	75,342	(4,103)	(5%)
Adjusted Underlying Result								
Remove capital grants and contributions	(54,655)	(59,450)	4,795	(8%)	(80,130)	(79,598)	532	(1%)
Adjusted underlying surplus/(deficit)	9,114	(7,080)	16,194	(229%)	(8,891)	(4,256)	(4,635)	109%

*Adjusted Underlying Result removes the impact of one-off capital income streams, presenting Councils pure operating result.
Note: Variance to budget is favourable where shown as a positive value and unfavourable where shown as a negative value.*

Cardinia Shire Council Balance Sheet As at 31 March 2025

	Actual 30 Jun 2024 \$'000	YTD Actual \$'000	YTD Movement \$'000	Full Year Forecast \$'000	Full Year Budget \$'000	Full Year Variance \$'000
Current assets						
Cash and cash equivalents	146,926	165,406	18,480	143,294	146,107	(2,813)
Inventories	-	-	-	-	11	(11)
Non-current assets held for sale	-	-	-	-	(8)	8
Other assets	7,141	2,087	(5,054)	2,980	4,847	(1,867)
Other financial assets	-	-	-	-	-	-
Trade and other receivables	29,187	50,560	21,373	26,737	17,785	8,952
Total Current assets	183,254	218,053	34,799	173,011	168,742	4,269
Non-current assets						
Intangible assets	1,178	1,069	(109)	1,635	1,723	(88)
Property, infrastructure, plant & equipment	3,087,667	3,174,703	87,036	3,222,087	2,598,444	623,643
Right of use assets	2,467	2,137	(330)	2,027	2,784	(757)
Trade and other receivables	2,200	1,406	(794)	1,406	1,435	(29)
Total Non-current assets	3,093,512	3,179,315	85,803	3,227,155	2,604,386	622,769
Current liabilities						
Interest-bearing liabilities	2,548	(215)	2,763	(384)	4,988	5,372
Lease liabilities	429	111	318	(2)	1,100	1,102
Provisions	10,525	10,969	(444)	10,749	12,295	1,546
Trade and other payables	14,791	8,925	5,866	6,921	11,608	4,687
Trust funds and deposits	13,024	15,787	(2,763)	14,799	10,398	(4,401)
Unearned income	24,596	63,170	(38,574)	20,648	13,266	(7,382)
Total Current liabilities	65,913	98,747	(32,834)	52,731	53,655	924
Non-current liabilities						
Interest-bearing liabilities	9,142	1,166	7,976	20,000	50,837	30,837
Lease liabilities	2,180	2,180	-	2,180	2,372	192
Provisions	1,304	1,368	(64)	1,400	9,641	8,241
Trade and other payables	5,842	3,568	2,274	3,568	-	(3,568)
Total Non-current liabilities	18,468	8,282	10,186	27,148	62,850	35,702
Net Assets	3,192,385	3,290,339	97,954	3,320,287	2,656,623	663,664
Equity						
Accumulated surplus	1,390,596	1,437,608	47,012	1,455,810	1,438,448	17,362
Reserves	1,801,789	1,852,731	50,942	1,864,477	1,218,175	646,302
Total Equity	3,192,385	3,290,339	97,954	3,320,287	2,656,623	663,664

Note: Variance to budget is favourable where shown as a positive value and unfavourable where shown as a negative value.

Cardinia Shire Council
Statement of Cash Flows
As at 31 March 2025

	Actual 30 Jun 2024 \$'000	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Full Year Forecast \$'000	Full Year Budget \$'000	Full Year Variance \$'000
Cash flows (to)/from operating activities							
Rates and Charges	114,659	95,266	94,205	1,061	121,202	125,607	(4,405)
Statutory Fees and Fines	7,573	6,125	5,432	693	7,579	7,243	336
User Fees	3,107	2,396	2,284	112	3,272	3,045	227
Grants - operating	5,371	20,036	14,894	5,142	21,571	19,859	1,712
Grants - capital	12,643	14,036	13,304	733	14,032	17,738	(3,706)
Contributions	31,197	10,577	16,988	(6,411)	14,342	22,650	(8,308)
Interest received	7,519	4,298	-	4,298	6,331	-	6,331
Trust funds and deposits taken / (repaid)	273	1,771	-	1,771	1,918	-	1,918
Other Receipts	6,661	8,309	7,741	568	4,414	10,321	(5,907)
GST received (net)	13,626	8,329	7,983	346	13,958	10,644	3,314
Employee costs	(53,126)	(40,920)	(42,657)	1,737	(61,159)	(56,876)	(4,283)
Materials and Services	(71,119)	(63,046)	(63,946)	900	(94,128)	(85,261)	(8,867)
Short-term, low value and variable lease payments	(415)	(264)	(2,213)	1,949	(352)	(2,950)	2,598
Net cash provided/(used) by operating activities	77,969	66,913	54,015	12,898	52,980	72,020	(19,040)
Cash flows (to)/from investing activities							
Payments for property, plant and equipment	(92,088)	(37,140)	(67,606)	30,466	(63,770)	(90,141)	26,371
Proceeds from sales of assets	1,597	238	413	(175)	453	550	(97)
Net Payments from investments	21,000	(6,500)	-	(6,500)	28,000	-	28,000
Net cash provided/(used) in investing activities	(69,491)	(43,402)	(67,193)	23,791	(35,317)	(89,591)	54,274
Cash flows (to)/from financing activities							
Finance costs	(1,142)	(418)	(1,477)	1,059	(579)	(1,969)	1,390
Proceeds from borrowings	-	-	15,000	(15,000)	7,927	20,000	(12,073)
Repayment of borrowings	(1,998)	(11,032)	(2,522)	(8,510)	-	(3,363)	3,363
Interest paid - lease liability	(104)	(55)	(152)	97	(95)	(202)	107
Repayment of lease liabilities	(1,090)	(26)	(785)	759	(548)	(1,047)	499
Net cash provided/(used) by financing activities	(4,334)	(11,531)	10,064	(21,595)	6,705	13,419	(6,714)
Increase/(reduction) in cash held	4,144	11,980	(3,114)	15,094	24,368	(4,152)	28,520
Cash at beginning	25,784	29,926	27,241	2,685	29,926	27,241	2,685
Cash at end	29,928	41,906	24,127	17,779	54,294	23,089	31,205
Other financial assets	117,000	123,500	123,018	482	89,000	123,018	(34,018)
Cash and other financial assets at year end	146,928	165,406	147,145	18,261	143,294	146,107	(2,813)
Restricted Cash							
Trust funds and deposits	13,024	20,255	7,799	12,457	14,799	10,398	4,401
Developer Contributions Levy	57,964	69,368	14,224	55,143	73,169	18,966	54,203
Other	793	1,018	591	427	991	788	203
Carry-forward capital works	20,808	6,718	15,606	(8,888)	6,718	20,808	(14,090)
Unspent grants	22,502	29,393	9,103	20,290	18,945	12,137	6,808
Restricted Cash - Total	115,090	126,752	47,323	79,429	114,621	63,097	51,524
Unrestricted Cash	31,838	38,654	99,822	(61,168)	28,673	83,010	(54,337)

Restricted Cash includes any cash held by Council which is required to be spent on specific future obligations, or is held on behalf of another group or organisation. Removing these values shows Councils pure cash position.

Note: Variance to budget is favourable where shown as a positive value and unfavourable where shown as a negative value.

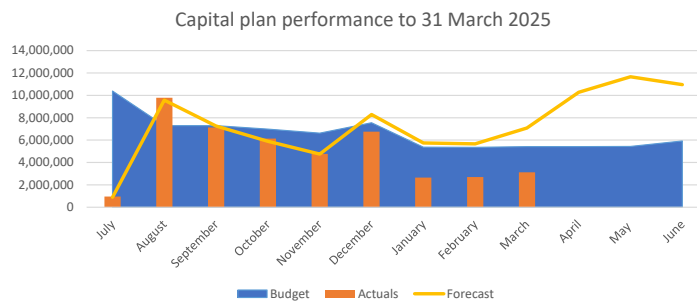
Cardinia Shire Council Statement of Capital Works As at 31 March 2025

	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Full Year Forecast \$'000	Full Year Budget \$'000	Full Year Variance \$'000
Property						
Land	7,407	3,405	(4,002)	4,818	4,299	(519)
Buildings	11,060	15,034	3,974	14,678	21,922	7,244
Total Property	18,467	18,439	(28)	19,496	26,221	6,725
Plant and equipment						
Plant & machinery	1,291	1,277	(14)	2,975	2,317	(658)
Fixture, fittings & furniture	50	96	46	212	366	154
Computers & telecoms	79	171	92	485	459	(26)
Total Plant and equipment	1,420	1,544	124	3,672	3,142	(530)
Infrastructure						
Roads	15,805	16,874	1,069	27,996	28,703	707
Bridges	457	854	397	1,224	1,248	24
Footpaths	2,056	998	(1,058)	2,884	1,474	(1,410)
Drainage	347	928	581	1,064	1,471	407
Recreational	2,400	7,116	4,716	3,809	1,939	(1,870)
Parks and open space	5,028	1,166	(3,862)	7,002	6,706	(296)
Off Street Car Parks	1,002	23	(979)	1,297	659	(638)
Other infrastructure	7	577	570	451	10,774	10,323
Total Infrastructure	27,102	28,536	1,434	45,727	52,974	7,247
Intangibles						
Software	14	344	330	305	-	(305)
Total Intangibles	14	344	330	305	-	(305)
Total Capital Works Expenditure	47,003	48,863	1,860	69,200	82,337	13,137
Represented by:						
New assets	1,398	2,961	1,563	4,849	210	(4,639)
Asset renewals	11,484	18,067	6,583	23,150	24,994	1,844
Asset upgrades	17,537	19,108	1,571	24,369	39,786	15,417
Asset expansions	16,584	8,727	(7,857)	16,832	17,347	515
Total Capital Works Expenditure	47,003	48,863	1,860	69,200	82,337	13,137

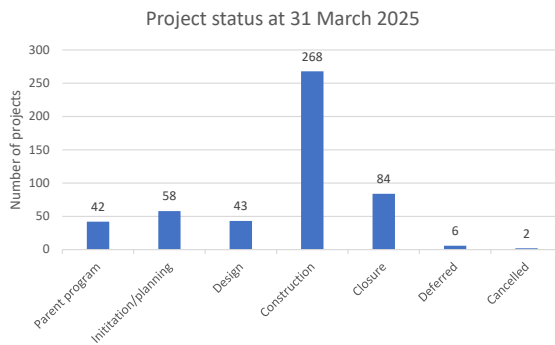
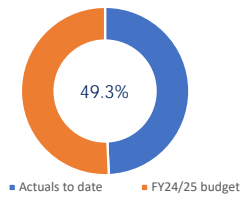
Note: Variance to budget is favourable where shown as a positive value and unfavourable where shown as a negative value.

Capital Works Report as at 31 March 2025

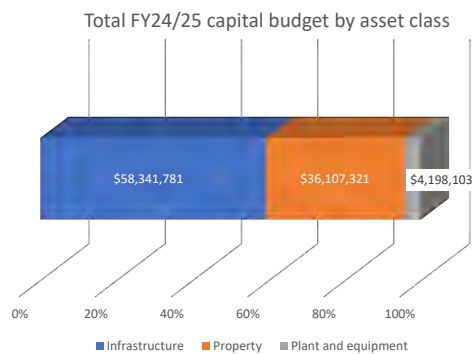
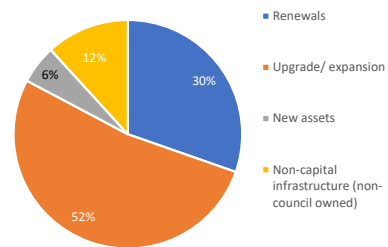
	Number of projects	Council cash/ borrowing	Value
Adopted budget	286	\$ 41,603,000	\$ 61,528,000
Approved carry forwards from FY23/24	44	\$ 26,221,098	\$ 27,683,098
Approved in-year adjustments	99		
	<i>External funding</i>		\$ 7,219,941
	<i>Change requests</i>	\$ 7	\$ 2,828,194
Capital Plan as at 31 March 2025	461	\$ 70,652,292	\$ 99,259,233
Forecast carry forward to FY25/26	23	\$	6,014,560
Projects deferred to future years (phased into the FY25/26 draft capital plan)	6	\$	10,978,624
Forecast underspend	57	\$	5,391,730
Forecast capital delivery as at 31 March 2025	375	\$	76,874,319



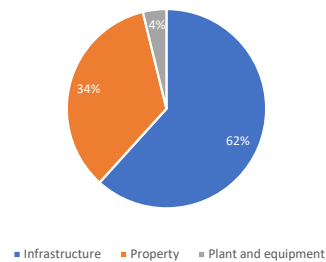
Capital Works spend at 31 March 2025



Type of capital



Capital expenditure at 31 March by asset class

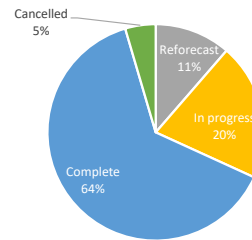


Projects carried forward from FY23/24

44 projects were carried forward from FY23/24. Of these, 27 have been completed as at Q2. One project was no longer required and has been cancelled.

3 projects were carried forward at the parent project level, but the individual projects were not ready for delivery. In future, these projects will be rephased into the appropriate future year of the capital plan of being identified as carried forward.

Projects carried forward from FY23/24



Carried forward projects	Status
Plant Replace #98 - PV Van	cancelled
O'Neil Rd Reserve car park	cancelled
Alma Treloar Car Park Sealing	construction complete
Bayview Road Intersection	construction complete
Beaconsfield Streetscape	construction complete
Brunt Rd Integrated Children's Centre	construction complete
Construction of Oxford St Lang Lang	construction complete
Dick Jones Park Lighting upgrade	construction complete
Dore Road, Pakenham: whole length	construction complete
Jim Parkes Playground	construction complete
Koo Wee Rup Bowling Club Pavilion	construction complete
Mt Lyall Rd, Heath Hill	construction complete
PB Ronald Solar Lights Replacement	construction complete
Sports Lighting Mountain Rd Rec Reserve	construction complete
Tivendale Rd/Station St Intersection	construction complete
Toomuc Reserve Lighting upgrade	construction complete
Tynong Depot Upgrade (Shed and Toilet)	construction complete
Upper Beaconsfield Rec Res - Lighting Up	construction complete
Worrell Reserve skate park	construction complete
New Plant #19 - Township Maintenance Tru	complete
New Plant #460 - Utility	complete
Plant Replace #348 - Heavy Duty Trailer	complete
Plant Replace #413 - PV Utility	complete
Plant Replace #447 - PV Utility	complete
Plant Replace #448 - PV Utility	complete
Plant Replace #53 - Heavy Vehicle Truck	complete
Plant Replace #6 - PV Utility	complete
Plant Replace #62 - PV Utility	complete
Plant Replace #70 - PV Utility	complete
Plant Replace #97 - PV Utility	complete
Plant Replace #443 - PV Utility	underway
Business improvement Program	underway; two projects
Cora Lynn Reserve Pavilion	underway and will continue into FY25/26
Emerald Lake Park	underway; one project with remaining works deferred
Garfield Nth Cannibal Creek Comm Hub	underway and will continue into FY25/26
IYU Temporary Facilities	underway
Officer District Park MP implement Civil	underway
Pink Hill Blvd - Whiteside to O'Neil	underway; design only in FY24/25
Public Art Program	underway
Arena Parade Intersection	should have been reforecast, not c/f - funded through FY24/25, FY25/26 and FY26/27
Better Local Roads - Connect Cardinia	should have been reforecast as individual roads, not c/f - funded through FY24/25, FY25/26 and FY26/27
Main Street Central, Pakenham	should have been reforecast, not c/f - funded through FY24/25, FY25/26 and FY26/27
McGregor-Henty-Rogers Intersection	should have been reforecast, not c/f - funded through FY24/25, FY25/26 and FY26/27
Sealing of the Hills Program	should have been reforecast as individual roads, not c/f - funded through FY24/25, FY25/26 and FY26/27

Name	Scope of Works	FY24/25 budget	Actual spend to Q3	% of planned works completed	Performance indicator	Comment
					In progress within time and budget / not started	
					Completed within budget	
					Over budget by <10% and/or time delay of <3 months	
					In-year addition to the capital plan	
Infrastructure						
Bridges						
Bridge Renewal Program	Repairing or replacing aging bridges, enhancing structural integrity, improving safety features, and ensuring durability	\$1,271,120	\$444,117	35%	In progress	Simpson Road Bridge - Demolition works will commence April 2025 and works are expected to take 12 weeks. Cardinia Creek Pedestrian Bridge conceptual design is being finalised. Lakeside seawall stabilization - Investigation works are complete and stabilisation design is underway.
Drainage						
Drainage Renewal and Upgrade Program	Assessing, repairing, and improving existing drainage systems to enhance capacity, reduce flooding, ensure efficient water flow, and maintain the long-term integrity of surrounding infrastructure	\$827,392	\$53,750	25%	In progress	Ambrose St, Emerald works is underway. Remainder of the drainage program will be confirmed by May 2025.
WSUD Assets Renewal Program	Upgrading WSUD infrastructure, including bio-retention basins, swales, and rain gardens, to improve stormwater management, water quality, and environmental sustainability	\$577,000	\$314,412	85%	In progress	Ron Andrews Wetland and Henry Lawson Bioretention projects are under design. Civil works for the Nobelius Heritage Park WSUD civil works have commenced and are expected to be completed by end of May 2025. The desilting works at Lake Nobelius has been completed.
Footpaths and cycleways						
Eastern Dandenong Rail Trail - Menzies Creek	Delivering the final 800m extension to the Eastern Dandenong Ranges Trail connecting the shared use trail from Edenmont Road to Belgrave Gembrook Road (Main Rd), in Clematis and the final 40 meters of the EDRT in Yarra Ranges.	\$10,757		100%	Complete	Project is complete.
Footpath network expansion program	Extending pedestrian pathways or constructing new paths, to improve connectivity, accessibility, and safety.	\$300,000	\$296,039	100%	Complete	Project is complete.
Gravel pathway resheeting Program	Maintaining and improving pathway surfaces, ensuring safety, accessibility, and longevity by replenishing gravel layers and addressing wear and erosion.	\$95,000	\$71,620	70%	In progress	Resheeting works in Maryknoll are complete.
LXRP Officer & Beaconsfield Fund Partnership	LXRP Funding agreement including 4 separate Council delivered sub-projects.	\$1,411,000	\$1,166,268	75%	In progress	Gilbert Reserve Shared Use path is completed. Officer South Rd shared use path has been designed and construction is pending on external authority approvals.
Sealed Pathway Renewal Program	Footpath maintenance works as part of the footpath maintenance program 24-25. assessment of footpaths within Cardinia Shire Council, for defects and risk and repair or replace according to the road management plan intervention levels.	\$1,016,000	\$504,701	75%	In progress	Works underway in Officer and Pakenham. Works in Gembrook to be completed during the April school holidays.
Parks, open spaces and streetscapes						
Alma Treloar Master Plan	Implementing projects identified in the masterplan such as delivery of an amphitheatre and stage, dog off-leash area, carpark resealing and new public toilet	\$597,182	\$515,651	80%	In progress	Alma Treloar amphitheatre & stage is open and available for use. Car park sealing is complete. Dog Park is progressing through the project planning phase, community consultation is expected to occur in May 2025.
Beaconsfield Streetscape	Landscaping upgrade around war memorial in Bonette Reserve including paving, new flag poles, provision of accessible parking bay and improvements to zebra crossing	\$66,000	\$59,401	100%	Complete	Reserve is open for public use.
Emerald Lake Park	Implementing projects identified in Stage 1 of the masterplan for the Emerald Lake Park Precinct	\$439,000	\$12,830	5%	In progress	Signage has been designed and is in production. Other works have been deferred.
Officer District Park MP implement Civil	Publicly accessible, purpose-built mountain boarding facility; Multi-level adventure play space; Parkour Zone; Fitness stairs & equipment; Lookout; Central plaza with public toilets; Wetland; Dog off leash area; Walking paths; Picnic Facilities	\$4,583,519	\$4,289,019	90%	In progress	The play space and general park area is open for use. Toilet facility construction is nearing completion and will be open for use by the end of April 2025. Ongoing landscape maintenance works continue onsite.
PB Ronald Reserve Masterplan	Developing a detailed design for the 'active precinct' to include a skate park and ninja warrior circuit, events lawn access and drainage, access and parking for pool drop off and future men's shed	\$97,000	\$100,267	95%	In progress	Masterplan - Final design to be completed March 2025 Solar lights - complete.
Playspace and supporting infra renewal	Revitalising or upgrading outdoor playspaces, including upgrading equipment, improving landscaping, incorporating inclusive features, and fostering community involvement to create vibrant play environments	\$820,510	\$429,709	50%	In progress	Jim Parkes Playground - complete WB Ronald Reserve - construction works to commence in April 2025 Greenland Court Reserve - design being finalised Toomuc Rec Reserve - Construction in final stages Lauriston Estate Park - First round of community consultation to commence end of March 2025

Puffing Billy Place Reserve Masterplan	Developing the vision and future planning for the Puffing Billy Place Reserve	\$35,683	\$9,725	20%	In progress	Community consultation on the draft masterplan to occur in June 2025.
Worrell Reserve skate park	Constructing a street circuit skate park and youth plaza and preparing a design for future growth opportunities	\$1,178,046	\$1,199,568	100%	Complete	Project is complete.
Sport and recreation						
Basketball court renewal	Renewing or upgrading existing basketball courts, including resurfacing, enhancing markings, improving lighting, and ensuring safety features	\$18,331	\$894	50%	In progress	Sites have been identified and scoped. Works scheduled for March 2025.
BMX Facility asset renewal	Renewing or upgrading existing BMX facilities and infrastructure, including resurfacing, upgrading obstacles, enhancing safety features, and improving accessibility	\$49,000	\$5,864	10%	In progress	Site investigations are underway at Bunyip BMX and community consultation will commence by May 2025.
Cricket Practice Net Renewal Program	Renewing or upgrading existing cricket nets by resurfacing, enhancing netting, improving drainage, and ensuring safety	\$238,000	\$21,674		In progress	Site investigations are complete and construction will commence in April 2025.
Netball/Tennis Court Resurfacing Program	Renovating and upgrading existing netball and tennis court surfaces to improve playability, safety and durability	\$72,000	\$4,856		In progress	Maryknoll tennis court detailed design is underway.
Rec Reserve lighting and power upgrade	Enhancing outdoor sportfield facilities by installing energy-efficient lighting, improving power supply systems, and ensuring safety and accessibility, fostering a better environment for community sports and events	\$1,495,904	\$995,827	80%	In progress	Works completed at Toomuc, Beaconsfield, Upper Beaconsfield and Mountain Road Recreation Reserves, and Lang Lang Tennis Club and final light testing is being completed. Currently seeking quotes for construction at Nar Nar Goon #2 sportsfield
Rec reserve turf resurfacing program	Replacing damaged turf, improving drainage, and enhancing surface quality, ensuring safer, more durable grounds for sports, events, and community activities	\$154,185	\$36,892	60%	In progress	Design only this year. Technical investigations underway and detailed design to commence in May 2025
Swimming Facilities Renewal Program	Refurbishing or upgrading outdoor swimming pools, equipment, and infrastructure, improving water quality, safety features, accessibility, and energy efficiency	\$544,000	\$148,346	40%	In progress	Pakenham Pool works is currently advertised for tender
Roads						
Arena Parade Intersection		\$401,235	\$4,140		In progress	Council has received formal approval of the functional layout plan from the Department of Transport and are currently working on the detailed design.
Better Local Roads - Connect Cardinia	Road sealing of identified link roads	\$6,270,460	\$3,047,463	40%	In progress	Dore Rd - complete Mt Lyall Rd - complete, with final seal and lane marking scheduled to be completed by May 2025. Huxtable Rd - design being finalised Bessie Creek Rd - design underway and construction expected to commence in April 2025
Blackspot Road/Intersection Program	Federally-funded program targeting high-risk intersections, improving safety through design upgrades, traffic control enhancements, better signage, and infrastructure changes	\$1,704,584	\$77,250	30%	In progress	Leppitt Rd/ Sailsbury Rd works expected to begin in March 2025 Lighting design for Livingstone/Heritage Blvd and Moody St/Gardner St is complete and construction due to commence in May 2025.
Brunt Rd-Rix Rd - Road Component	Construction of roads, intersection and roundabout, including associated drainage works and public lighting works	\$226,000	\$45,001	20%	In progress	Design underway. External authority approval received for traffic control devices. Design works expected to be finalised by June 2025.
Carpark resurfacing program	Resurfacing, improving drainage, upgrading lighting, enhancing safety features, and optimizing layout to create safer, more accessible, and durable off-street car parking facilities	\$152,000	\$2,590	5%	In progress	Beaconsfield Community Centre car park has been identified as the works to be completed this financial year.
Drake Place, Pakenham (Pakenham Revitalisation)		\$440,000	\$12,484	10%	In progress	Design, investigations and utility relocation assessment are underway.
Guard Rail & Safety Fence Renewal Prog	Inspecting, replacing, and upgrading road safety barriers to ensure compliance with safety standards, improve durability, and enhance road user protection across designated areas	\$161,000		10%	In progress	Repair works to commence in March 2025.
John Street extension Pakenham (Pakenham Revitalisation)		\$1,200,000	\$10,513		In progress	Design and investigations are ongoing.
Local Area Traffic Improvements Program	Enhancing traffic flow and safety through measures such as intersection upgrades, traffic calming, improved signage, and pedestrian facilities	\$552,000	\$31,750	10%	In progress	Eagle Drive - Construction on lighting expected to commence in May 2025. Barrington Dr - Construction expected to commence in May 2025. Livingstone Blvd - funding agreement has been signed and lighting design is underway.
Main Street Central , Pakenham (Pakenham Revitalisation)		\$100,000	\$21,338		In progress	Design and investigations are ongoing.

Main St Gateway (Pakenham Revitalisation)		\$110,000	\$11,568		In progress	Design and investigations are ongoing.
McGregor-Henty-Rogers Intersection	Upgrade of McGregor Rd-Henty St and Rogers St intersection to be fully signalised, including additional lanes, drainage, pedestrian/cyclist facilities.	\$1,097,000	\$117,592	35%	In progress	Design underway. Construction to commence in FY 25/26.
O'Neil Rd Reserve Car Park	Construction of fully sealed 9-10 space car park on the north side of playground at O'Neil Road Reserve including drainage work, concrete footpath link to playground and sheltered area. Chain to be provided in between bollards along frontage.	\$358,000	\$34,691	10%	Cancelled	Project has been cancelled as the quoted cost for construction is far higher than expected. The masterplan scope will be expanded to include car parking for the playground.
Oxford St, Lang Lang	Constructing an unmade section of Oxford St to provide access to construct a state-funded kindergarten facility in Lang Lang	\$553,880	\$524,226	100%	Complete	Project is complete.
Pink Hill Blvd - Whiteside to O'Neil	Construction of road and signalised intersection to accord with the Precinct Structure Plan	\$230,090	\$91,333	10%	In progress	Detailed design has commenced and is due to be completed by June 2025.
Princes Highway Intersection Upgrades	Program to upgrade identified Princes Highway intersections to accord with the Precinct Structure Plan	\$4,760,701	\$3,681,796	85%	In progress	Bayview Rd and Tivendale /Station St intersections are operational. Contracted works are being finalised. Bergun way finding - Directional signs and story boards have been installed.
Road Reserve Lighting Program	Installing energy-efficient streetlights along road reserves, improving visibility, safety, and security	\$137,000	\$130,340	75%	In progress	Replacement of broken lights is ongoing.
Road Pavement Renewal Program	Road renewal or rehabilitation involves fully rebuilding the road pavement. A combination of new and recycled material is then used to build a new road pavement, starting with the layers under the surface and finishing with the blacktop surface.	\$2,209,802	\$1,920,723	100%	Complete	All works are complete for the FY24/25 program
Sealed Road Prep & Resurfacing Program	We put a fresh layer over the top layer of the road, using either: asphalt: a bitumen-based concrete-like mixture of stone and bitumen laid at 30mm thickness or greater. spray seal: a layer of bitumen sprayed on the road and covered with stones.	\$5,094,100	\$2,163,383	30%	In progress	The road resealing works were completed in April 2025. Asphalt overlaying has commenced and is scheduled for completion by the end of May 2025.
Sealing of the Hills Program	Federally-funded program to seal unsealed roads across Dandenong Ranges and surrounding townships.	\$7,781,573	\$2,787,322	60%	In progress	First-Grenville constructions works expected completion in April 2025. Old Gembrook catchment and Stoney Creek catchment are due to commence construction works in March 2025.
Unsealed Road Resheeting Program	The Unsealed Roads Resheeting Program aims to restore the wearing course on unsealed roads, enhancing durability and safety for all users. This project will involve grading, resheeting and compacting the road surface.	\$2,069,000	\$1,231,449	60%	In progress	60% of the program is now complete, with 19km of unsealed road being resheeted.
Total - Infrastructure Plant and equipment		\$51,505,054	\$26,628,382			
Technology and equipment						
Business improvement Program	Improving business systems and digital platforms to enhance operational efficiency and customer experience. In FY24/25, the primary projects are the website transformation and booking/ticketing system replacement.	\$680,626	\$248,109	10%	In progress	Council facility booking software replacement project is underway and the system is in configuration. Completion will carry over into next financial year. The website replacement program is preparing for tender.
CCC Minor Equipment	Procuring, upgrading, or replacing small-scale equipment for the Cardinia Cultural Centre	\$101,000	\$56,175	40%	In progress	All equipment has been ordered and expected to be delivered by May 2025.
Furniture and Equipment Renewal Program	Acquisition, replacement, or improvement of furniture and equipment for Council facilities	\$211,000	\$50,124	25%	In progress	The program is on track and within budget, with works progressing as planned for completion by the end of 2024/25.
IT Strategy	Investing in, upgrading, or expanding technology infrastructure, including hardware, software, and network systems, to enhance operational efficiency, cybersecurity, data management, and overall digital capabilities.	\$459,000	\$13,500	75%	In progress	The programme of work is at 75% completion. The Booking and Ticketing system replacement project discovery phase sign off is scheduled for the first week in May 2025.
Plant						
New Plant Program	Procuring new light and heavy vehicles, heavy plant, equipment and machinery	\$215,814	\$202,723	66%	In progress	66% of the new fleet program has been delivered and the remaining are on order and will be delivered before the end of June 2025.
Plant Replacement Program	Replacing or upgrading aging or inefficient equipment and machinery to improve operational efficiency, reduce downtime, ensure safety, and support long-term sustainability of operations	\$2,546,863	\$1,132,740	56%	In progress	56% of the fleet replacement program has been delivered, with all remaining fleet on order expected to be delivered before end of June 2025.
Total -Plant and equipment		\$4,214,303	\$1,703,372			
Property						
Buildings						
Brunt Road Integrated children's centre	Building a Child and Family Centre with three Maternal Child Health rooms, two kinder rooms, office space, large entry foyer, storage space and amenities for children and adults and play spaces	\$250,000	\$245,532	100%	Complete	Project is complete.

Building Minor Renewal Program Reactive	Addressing unforeseen building issues by providing timely repairs and essential upkeep to buildings and facilities, ensuring safety, functionality, and compliance	\$1,505,300	\$394,001	70%	In progress	Program is on track and we have completed 70% of the total program budget.
Building Minor Renewal Program Strategic	Delivering minor building projects, including renovations, upgrades, and structural improvements, to enhance functionality, safety, and usability of facilities across various Cardinia Shire Council buildings and facilities	\$1,793,737	\$673,969	80%	In progress	Program is on track and progressing within budget. We have completed 80% of the program for 24/25 financial year
CCC Minor Building Works Program	Replacement of foyer lighting and installation of usher seats at CCC	\$157,100	\$1,013	30%	In progress	Foyer and theatre lighting contract has been awarded and works will commence in May 2025
Cardinia Youth Hub (Parent)	Building a new youth facility to provide community and youth services in the Cardinia Shire	\$1,000,000	\$190,324	20%	In progress	Currently preparing to tender for the design and construction of the new Youth Hub. Council is also collaborating with the legal team on preparatory work for legal proceedings and mediations.
Community Capital Works Grants Program	The Community Capital Works Grants Program assists community groups to upgrade Council owned and Crown Land facilities. The grant program is used to strengthen local community networks, activities and support the wellbeing of our residents.	\$285,859	\$131,293	60%	In progress	Out of the 26 projects, 16 have been completed. Of the 10 remaining projects, the majority are on track to be completed by June 2025.
Depot Upgrades	Modernising and expanding existing facilities, including infrastructure enhancement, technology integration or sustainability measures, to improve operational efficiency, safety and capacity	\$350,000	\$291,763	100%	Complete	Project is complete.
Disability Access Upgrade Program	Delivering a prioritised program of adjustments and improvements to buildings, facilities, infrastructure, communications, or connections to support an inclusive community where all people have an equal ability to access Cardinia Shire's services.	\$240,000	\$143,350	50%	In progress	Works to commence on Lilypond Community House, Pakenham in April 2025 to upgrade to an accessible toilet. Cockatoo Athletics Reserve pathway and accessible car park works to commence May 2025.
EAC & MK System Upgrade Program	Upgrading existing facilities to Electronic Access Control and rekeying to new Master Key system	\$228,000	\$75,198	80%	In progress	Program is on track and progressing within budget. We have completed 80% of projects for 24/25 financial year.
Energy & Water Strategies Program	Implementing energy saving retrofits and solar power for Council buildings and integrated water management plan to delivering water efficiency and alternative water sources upgrades to council facilities	\$220,428	\$70,876	70%	In progress	Quotes are underway for Pakenham Upper Hall HVAC replacement project
Furniture and Equipment Renewal Program	Replacing or upgrading furniture or equipment to maintain functionality, ensure safety, and support efficient operations at Cardinia Shire Council facilities	\$211,000	\$50,124	43%	In progress	The program is on track and within budget, with works progressing as planned for completion by the end of 2024/25.
Garfield Netball Pavilion - Upgrade	Replacing and upgrading the Garfield Netball pavilion to improve functionality, accessibility and long-term viability	\$154,741	\$154,741	100%	Complete	Project completed.
Garfield Nth Cannibal Creek Comm Hub	Community Centre comprising of large open community space, verandas all around, kitchen, office, accessible toilet and amenities and gravel car park	\$1,327,064	\$38,936	35%	In progress	Detailed design is being signed off by the Committee of Management and construction is anticipated to commence in May 2025.
IYU Temporary Facilities	Installing temporary facilities to support community use of the IYU Recreation Reserve	\$544,139	\$253,846	50%	In progress	Site services are underway and buildings will be installed start of May 2025.
Living Learning Refresh		\$ 182,000.00	\$4,636	5%	In progress	Consultants have been engaged to conduct an asset condition assessment, covering both structural and services aspects. This assessment will inform the development of a scope of work for the facility's upgrade and improvement.
Koo Wee Rup Bowling Club Pavilion	Demolishing the existing building and constructing a new pavilion and car park	\$3,029,475	\$2,976,692	98%	In progress	The building was handed over to the Bowls Club on December 17, 2024. Currently, defect rectification and the completion of remaining work are underway.
Public Art Program	Commissioning and installing site-specific, community-driven artworks to enhance cultural vibrancy, foster civic engagement and promote artistic innovation.	\$140,000	\$7,000	20%	In progress	On track to be delivered for June 2025
Thewis Rd Integrated Children's Centre	Building a Child and Family Centre with three Maternal Child Health rooms, two kinder rooms, office space, large entry foyer, storage space and amenities for children and adults and play spaces	\$8,191,000	\$5,870,677	85%	In progress	Construction has been completed, occupancy permit on track for issue at end of April 2025.
Universal Design (Incl Rec Pav Renewal)	Upgrading facilities to be accessible and reduce barriers that might prevent members of the community from participating in sport and active recreation, particular women, girls and gender diverse people	\$157,000	\$25,592	50%	In progress	Council is currently reviewing schematic design and design project is expected to be completed by end June 2025.
Land						
Land Acquisition	Strategically purchasing properties for public use, urban development, community expansion and enhancing local infrastructure and services	\$4,299,000	\$3,597,855		In progress	Acquisitions are progressing.
Total - Property Non-capital projects		\$24,265,843	\$15,197,420			

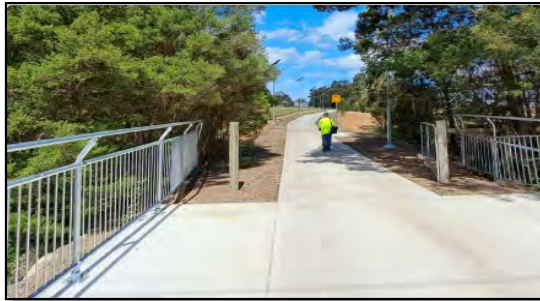
Cora Lynn Reserve Pavilion	Constructing new, upgraded change rooms at Cora Lynn Recreation Reserve	\$3,242,500	\$105,042	28%	In progress	Project commenced onsite with demolition underway onsite.
Landscape renewal program	Planting and maintaining trees across designated areas to enhance environmental sustainability, improve air quality, increase biodiversity, provide shade, and create aesthetically pleasing landscapes for communities	\$210,000	\$12,602	20%	In progress	Planting is commencing in April 2025.
Remediation works - 24/25	Processing and disposing of materials generated through various maintenance activities (street sweeping, drainage, unsealed shoulders)	\$311,000	\$0	50%	In progress	Remediation work is underway.
Shade tree program	Increasing tree cover to provide shade in parks and open space	\$71,000	\$0	80%	In progress	Planting is commencing in April 2025.
Significant Reserve Program	Land management of significant reserves	\$78,000	\$3,145	15%	In progress	Finalising print ready signage for Gembrook Park nature trails. Deer exclusion fencing is being procured for Pepi's Land
Traffic management devices program	Reactive program of minor roads safety improvements (signage, line marking, concreting school crossings etc)	\$317,000	\$207,746	75%	In progress	Reactive budget for minor traffic management (signage, line marking, concreting, school crossings)
Tree planting program	Planting and maintaining trees across designated areas to enhance environmental sustainability, improve air quality, increase biodiversity, provide shade, and create aesthetically pleasing landscapes for communities	\$55,000		50%	In progress	Planting is commencing in April 2025
Upper Beaconsfield Recreation Reserve	Developing the vision and future planning for the Upper Beaconsfield Recreation Reserve	\$3,809,000	\$297,399	30%	In progress	Detailed design is progressing and the planning permit is underway. Work expected to commence on-site in June 2025.
Total - Non-capital projects		\$8,093,500	\$625,934			

HIGHLIGHT PROJECTS - P9

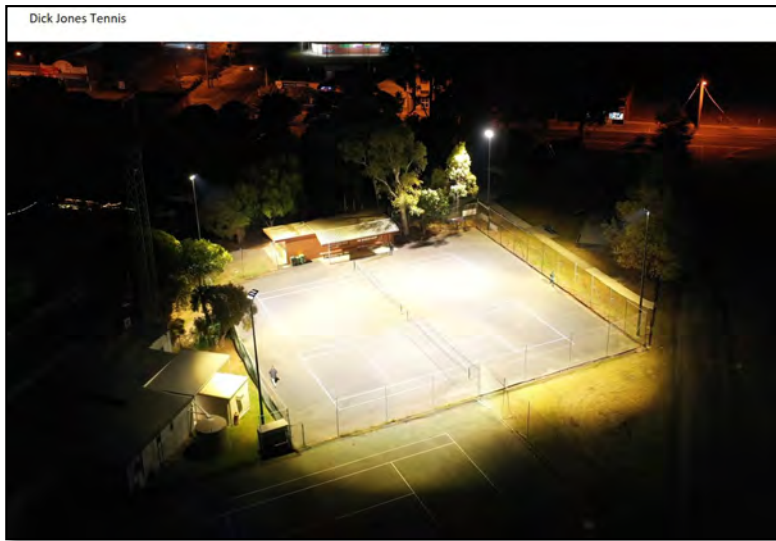
Project Name	Thewlis Rd Integrated Children's Centre	Scope	Building a Child and Family Centre with three Maternal Child Health rooms, two kinder rooms, office space, large entry foyer, storage space and amenities for children and adults and play spaces.
Life budget	\$8,191,000	Project update	Construction onsite completed and we are expecting the occupancy permit to be issued by end of April 2025.
Start date	Nov-22		
Finish date	Jun-25		
Ward	Central		



Project Name	Gilbert Reserve Shared Use Path	Scope	Install Shared Use path to connect to existing pathway in Gilbert Reserve and the new SUP built by LXP that leads to the Officer Station and Civic Centre.
Life budget	\$47,000	Project update	The project was completed in December 2024, two months ahead of schedule.
Start date	Nov-24		
Finish date	Dec-24		
Ward	Beacon Hills and Officer		



Project Name	Rec Reserve lighting and power upgrade program	Scope	Enhancing outdoor sportfield facilities by installing energy-efficient lighting, improving power supply systems, and ensuring safety and accessibility, fostering a better environment for community sports and events.
Life budget	\$1,495,904	Project update	Works have been completed at Toomuc, Beaconsfield, Upper Beaconsfield and Mountain Road Recreation Reserves, and Lang Lang Tennis Club. Nar Nar Goon Oval 2 is due to be completed by end of financial year.
Start date	Jul-24		
Finish date	Jun-30		
Ward	Beacon Hills, Westernport, Toomuc and Ranges		



Project Name	Road Pavement renewal program	Scope	Road renewal or rehabilitation involves fully rebuilding the road pavement. A combination of new and recycled material is then used to build a new road pavement, starting with the layers under the surface and finishing with the blacktop surface.
Life budget	\$1,979,628	Project update	Program has been completed for FY25/26, with 17 roads being rehabilitated, including final seals and line marking.
Start date	Jul-24		
Finish date	Apr-25		
Ward	Westernport and Bunyip		

Dalmore Rd - Before Works



Dalmore Rd - After Works



Bunyip Modella Rd - Before Works



Bunyip Modella Rd - After works



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Appendix 1 Capital Projects						
Project	2023-24 Approved Carry forward	2024-25 Total Funds Available	2024-25 Actuals YTD	2024-25 Current Forecast	2025-26 Proposed Carry Forward	2024-25 Savings / (Overspend)
Infrastructure - Roads						
Sealing of the Hills Program	472,500	7,812,923	2,787,302	7,163,041	2,075,532	(1,425,650)
Better Local Roads - Connect Cardinia	4,416,375	6,270,460	3,058,270	4,644,245	600,000	1,026,215
Sealed Road Resurfacing Program	0	5,094,100	2,163,385	4,304,385	0	789,715
Princes Hwy Intersection Upgrade Program	4,766,364	4,760,701	3,740,661	3,969,897	0	790,804
Road Pavement Renewal Program	0	2,209,802	1,920,724	1,979,629	0	230,173
Unsealed Road Resheeting Program	0	2,069,000	1,231,449	2,567,637	0	(498,637)
Pakenham Revitalisation program	1,467,991	1,850,000	92,771	637,131	1,221,650	(8,781)
Blackspot Road/Intersection Program	0	1,704,584	77,250	871,280	0	833,304
GAIC McGregor-Henty-Rogers Intersection	82,000	1,097,000	117,592	647,026	449,974	0
Local Area Traffic Improvements Program	0	552,000	31,751	281,251	0	270,749
GAIC - Arena Parade Intersection	0	422,835	4,140	191,940	221,235	9,660
Traffic management devices program	0	317,000	207,746	317,697	0	(697)
Pink Hill Blvd - Whiteside to O'Neil	230,090	230,090	91,333	280,765	0	(50,675)
Brunt/Rix Rd DCP Road Works (Parent)	0	226,000	45,001	236,170	0	(10,170)
Guard Rail & Safety Fence Renewal Prog	0	161,000	0	158,000	0	3,000
Carpark resurfacing Program	0	152,000	2,589	151,999	0	1
Road Reserve Lighting Program	0	137,000	130,340	154,747	0	(17,747)
Beaconsfield Streetscape	66,000	66,000	59,401	59,401	0	6,599
O'Neil Rd Reserve	30,000	38,000	12,460	31,556	0	6,444
Lang Lang Bypass	0	0	7,506	7,506	0	(7,506)
Pioneer Way/Brunt Rd Officer	0	0	(8,480)	(8,480)	0	8,480
Total	—	11,531,320	15,773,191	28,646,823	4,568,391	1,955,281
Infrastructure - Recreational						
Cora Lynn Reserve Pavilion	400,000	3,242,500	105,042	2,559,042	0	683,458
Worrell Reserve skate park	1,178,046	1,178,046	1,199,568	1,199,568	0	(21,522)
Rec Reserve lighting and power upgrade	1,077,797	1,176,230	762,097	1,360,379	1	(184,150)

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Appendix 1 Capital Projects							
Project	2023-24 Approved Carry forward	2024-25 Total Funds Available	2024-25 Actuals YTD	2024-25 Current Forecast	2025-26 Proposed Carry Forward	2024-25 Savings / (Overspend)	
Swimming Facilities Renewal Program	0	544,001	148,347	506,261	0	37,740	
Emerald Lake Park	439,000	439,000	12,830	165,988	0	273,012	
Cricket Practice Net Renewal Program	0	238,000	21,674	235,144	0	2,856	
Rec reserve turf resurfacing program	33,185	154,185	36,892	115,977	0	38,208	
Community Capital Works Grants Program	0	122,827	68,696	110,946	0	11,881	
Netball/Tennis Court Resurfacing Program	0	72,000	4,856	34,856	0	37,144	
Equestrian Trails Maintenance Program	0	63,000	1,058	63,000	0	0	
BMX Facility Asset renewal	0	49,000	5,864	16,864	24,550	7,586	
Upper Beaconsfield Recreation Reserve MP	0	30,000	15,480	20,640	0	9,360	
Pakenham Regional Tennis - Extension	0	0	949	949	0	(949)	
Total	—	3,128,028	7,308,789	2,383,353	6,389,614	24,551	894,624
Infrastructure - Parks & open space							
Officer District Park (Parent)	2,959,400	4,583,519	4,289,918	4,885,418	0	(301,899)	
Garfield Nth Cannibal Creek Comm Hub	2,027,992	1,327,064	38,936	835,936	491,128	0	
Playspace and supporting infra renewal	288,510	820,510	429,710	826,760	0	(6,250)	
Alma Treloar Master Plan	0	326,035	281,909	296,195	0	29,840	
O'Neil Rd Reserve	0	320,000	22,231	22,231	0	297,769	
Landscape renewal program	0	210,000	12,602	82,602	0	127,398	
Significant Reserve Program	0	78,000	3,145	78,000	0	0	
Shade tree program	0	71,000	0	71,000	0	0	
Tree planting program	0	55,000	0	32,000	0	23,000	
Puffing Billy Place Reserve Masterplan	0	35,683	9,725	14,725	0	20,958	
Basketball court renewal	0	12,000	892	12,892	0	(892)	
Open Space PRG (furniture & Misc) 2324FY	0	0	(3,800)	(3,800)	0	3,800	
PB Ronald Reserve	0	0	6,704	6,704	0	(6,704)	
Total	—	5,275,902	7,838,811	5,091,972	7,160,663	491,128	187,020

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Appendix 1 Capital Projects							
Project	2023-24 Approved Carry forward	2024-25 Total Funds Available	2024-25 Actuals YTD	2024-25 Current Forecast	2025-26 Proposed Carry Forward	2024-25 Savings / (Overspend)	
Infrastructure - Other infrastructure							
Capital Advancement Fund	0	451,700	0	0	0	451,700	
Remediation works - 24/25	0	311,000	0	311,000	0	0	
Public Art Program	90,000	140,000	7,000	140,000	0	0	
Total	—	90,000	902,700	7,000	451,000	0	451,700
Infrastructure - Off Street Car parks							
Oxford St, Lang Lang	493,471	553,880	524,226	525,126	0	28,754	
IYU Recreation Reserve (Parent)	477,800	544,139	253,846	544,049	0	90	
Alma Treloar Master Plan	204,417	204,417	223,749	227,987	0	(23,570)	
Total	—	1,175,688	1,302,436	1,001,821	1,297,162	0	5,274
Infrastructure - Footpaths							
LXRP Officer & Beaconsfield Fund Partner	0	1,411,000	1,166,268	1,486,526	0	(75,526)	
Sealed Pathway Renewal Program	0	1,016,000	504,701	998,116	0	17,884	
Footpath Network Expansion Program	0	300,000	296,038	296,038	0	3,962	
Gravel pathway resheeting Program	0	95,000	71,620	86,320	0	8,680	
EDRT - Menzies creek	0	10,757	17,040	17,040	0	(6,283)	
Total	—	0	2,832,757	2,055,667	2,884,040	0	(51,283)
Infrastructure - Drainage							
Drainage Renewal and Upgrade Program	0	827,392	53,749	532,749	0	294,643	
WSUD Assets Renewal Program	0	577,000	314,413	531,246	0	45,754	
Total	—	0	1,404,392	368,162	1,063,995	0	340,397
Infrastructure - Bridges							
Bridge Renewal Program	0	1,271,121	444,116	1,195,057	0	76,064	
Alma Treloar Master Plan	0	66,730	9,994	15,994	28,650	22,086	
Building Minor Renewal Program Reactive	0	8,300	2,984	32,484	0	(24,184)	
Total	—	0	1,346,151	457,094	1,243,535	28,650	73,966
Intangibles - Software (Intangible)							
IT Strategy	0	459,000	13,500	305,488	153,100	412	
Total	—	0	459,000	13,500	305,488	153,100	412

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Appendix 1 Capital Projects						
Project	2023-24 Approved Carry forward	2024-25 Total Funds Available	2024-25 Actuals YTD	2024-25 Current Forecast	2025-26 Proposed Carry Forward	2024-25 Savings / (Overspend)
Plant and equipment - Plant & machinery						
Plant Replacement Program	961,863	2,546,862	1,132,742	2,513,642	0	33,220
New Plant Program	215,813	215,813	202,722	505,573	0	(289,760)
Plant replacement program 2324FY	0	0	(44,125)	(44,125)	0	44,125
Total	1,177,676	2,762,675	1,291,339	2,975,090	0	(212,415)
Plant and equipment - Fixtures, fittings & furniture						
Furniture and Equipment Renewal Program	0	211,000	50,124	212,124	0	(1,124)
Total	0	211,000	50,124	212,124	0	(1,124)
Plant and equipment - Computers & telecomms						
Business improvement Program	680,626	680,626	248,109	531,715	150,022	(1,111)
EAC & MK System Upgrade Program	0	228,000	75,198	226,364	0	1,636
Total	680,626	908,626	323,307	758,079	150,022	525
Property - Land						
Land Acquisition	0	4,299,000	3,597,855	4,546,912	0	(247,912)
Rec Reserve lighting and power upgrade	200,000	319,674	233,732	270,589	0	49,085
Total	200,000	4,618,674	3,831,587	4,817,501	0	(198,827)
Property - Buildings						
Thewlis Rd Integrated Children's Centre	0	8,191,000	5,870,677	6,712,677	0	1,478,323
Upper Beaconsfield Recreation Reserve MP	0	3,779,000	281,919	3,779,000	0	0
Koo Wee Rup Bowling Club Pavilion	3,029,475	3,029,475	2,778,379	2,907,379	0	122,096
Building Minor Renewal Program Strategic	0	1,763,737	673,968	1,536,545	0	227,192
Building Minor Renewal Program Reactive	0	1,497,000	391,018	1,472,735	0	24,265
Cardinia Youth Hub (Parent)	0	1,000,000	190,324	363,119	598,718	38,163
Depot Upgrades	350,000	350,000	291,763	329,633	0	20,367
Brunt Rd Integrated Children's Centre	250,000	250,000	245,533	245,533	0	4,467
Disability Access Upgrade Program	0	240,000	143,351	251,744	0	(11,744)

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Appendix 1 Capital Projects							
Project	2023-24 Approved Carry forward	2024-25 Total Funds Available	2024-25 Actuals YTD	2024-25 Current Forecast	2025-26 Proposed Carry Forward	2024-25 Savings / (Overspend)	
Energy & Water Strategies Program	0	220,428	70,875	215,985	0	4,443	
Living Learning Refresh	0	182,000	4,636	39,636	0	142,364	
Community Capital Works Grants Program	0	163,032	62,597	152,437	0	10,595	
CCC Minor Building Works Program	0	157,100	1,014	136,014	0	21,086	
Universal Design (Incl Rec Pav Renewal)	0	157,000	25,592	157,000	0	0	
CCC Minor Equipment	0	101,000	56,176	101,000	0	0	
PB Ronald Reserve	97,000	97,000	93,563	93,563	0	3,437	
HVAC Renewal Program	0	30,000	1,109	13,809	0	16,191	
Basketball court renewal	0	6,331	0	0	0	6,331	
CCC minor equipment 2324FY	0	0	(11,520)	(11,520)	0	11,520	
Garfield Netball Pavilion - Upgrade	0	0	154,741	154,741	0	(154,741)	
Timbertop Integrated Children's Centre	0	0	1,180	1,180	0	(1,180)	
Total	—	3,726,475	21,214,103	11,326,895	18,652,210	598,718	1,963,175
Total	—	26,985,715	88,280,609	43,975,012	76,857,324	6,014,560	5,408,725

Source: PLM forecast at 31 Mar 2025

7.4.2 CONTRACT AWARD RFT000064 - BUILDING CLEANING & INTERNAL WASTE

Responsible GM:	Peter Benazic
Author:	Melissa Nichols
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>1.1 We empower our communities to be healthy, connected and resilient 1.1.4 Facilitate a partnership approach to create safer communities.</p> <p>2.1 We support the creation of liveable spaces and places 2.1.1 Advocate, plan for and deliver accessible community infrastructure and services that address community need. 2.1.2 Plan and maintain safe, inclusive and connected open spaces, places and active travel routes.</p> <p>3.1 We value our natural assets and support our biodiversity to thrive 3.1.2 Actively move towards zero waste through increasing waste recovery and reuse.</p> <p>5.1 We practise responsible leadership 5.1.4 Maximise value for our community through efficient service delivery, innovation, strategic partnerships and advocacy.</p>

Recommendation

That Council awards Contract RFT000064 – Cleaning and Internal Waste Services to Broadscope Facility Services Pty Ltd for an initial three (3) year term contract expiring 30 June 2028, with three (3) optional one (1) year extensions, subject to available yearly budget and satisfactory contractor review.

Executive Summary

This report is to be read in conjunction with the attached confidential Tender Evaluation Report.

This report recommends awarding Contract RFT000064 – Cleaning and Internal Waste Services to Broadscope Facility Services Pty Ltd for an initial three (3) year term, with three (3) optional one (1) year extensions.

The contract covers routine cleaning, internal waste management, ad hoc and event cleaning, and periodic deep cleaning across 40 Council-owned and managed facilities.

Following a public tender process and detailed evaluation of twenty-six (26) submissions, Broadscope Facility Services Pty Ltd has been identified as the preferred tenderer, offering the best value for money, while meeting Council's operational and reporting requirements.

The Tender submitted by Broadscope Facility Services Pty Ltd complies with all the Tender Conditions and their submission represents a best value outcome.

Background

Council maintains a diverse range of facilities, currently including 16 Maternal Child and Health Centres, 15 Public Halls and Community facilities, 2 libraries, 5 works depot buildings, the Cardinia Cultural Centre and the Civic Centre in Officer.

Cleaning and internal waste services is currently being delivered under a contract arrangement which was set to expire July 2024. To maintain service continuity while the procurement process was undertaken, Council approved a month-to-month extension of the contract. The new contract established through this tender process will ensure the ongoing delivery and reflect improved service delivery outcomes, including enhanced reporting requirements, greater flexibility for ad hoc and event cleaning, and robust Key Performance Indicators.

It is noted that cleaning services for public toilets, barbeque facilities, and hygiene management services are excluded from this tender and are subject to separate procurement processes.

Discussion

In line with Council's Procurement Policy and the *Local Government Act 2020*, a public tender process was undertaken to ensure a fair, transparent, and a competitive procurement process. The tender was advertised on Thursday, 30 January 2025, with the process open until Tuesday, 4 March 2025. During the open tender period, sixteen (16) clarification questions were raised by prospective tenderers, and two (2) formal addenda were issued to provide consistent and accurate information to all respondents. A total of twenty-six (26) submissions were received by the closing date.

To assist tenderers in understanding the requirements and expectations of the contract, Council facilitated site inspections on Tuesday, 11 February 2025 across key facilities. These inspections provided tenderers with the opportunity to view the types of facilities where services would be delivered and seek clarification where required.

A tender evaluation panel was established, comprising officers with relevant procurement, technical, and operational expertise. The evaluation process was undertaken in a thorough and structured manner. An initial pre-assessment check was conducted to confirm compliance with mandatory criteria, including the requirement for a valid licence under the Victorian Labour Hire Licensing Scheme. Submissions that failed to meet mandatory criteria were deemed non-conforming through the evaluation process.

Conforming tenders were assessed individually by panel members against both weighted and non-weighted criteria. Key considerations included compliance with the specified scope of services, past experience and performance, staffing and resources, communication and reporting processes, environmental and sustainability initiatives, and opportunities for innovation and value-add. Following individual assessments, the panel convened sessions to reach consensus scoring.

Based on the initial evaluations, the four (4) highest-scoring tenderers were shortlisted and invited to participate in interviews and clarification processes, providing further opportunity for the panel to seek additional information and validate key aspects of each submission. Adjustments were made to scoring where clarifications materially impacted the evaluation outcomes.

The final rankings of all tender submissions, based on the evaluation outcome, are summarised in the table below:

Rank	Contractor	Assessment Score
1	Broadscope Facility Services Pty Ltd	76.5
2	RP Facility Services Pty Ltd	72.5
3	Blue Sky Services Vic Pty Ltd	99
4	Clearworld Holdings Pty Ltd	62.5
5	Alpha Corporate Property Services Pty Ltd	85.5
6	Command51 Pty Ltd	80
7	Higeniq Cleaning Services Pty Ltd	56
8	Cleaning Wizard Australia Pty Ltd	58.5
9	Elite Property Care Pty Ltd - Hygex	76
10	Just Focus Pty Ltd	64.5
11	KADD Facility Group Pty Ltd	67
12	SCC (SA) - Southern Cross Cleaning Pty Ltd	74
13	Tidy Hands Facility Services Pty Ltd	58
14	Shiners Group Pty Ltd	61
15	Facility Co Pty Ltd	55.5
16	The Trustee for The Pickwick Cleaning Services Unit Trust	61
17	Zancott Knight Pty Ltd	41.5
18	AM Retail Services Pty Ltd	37.5
19	Advanced National Services Pty Ltd	47
20	The Trustee for I Shine Family Trust Pty Ltd - HygeniaOne	28
21	Storm International Pty Ltd	76.5
22	JSD Operations Pty Ltd	28.5
23	The Trustee for Wayne Cleaning Service Unit Trust	49.5
24	Brilliant Office Cleaning Pty Ltd	Non-conforming

25	See Through Property Services Pty Ltd	Non-conforming
26	HCV Cleaning Pty Ltd	Non-conforming

Please note the above Table reflects the qualitative scores only from the evaluation. The tender evaluation included the pricing component as a key aspect of the evaluation process and these details are provided in the confidential attachment to protect commercial in confidence information.

The recommendation put to Council has been made following tender evaluation in accordance in the tender evaluation plan, including qualitative assessment, interviewing shortlisted suppliers and value for money (pricing) assessment.

Throughout the tender process, emphasis was placed on achieving value for money, managing risks to Council, and identifying a contractor with proven capability to deliver reliable, high-quality services across Council's facilities portfolio. The evaluation panel concluded its assessment in May 2025, with agreement reached on a preferred tenderer.

The evaluation process was comprehensive, transparent, and rigorous, providing Council with confidence in the recommendation of this report presented for endorsement.

Policy Implications

The services of this contract aligns with Council strategies, policies, and plans, such as:

- Buildings and Facilities Maintenance Policy
- Sustainable Environment Policy

Financial and Resource Implications

The contract value is subject to annual adjustments based on the Consumer Price Index (CPI) or the relevant Wage Award increase, whichever is greater.

The contract value is to be managed within the yearly operational budget allocation for Cleaning Services. The remaining operational budget is allocated for the delivery of Public Amenities and Barbeque cleaning, and Hygiene Services contracts.

The contract cost will continue to be included within the future years operational budget for cleaning services, with annual adjustments as noted.

Climate Emergency Consideration

The contract has been thoroughly structured to embed sustainable practices and promote environmental protection throughout the delivery of this service.

The contract specification mandates the use of environmentally safe cleaning products, requiring contractors to utilise cleaning agents certified to recognised environmental standards where available. Preference is given to products that are biodegradable, non-toxic, and low in volatile organic compounds (VOCs), thereby minimising harm to both human health and the environment.

Additionally, the contract requires sustainable waste management practices, including maximising recycling and minimising landfill through effective internal waste separation, and education where applicable. Contractors are also required to demonstrate how they will minimise resource usage, including water and energy, through their delivery of the service.

Furthermore, tenderers were evaluated on their commitment to environmental sustainability during the tender assessment process, ensuring alignment with the Council's broader

environmental objectives. Ongoing contract management includes the monitoring of environmental performance to support continuous improvement in sustainable outcomes over the life of the contract.

Through these measures, the Cleaning and Internal Waste Contract actively supports Council's climate emergency response by reducing environmental impacts associated with cleaning operations and internal waste management across Council facilities.

Consultation/Communication

Consultation occurred with relevant stakeholders throughout the development of the service specifications. The requirements of the specification were discussed through various meetings with stakeholders and inline with Council standards.

Conclusion

Following a rigorous and compliant tender process, Broadscope Facility Services Pty Ltd has been identified as the preferred tenderer for Contract RFT000064 – Cleaning and Internal Waste Services.

Their submission demonstrates strong capability, service quality, innovation, and a value for money outcome.

It is recommended that Council awards the contract accordingly to ensure the delivery of high-quality cleaning and internal waste services across Council facilities.

Confidential Attachments

The Confidential Attachment (listed in Attachments section) – Confidential Attachment 1 - RFT000064 Cleaning and Internal Waste - Tender Evaluation Report – is designated confidential information pursuant to the Act, s.3(1)(g) Private commercial information, being information provided by a business, commercial or financial undertaking that—(i) relates to trade secrets; or (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;.

Attachments

1. Confidential Attachment 1 - RFT000064 Cleaning and Internal Waste - Tender Evaluation Report [7.4.2.1 - 25 pages]

7.4.3 CONTRACT EXTENSION CT000102 - MICROSOFT LICENCING

Responsible GM:	Wayne Mack
Author:	Casey Baker
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:	5.1 We practise responsible leadership 5.1.2 Manage our finances responsibly and leave a positive legacy for future generations.

Recommendation

That Council extends contract CT000102 to Data#3 for the provision of Microsoft Licensing, until 30 September 2028.

Executive Summary

The contract for Microsoft Licensing was awarded to Data#3 by Council on 17 April 2023, utilising MAV Procurement collaborative contract.

The initial term of the contract is nearing completion. MAV Procurement have exercised the available extension option with a new expiry set for 30 September 2028. Approval is sought to continue with this engagement.

Background

Council use Microsoft software extensively throughout Council operations. The licensing is not provided directly from Microsoft, rather through third party agents, to which Council can form a contract.

In May 2020, MAV Procurement ran a public tender on behalf of all Victorian councils, which complied with the requirements of Cardinia's Procurement Policy and the Local Government Act 2020. Utilising this collaborative opportunity ensures that Council optimises all pricing benefits available.

In April 2023, Council approved Data#3, a listed supplier with MAV Procurement and awarded contract CT000102 with an expiry set for 24 April 2025. This contract remains active, and MAV Procurement have since exercised one of the available extension options, with the new expiry date set for 30 September 2028.

Data#3 have successfully provided this service to council as the licenced reseller of Microsoft products. Although the price council pays is determined by Microsoft, the offering by Data#3 has been excellent during the delivery of this service.

Council wishes to continue access for the purposes of gaining best value for the licensing required, and therefore, it is recommended that this engagement be extended to align with the new expiry date.

Policy Implications

The extension amendment is in line with requirements of the Procurement Policy.

Financial and Resource Implications

All Information Technology costs are budgeted during each year's operational budget process, including the annual licensing costs for Microsoft suite of products. The final price is determined according to the number of user licenses, and the type of license required.

The fees are determined by Microsoft themselves and passed through by the licenced reseller. To ensure councils receive the best possible discount, MAV Procurement conducted a collaborative procurement process on behalf of all Victorian Councils, leveraging combined demand to secure the maximum volume-based discount and added value from resellers.

Utilising today's volume and factoring in the expected growth and price increase for the licence, it is expected that the cost over the 3-year extension is \$2,500,000, excluding GST.

Conclusion

It is recommended that Council supports the continuation of CT000102, and Data#3 are contracted to the new expiry date of 30 September 2028.

Attachments

Nil

7.5 Activity Reports

7.5.1 ENVIRONMENT COUNCIL PLAN INITIATIVES QUARTERLY REPORT

Responsible GM:	Peter Benazic
Author:	Desiree Lovell
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>3.1 We value our natural assets and support our biodiversity to thrive</p> <p>3.1.1 Partner with community, business and industry to take action on, and adapt to, climate change.</p> <p>3.1.2 Actively move towards zero waste through increasing waste recovery and reuse.</p> <p>3.1.3 Work with community to improve and manage our natural assets, biodiversity and cultural heritage.</p> <p>3.1.4 Plan and advocate for better water cycle planning and management to reduce environmental impacts.</p> <p>3.1.5 Facilitate community stewardship to build preparedness for natural threats.</p>

Recommendation

That Council notes this report.

Executive Summary

This quarterly report provides an update on projects, services and actions that are undertaken by Council to deliver on the Council Plan focus area number three: thriving environments and its associated initiatives.

Priority: We value our natural assets and support our biodiversity to thrive

We place a high value on our natural assets and biodiversity. We take action to help our natural assets and biodiversity thrive and build their resilience to climate change and natural hazards. We enhance green spaces and habitat links, support our communities to live sustainably, and champion sustainable development and waste management practices.

Council Plan initiatives

The initiatives have been categorised according to the Sustainable Environment Policy (SEP) 2018– 28 themes of: Biodiversity, Climate change, Water, Waste and resource recovery. The SEP is the roadmap for the future direction of Council's environmental and sustainability strategies, plans and activities.

The report includes projects, initiatives and programs that are delivered by the following business units:

- Environment and Heritage
- Infrastructure Services
- Building and Facilities
- Community Infrastructure Delivery

Background

There are a broad range of projects, services and actions delivering environmental benefits throughout the organisation. While many of these occur within or are led by the Environment and Infrastructure Group, most of the organisation is involved in environmental sustainability to some degree.

Council Plan initiatives and how they link to the Sustainable Environment Policy themes:

- Biodiversity
 - Implement initiatives in the Biodiversity Conservation Strategy
- Climate change
 - Implement initiatives in the Aspirational Energy Transition Plan
- Water
 - Implement initiatives in the Integrated Water Management Plan
- Waste and resource recovery
 - Implement the action plan for the Waste and Resource Recovery Strategy

This report also covers the Council Plan initiative: actively protect key heritage sites within the shire.

Project update

Project updates are included in the attached report.

Attachments

1. Attachment 1 - Environment Council Plan initiatives quarterly report - March 2025
[7.5.1.1 - 9 pages]

Biodiversity

Council Plan initiative

- Implement initiatives in the *Biodiversity Conservation Strategy*

This section also includes updates on the implementation of the *Weed Management Strategy*

Results of growling grass frog survey

Description	Threatened species management - growling grass frog survey
Funding	These surveys are funded by Council.
Update	<p>In November and December 2024, a consultant was engaged to survey 80 dams and wetland across Nar Nar Goon, Koo Wee Rup and Pakenham for the presence of the growling grass frog (GGF).</p> <p>GGF were heard at 19 locations including Nar Nar Goon, Pakenham and Koo Wee Rup. The greatest concentration of GGF was in the 'Waterways' estate in Koo Wee Rup where 15 individuals were heard. A total of seven different frog species were noted during the survey.</p> <p>GGF were heard within 2 kilometers of the Cardinia Road employment precinct which provides an opportunity for GGF to recolonise the precinct via the 20 GGF wetlands being constructed throughout the precinct.</p> <p>When comparing records of surveying efforts in 2002-2009 there appears to be a general decline in the presence of the species. Drying climate in addition to incremental land clearing are likely contributing causes to the decline.</p>

Biodiversity education and plant giveaway

Description	Council partnered with Myli to hold a biodiversity education program at Pakenham Library during the Pakenham Show on Saturday 15 March.
Funding	This program was fully funded by Council.
Update	<p><i>Labcoat Learning</i> was engaged to deliver an interactive bee display, featuring live bees in a safely secured observation frame, wax comb, larvae, and pollen. Attendees learned about creating bee-friendly gardens, native bees, and ways to support them. The highlight for many was witnessing bees hatching.</p> <p>Council complemented the display with an indigenous plant giveaway, offering free bee-attracting species such as hop goodenia, cut-leaf daisy, and prickly tea tree. All 150 plants and gardening for wildlife information were eagerly taken home by residents.</p> <p>The program was a buzzing success with all ages, with engagement statistics showing:</p> <ul style="list-style-type: none"> • 107 school-age kids (5-14) • 69 early years (0-4) • 29 teens over 14 • 204 adults <p>Overall, the event was a wonderful success, fostering a deeper understanding and appreciation of bees and their importance in our ecosystem.</p>

Successful grant application for Pepis Land wetland restoration project

Description	Council applied for a grant under the Melbourne Water Liveable Communities, Liveable Waterways Program for revegetation works to be undertaken at Pepis Land as part of the wetland restoration project.
Funding	This project has been fully funded by Melbourne Water.
Update	<p>Last year willow trees, which are classified as a weed species in Cardinia Shire, were removed from in and around the wetland area at Pepis Land. Stage 2 of the project was to install a deer exclusion fence, which has been done this year. Stage 3 is to revegetate the site, which would have been done over a couple of years using Council funds.</p> <p>However, Council has been successful in receiving a grant of \$50,000 towards the purchase and installation of 10,000 indigenous plants, sourced from local nurseries, allowing for these works to be brought forward and a mass planting to be undertaken all at once.</p> <p>The grant complements the works already undertaken at Pepis land, including the removal of willow trees and installation of deer exclusion fencing. The fence is approximately 500m in circumference and 2m high. Recent video data showed the presence of sambar deer. This fencing will be integral in protecting the 10,000-plant installation, funded by Melbourne water, which will be planted out in 2026.</p> <p>The plants will be ordered in preparation for planting in autumn 2026 and will be chosen to create a suitable habitat as well as a food source for local native wildlife.</p> <p>In the coming years, Pepi's Land will transform into a beautiful indigenous reserve, offering a natural environment for the diverse community of Emerald and surrounds. Families, nature enthusiasts and dog walkers, will benefit from this transformation. It will also be a great example of strategies for protecting and enhancing our natural environment.</p>

Sycamore Blitz at Emerald Lake Park

Description	Friends of Emerald Lake Park (FELP) held their annual Sycamore Blitz at Emerald Lake Park during March in partnership with Emerald Secondary College students, members of Emerald Rotary and Council
Funding	These events were supported by Council officers
Update	<p>During March, Friends of Emerald Lake Park hosted 3 events to control the Sycamore Maple Tree weed species at Emerald Lake:</p> <ul style="list-style-type: none"> • Working bee • Community day with Emerald Rotary • School day with 16 year-10 students from Emerald Secondary College <p>The school day is always a highlight for the friends group, being able to interact with young members of our community and instil a love of the natural environment and learning how to care for the park. On the day 5 members of the friends group attended along with a Landcare facilitator from the Cardinia Environment Coalition and 4 Council Natural Reserve Rangers.</p> <p>Over the three events, a large number of small sycamores were removed, complimenting work done at the park to remove larger seeding trees over the past few years with grants obtained by FELP. Old tree guards (from previous revegetation works) were also removed.</p>

Climate change

Council Plan initiative

- Implement initiatives in the *Aspirational Energy Transition Plan*

This section also includes projects that are run by South-East Councils Climate Change Alliance (SECCCA), of which Cardinia Shire is a partner.

Energy improvement, electrification and battery grants

Description	In 2024, Council officers applied for funding for energy improvement, electrification works and battery energy storage under the following grants programs.
Funding	Successful funding from the Australian Government and the Victorian Government.
Update	<p>Australian Government’s Community Energy Upgrades Fund: application was to support the ongoing electrification of Cardinia Life and Cardinia Cultural Centre. These are two of Council’s highest gas using sites.</p> <ul style="list-style-type: none"> • Cardinia Life works include upgrading hot water systems and air conditioning units. • Cardinia Cultural Centre works include upgrading an air handling unit. <p>Victorian Government’s 100 Neighbourhood Batteries Program: two applications were submitted:</p> <ul style="list-style-type: none"> • Bunyip Hall: install a behind-the-meter battery and switchboard upgrades. • Koo Wee Rup Community Centre: install 5 kilowatts (kW) of additional solar power, a behind-the-meter battery and switchboard upgrades. <p>The installation of the community batteries will enable facilities to act as community hubs during power outages, providing a place to access hot water, cook meals and maintain social connection. Critically, they will ensure a spread of batteries across the shire, complementing installations in Emerald, Cockatoo and Gembrook and a planned battery installation in Upper Beaconsfield.</p> <p>Council received notification that all applications were successful in February 2025. Works are scheduled to proceed in 2025-26 with planning underway.</p>

PrimeSCI! education at Deep Creek Reserve

Description	<p>The program, held onsite at Deep Creek Reserve, offers local school groups a hands-on opportunity to explore the biodiversity of the demonstration wetlands, observe temperature variations in man-made and natural environments, and understand the benefits of renewable energy in mitigating climate change impacts.</p> <p>Additionally, the program highlights the environmentally sustainable design (ESD) features of the building, showcasing practical applications of sustainability.</p>
Funding	Under the Climate Change Adaptation Strategy, Council makes a small contribution to this program.
Update	<p>In 2025, Council has partnered with PrimeSCI! Swinburne University to offer additional STEM (Science, Technology, Engineering and Mathematics) excursions, aligned with the Victorian curriculum, available to schools at a service cost.</p> <p>This initiative broadens the environment education opportunities for schools in the community, covering topics across biodiversity, water and climate change themes. These excursions will aim to provide students with a comprehensive understanding of environmental science and sustainability locally, fostering a deeper appreciation for our natural environment and the importance of climate change mitigation and adaptation.</p>

Heritage

Council Plan initiative

- Actively protect key heritage sites within the shire

Heritage grants open

Description	<p>The annual heritage grant program opened on Friday 28 March and closes at 3pm on Friday 30 May 2025. The grant program helps support our community in identifying, preserving, managing and promoting Cardinia Shire’s heritage places.</p> <p>Grants of up to \$5,000 in matched funding are available to help repair or conserve places and sites of heritage significance.</p> <p>To be eligible for the Heritage grant program, the site, place, tree or hedge must be in an area covered by the Cardinia Shire Planning Scheme Heritage Overlay. There are two grant categories available:</p> <ul style="list-style-type: none"> • Category 1: sites that are open to the public. • Category 2: private sites, not open to the public.
Funding	This grant program is fully funded by Council.
Update	To promote the heritage grant program and encourage submissions, a letter and accompanying fact sheet were sent out in March 2025 to all owners and occupiers of heritage places that are covered by a heritage overlay in Cardinia Shire.

Water

Council Plan initiative

- Implement initiatives in the Integrated Water Management Plan

Water balance modelling

Description	<p>A water balance model for Cardinia Shire will help to guide Integrated Water Management planning into the future. The model will simulate and track the movement and storage of different water sources entering the municipality, by accounting for inputs (like rainfall and groundwater) and outputs (like stormwater runoff and evaporation).</p>
Funding	This project is funded by Council.
Update	<p>The development of a water balance model for the shire has commenced and is expected to be completed by the end of June 2025. The model will assist in understanding the impact of land use changes, climate change, and other environmental factors on water resources in Cardinia Shire that may be an ongoing challenge into the future.</p> <p>The model will help to inform decisions about water management, such as stormwater capture and irrigation opportunities for open spaces and sports reserves which are typically high-use sites.</p>

Waste and resource recovery

Council Plan initiatives

- Implement the action plan for the Waste and Resource Recovery Strategy

Christmas cardboard drop off results

Description	Council hosts a cardboard drop-off event each year to support residents with their excess cardboard and paper recycling during the festive season. The drop-off reduces overflowing recycling bins and illegally dumped rubbish and provides an alternative to burning cardboard waste.
Funding	The project is fully funded by Council's Garbage Charge.
Update	<p>Council held the third annual Christmas cardboard and wrapping paper drop-off event in December 2024. The event was held at Future Recycling Transfer Station in Pakenham over 6 days between Friday 27 December 2024 and Saturday 11 January 2025. Note: all surrounding transfer stations including Lysterfield and Drouin accept cardboard for free throughout the year.</p> <p>The event was highly successful with 1509 vehicles attending (513 more than last year), and 570 cubic metres of cardboard and paper recovered (468m³ more than last year). The cost of the event was \$40,099.50 (excl. GST) a significant increase from last year due to the unexpected volume.</p> <p>In response to the increased popularity and cost of this event, a new contractor and new service model will be rolled out in 2025 and 2026 and will include an expanded list of items that can be collected including textiles, soft plastics, polystyrene and e-waste (in addition to cardboard).</p> <p>Council will continue to support these types of drop-off events to ensure resources are recovered and recycled effectively in the shire. Council will continue to review and evaluate these types of drop-off programs to ensure effectiveness and value for money, making necessary adjustments where required.</p>

Food and garden bin promotion

<p>Description</p>	<p>Council's food and garden waste bin is an optional service, with approximately 65% of residents using the service. Once collected, the material is turned into compost and used on farms and gardens across Victoria.</p> <p>In preparation for Recycling Victoria's kerbside reform, which mandates the food and garden waste bin to become universal for all Victorian households, Council ran a 2-month promotion to increase awareness and uptake, making this transition easier for households.</p> <p>To compliment this promotion Council also ran a compost giveaway program. Residents who have a food and garden waste service could collect two 25L bags of compost to use on their gardens at home, demonstrating circular economy in action.</p>
<p>Funding</p>	<p>This project is jointly funded by Sustainability Victoria's Household Education Fund and Council's garbage charge.</p>
<p>Update</p>	<p>The food and garden waste education campaign covered a wide range of communications channels and platforms, including:</p> <ul style="list-style-type: none"> • social media posts and advertising • website updates • newspaper advertisements • shopping centre screens • flyer • down to earth e-newsletter • on-hold message <p>Registration for the community compost giveaway program opened 20 February with all registrations filled and 540 bags of compost given away in just four weeks.</p> <p>Registered households collected their compost from the Cardinia Environment Coalition Nursery Coalition Nursery at Deep Creek Reserve in Pakenham on Fridays 9am-12pm (midday) or the last Saturday of each month 9am- 12pm (midday)</p> <p>Due to the high community take-up, we hope to support this program again in the future.</p>

Clean up Australia day wrap up

Description	<p>Clean Up Australia Day is the nation's largest community-based environmental event, which started 35 years ago.</p> <p>The community was encouraged to sign up for the Clean Up Australia Day on 2 March. Schools and local businesses were also encouraged to sign up for Business Clean Up Day on Tuesday 25 February and Schools Clean Up Day on Friday 28 February.</p> <p>Groups registered with Clean Up Australia receive a free clean up kit including bags, gloves, first aid kit and support. Council helps participants by collecting and disposing of the rubbish collected from community events and participated in the Business Clean Up Day.</p> <p>Clean Up Australia Day event supports Waste and Resource Recovery Strategy action item 29: <i>Continue to support community led litter-reduction initiatives such as "Clean up Australia Day".</i></p>
Funding	This program is supported by Clean Up Australia. Clean-up costs are fully funded by Council Garbage Charge
Update	<p>In Cardinia Shire, 25 registered clean-up events were organised with over 300 volunteers helping clean our local parks, reserves and open spaces. Some clean-up events were attended by Councillors and staff who contributed to the success of the day.</p> <p>Out of 25 registered sites, there were 6 school groups, 3 business groups, and 16 community groups. Council assisted 13 groups with rubbish collection and disposal after their clean up event.</p> <p>Soft plastic packaging, cardboard, vapes, plastic bottles and drink cans were amongst the commonly reported items collected by volunteers. Other bulky items found included tyres, scooters, furniture, green waste and timber were also collected and removed from the shire's local environment.</p> <p>Overall, Clean Up Australia Day 2025 was a great success, and Council will continue to support clean up events throughout the year.</p>

Events wrap up

Description	Council's waste team regularly attends community events between February and April to engage with the community. Attending these events provides the opportunity to answer resident questions, host sorting games and quizzes around truck safety, promote upcoming events and free drop-offs and discuss various projects delivered by Council.
Funding	This initiative is funded by Council Garbage Charge.
Update	<p>Between February and April, the waste education team attended the following community events:</p> <ul style="list-style-type: none"> • Upper Beaconsfield Village Festival- Sunday 16 February • Pakenham Show- Saturday 15 March • Bunyip Agricultural Show- Sunday 23 March • Yakkerboo Festival- Sunday 27 April <p>Each event had range of engagement activities for all ages including waste sorting games, a quiz, flyers, booklets, stickers, handouts and an opportunity to sit inside a waste truck and take photos.</p>

Good sort program results

<p>Description</p>	<p>Council’s bin inspection program, known as the Good Sort Program, provides direct feedback to households on waste sorting and contamination of the recycling and food and garden waste bins, using bin tags.</p> <ul style="list-style-type: none"> • If no contamination is found, bins will receive a green “<i>Thanks for being a good sort!</i>” tag and go into a draw to win a gift card from a local sustainable greengrocer. • Minor contaminated bins will receive an orange “<i>Oops!</i>” tag, providing information and education for future use. • Highly contaminated bins will receive a red “<i>Oh no!</i>” tag, and the bin will be rejected (not emptied until the contamination is removed). <p>This program supports our collection and processing contract obligations to provide education and reduce contamination, particularly regarding hazardous items (gas bottles, e-waste, chemicals).</p>
<p>Funding</p>	<p>The project is fully funded by Council’s garbage charge.</p>
<p>Update</p>	<p>A two-year (plus one) contract has been awarded to APC Waste Consultants to perform these inspections.</p> <p>APC commenced inspections in January 2025, completing over 2,000 inspections between then and March. This program has created measurable impact on kerbside recycling and waste sorting behaviour. A total of 2005 kerbside recycling bins were inspected:</p> <ul style="list-style-type: none"> • green tags applied 1775 • orange tags applied 122 • red tags applied 108 <p>Council will continue delivering this program as it is proven to address and reduce kerbside bin contamination, encourage individuals to adopt more sustainable behaviours, and help Council make informed decisions to improve kerbside bin contamination management strategies.</p>

What is coming up?

- Australian Heritage Festival – guided tour of Nobelius Heritage Park hosted by Emerald Museum Committee – Sunday 18 May
- Trees for weeds and wildlife gardening event Saturday 31 May
- Winter hard waste promotion (June- August)
- Waste drop-off weekend – July (textiles, cardboard, soft plastics, polystyrene and e-waste)
- Plastic free July
- Spark – truck fire CCC exhibition
- Waste strategy community survey
- Green waste drop-off event dates for 2025 are now on Council's website.

For more upcoming events, please subscribe to Council's environmental newsletter – Down to earth
www.cardinia.vic.gov.au/downtoearth

7.5.2 COMMUNITY ENGAGEMENT UPDATE

Responsible GM:	Wayne Mack
Author:	Emma Wilkinson
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:	5.1 We practise responsible leadership 5.1.1 Build trust through meaningful community engagement and transparent decision-making.

Recommendation

That Council notes the community engagement activities being undertaken in May 2025.

Executive Summary

This report provides a monthly update on Council's community engagement opportunities commencing or continuing in May 2025.

Background

Community engagement is a process whereby Council uses a variety of methods to proactively seek out information and feedback from the community, including their values, concerns, ideas and aspirations. Where possible and when required by legislation, Council will include the community in the development and delivery of identified initiatives and projects. This practice establishes an ongoing partnership, ensuring that community members continue to shape Council's decision making and implementation process.

Council's Community Engagement Policy, which was recently reviewed and updated, sets out Council's accountability for, and commitment to, providing authentic and meaningful community engagement practices. The Policy meets the requirements of the *Local Government Act 2020* and Council's commitment to undertaking best practice, high quality community engagement activities to receive input, feedback and ideas from the community on Council projects, services, plans, policies, strategies and other Council decisions.

Council uses the IAP2 Spectrum of Public Participation (see below) as the model for its community engagement activities depending on the nature of the project, legislative requirements affecting the project and level of influence the community can have on the project, the risk and level of complexity of the project and available resources.

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
EXAMPLE TOOLS	<ul style="list-style-type: none"> • Fact sheets • Websites • Open houses 	<ul style="list-style-type: none"> • Public comments • Focus groups • Surveys • Public meetings 	<ul style="list-style-type: none"> • Workshops • Deliberative polling 	<ul style="list-style-type: none"> • Citizen Advisory committees • Consensus building • Participatory • Decision-making 	<ul style="list-style-type: none"> • Citizen juries • Ballots • Delegated • Decisions

Discussion

N/A

Policy Implications

Community engagement is undertaken in line with Council's Community Engagement Policy.

Financial and Resource Implications

The activities undertaken fall within Council's existing budget and resourcing.

Climate Emergency Consideration

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

Consultation/Communication

This month, the following Engagement Plans are being implemented:

Project	Project description	Details of Engagement	Responsible Business Unit
Draft Budget 2025-2026 and draft Rating and Revenue Plan 2025-2029.	To invite feedback on the draft Budget 2025-2026 and Draft Rating and Revenue Plan 2025-2029.	Engagement period: Opened 15 April to 9 May 2025 through: <ul style="list-style-type: none"> • Council's social media, e-news, media releases including local e-news. • Engagement pop ups across the shire on the Council Plan. • Direct promotion to community groups, associations and advisory committees. 	Corporate Services
Draft Upper Beaconsfield Masterplan.	To invite feedback on the draft 10-year Masterplan.	Engagement period: Opened 29 April to 26 May 2025 through: <ul style="list-style-type: none"> • Council's social media, e-news, media releases including local e-news. • Onsite engagement pop up 6 May 2025. • Direct promotion to users of sports, scout, riding groups, primary school and local community. 	Community & Planning Services
Proposed upgrades to the off leash fenced dog park at the Almar Treloar Reserve, Cockatoo.	To invite feedback on the proposed upgrades to the dog park and drainage to ensure the site is accessible in all seasons.	Engagement period: 30 April to 26 May 2025 through: <ul style="list-style-type: none"> • Council's social media, e-news, media releases including local e-news. • Community engagement pop up 3 May at Cockatoo market. • QR coded signage posters onsite and around the reserve. 	Community & Planning Services

<p>Proposed upgrade to BMX Bike tracks in Bunyip.</p>	<p>To invite feedback on usage of tracks to inform proposed upgrade.</p>	<p>Engagement Period: 30 April to 28 May through:</p> <ul style="list-style-type: none"> • Council's social media, e-news, media release, youth services Instagram and local e-news. • Promotion targeting young people at local primary schools, playgroups, kindergarten and community sports and pony clubs. • QR coded posters on site and community notice boards. 	<p>Community & Planning Services</p>
<p>Draft Nar Nar Goon Township Strategy.</p>	<ul style="list-style-type: none"> • To invite feedback to inform the development of a draft Township Strategy which aims to: • Highlight key issues of importance • Provide a clear blueprint for future development • Help the community attract funding for priority projects • Offer a coordinated approach to social, cultural, and economic development. • Identify opportunities for tourism and promotion. 	<p>Engagement period: 5 May to 13 June 2025 through:</p> <ul style="list-style-type: none"> • Promotion via Council's social media, e-news and media release to gather online feedback. • Letters to local landowners, businesses, progress association and sports clubs inviting feedback. 	<p>Community & Planning Services</p>
<p>Phase 1 consultation to inform the renewal of the Waste Resources and Recovery Strategy.</p>	<p>To invite feedback to inform the future direction of waste services, education and advocacy in a draft Waste Resources and Recovery Strategy 2026 – 2036.</p> <p>Phase 2 consultation on the renewed draft strategy is planned for 2026.</p>	<p>Engagement Period: 12 May to 9 July 2025 through:</p> <ul style="list-style-type: none"> • Council's social media, e-news, a media release to gather online feedback. • Community engagement pop ups across the shire and at waste education events and activities to promote the opportunity to give feedback. • Collateral ie QR coded posters/post cards at Council owned facilities including libraries. 	<p>Infrastructure & Environment</p>

<p>Stage 2 Greenland Reserve, Garfield Playground Upgrade.</p>	<p>Share the Stage 2 concept plan for the playground upgrade.</p>	<p>Engagement Period: 12 May to 9 June 2025 through:</p> <ul style="list-style-type: none"> • Council's social media, e-news, a media release to gather online feedback. • Direct promotion primary school, Kindergarten and local community. 	<p>Community & Planning Services</p>
<p>Community Capital Works Grants (CCWG) grants application process.</p>	<p>Share information including:</p> <ul style="list-style-type: none"> • the removal of a grants category 1 • invite feedback on a simplified application process <p>Both actions will inform the review of the CCWG policy and guidelines.</p>	<p>Engagement Period: 26 May to 23 June 2025 through:</p> <ul style="list-style-type: none"> • Information sessions for community asset committees. • Promotion via local community groups to gather online feedback via Creating Cardinia website. 	<p>Community & Planning Services</p>
<p>O'Neill Road Masterplan Beaconsfield.</p>	<p>To invite feedback to inform Phase 2 of the Masterplan.</p>	<p>Engagement Period: 26 May to 23 June 2025 through:</p> <ul style="list-style-type: none"> • Council's social media, e-news and media release to gather online feedback. • Promotion to local sports clubs, user groups, primary school and surrounding residents. 	<p>Community & Planning Services</p>

Conclusion

This report outlines projects for engagement that can be promoted to the community this month to support awareness and encourage participation, while also assisting Council in the delivery of the Council Plan Action.

Attachments

Nil

7.5.3 Q3 PERFORMANCE & GROWTH REPORT 2024-25

Responsible GM:	Wayne Mack
Author:	Owen Hardidge, Porshia Sidhu
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:	5.1 We practise responsible leadership 5.1.1 Build trust through meaningful community engagement and transparent decision-making. 5.1.4 Maximise value for our community through efficient service delivery, innovation, strategic partnerships and advocacy.

Recommendation

That Council receive and note the contents of the Performance and Growth Reports for Quarter 3 2024-2025.

Executive Summary

The Performance and Growth Reports for Quarter 3 2024-25 show various results in performance across the organisation and growth across the Shire.

Background

This report and the attachments are a collection of reports and information prepared for Councillors and the community every quarter. They are consistent in appearance and there data sources to allow for accurate comparison over time. While they represent a small proportion of the activity of Council, the reports try to address areas of common Councillor and community interest.

A reference document is included as Attachment 5, which provides descriptions and explanations of the various components of the various metrics accompanying this report.

Further information about “Service Level” statistics that relate to Customer Requests that are “closed upon inspection”

In recent briefings, Councillors have discussed the processes and reporting that relates to customer requests being closed prior to the service being completed, or upon transfer to other departments. In particular, customer requests relating to civil maintenance and Council trees are typically closed upon inspection, and the customer advised of next steps.

The current approach to these customer request, are:

- **Direct Communication:** Officers who did the inspections attempt to make phone contact if a contact number is provided or otherwise communicate via email or SMS. This establishes a second level of contact before the customer request is officially closed.
- **Call Centre Support:** Any callbacks are channeled through the Call Centre's 1300 number, ensuring that follow-up requests are directed back to the Operations contacts as needed.
- **Data Collection:** We are working to improve the consistency of messaging and ensure uniform treatment of different types of customer requests. The Customer Support Centre helps us collect statistics and information about calls, although the current data has limitations.
- **Analysis and Improvement:** As a result of recent Councillor briefings conversations, we have reviewed the data available regarding customer callbacks and follow up enquiries for this cohort of customer requests. While the data is not precise, we can indicate that over

the past 12 months, we have received approximately 2,900 total **contacts** related to sealed and unsealed roads. About 92% resulted in *new CRMS* requests for action (that is, they most likely related to a **new** issue), while approximately 6 - 8% of customer contacts did **not** result in a new customer request. This is most likely because the contact related to an *existing customer* request, and the call was actioned to the Operations Customer Service Officers to reply to. We aim to collect better information regarding this call cohort, to better understand the reasons and causes of this follow-up work.

- We are adapting the language in the public reports relating to “Service Levels” for these categories of customer request, to indicate that the “Service level” is a “Reactive Inspection Service Level”, with clarifying text.

Future Plans:

- **Detailed Data Collection:** We plan to perform further analysis on follow-up requests to better understand the reasons behind them, such as unmet timeframes or worsening conditions.
- **Current Operations Civil Maintenance Service Review:** The current Civil Maintenance Service which is at latter stages, is expected to include recommendations on managing customer requests, and they will naturally be considered for implementation as appropriate.

Summary of results for Quarter 3 2024-25

Council Plan initiatives



The Council Plan 2021-25 was adopted on Monday 21 June 2021. This is the last reporting year for the new Council Plan.




We are committed to 27 Council Plan initiatives for 2024-25. All are on track for timely completion except 1. Please refer to Attachment 2 for details. The Council Plan is structured around five strategic objectives that underpin the overarching strategic direction for the term of the Plan. Under each strategic objective is a series of strategies, initiatives, and indicators. Council initially adopted 28 Council Plan initiatives for 2024-25. After reviewing the “Implement the Business Innovation Strategy” initiative with Councillors, it was decided to integrate this priority into the Economic Development Strategy. Consequently, this initiative is not included in the current Financial Year reporting.





Key results to note this quarter

The following table identifies some of the key changes or trends that are reflected in the attached reports:

<p>LGPRF indicators showing improvement</p>	<ul style="list-style-type: none"> • Animals reclaimed has increased from 42.2% to 58.3% • Time taken to action animal requests has decreased from 4.87 days to 4.16 days • Councillor attendance rate at Council meetings has increased from 92.9% to 94.4% • MCH 4 weeks KAS participation has slightly increased from 97.1% to 98% • The percentage of planning application decisions made within the 60-day timeframe has slightly increased from 45.7% to 47%. A dedicated program that has focussed on unusually ‘old’
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		<p>planning permit applications. As the application is including in this metric at the date of closure. This program is expected to impact this metric in Quarter 4 as well, though from the new financial period, the unusually prolonged applications are expected to have substantially decreased in number.</p>
	<p>LGPRF indicators that were stable and remain high</p>	<ul style="list-style-type: none"> • Time taken to action food complaints • Sealed roads maintained to standards • MCH Infant enrolment • Missed Bins (per 10,000 collections)
	<p>LGPRF indicators that showed a decline</p>	<ul style="list-style-type: none"> • Council decisions closed to public has increased from 1.40% to 4.0% • Planning decisions upheld at VCAT has dropped from 87.5% to 75%
	<p>Service request performance, and "Tree and Vegetation on Council Land" request category.</p>	<p>The share of incoming service requests, across the organisation, which were actioned and closed within reactive inspection service standard, sat at 81% for the quarter, lower than our target of 90%. The total number of incoming service requests increased by 1%, compared to the same time last year.</p> <p>In the quarterly report, the overall service level is impacted by customer requests related to "Trees and Vegetation on Council or Public land." Although this may not be fully reflected in the report, we are trending in the right direction with volume and reactive inspection service levels. With additional resources and the implementation of the 'Forestree' asset management system, we have reduced numbers by logging works and closing off the CRMS once inspections are completed and residents are notified. We have also reviewed older pending requests to close them if the work is done. As we address older requests and ensure all works are captured in Forestree, not the CRMS, numbers will continue to decrease. We anticipate a significant improvement in the KPI score next quarter</p>
	<p>Customer experience survey</p>	<p>The overall customer satisfaction score is derived from asking customers, who have had a service request closed, to rate their overall experience with council, on a scale of 1 to 5, with 1 being very poor, and 5 being very good. We achieved a satisfaction score of 3.19 in Quarter 3. The score is based on 166 responses received from 996 surveys sent.</p>

	<p>Unsealed roads performance</p>	<p>The reactive inspection service level for unsealed road related requests this quarter was 93%, higher than the 90% target. There has been a 11% increase in the number of unsealed road service requests received this time of the year compared to the same period last year. As noted elsewhere, the reactive inspection service level calculation is based upon the number of unsealed road requests closed in time, upon completion of inspection and scheduling of work (if work is required). A total of 597 corrugation or pothole complaints requests were received through to this quarter – a 14% increase compared to the same time last year</p>
	<p>Drainage service performance</p>	<p>The reactive inspection service levels achieved for drainage related requests this quarter was 86%. The decrease in surface drains cleared is due to fire restriction days, significantly impacting operations and reducing the metres for clearing surface drains. Similarly, underground drains cleared in the quarter decreased due to works on gross pollutant traps (GPT) conducted, which required more effort while covering fewer metres.</p> <p>As noted elsewhere, the reactive inspection service level calculation for the drains cleared is based upon the number of drainage requests closed in time upon completion of inspection and scheduling of work (if work is required).</p>
	<p>Waste management service performance</p>	<p>Waste management performance results continue to meet the organisation’s target, achieving a 95% service level for the quarter.</p> <p>The ‘Missed Bins’ metric displayed continuous improvement. Our waste team has worked with our kerbside collections contractor to put a significant focus on missed bins management across our three kerbside collection streams. Our contractor has put several new processes in place to reduce the previously high ‘missed bins’ reporting number. Some of the changes include more frequent reporting to Council on this measure, better driver resourcing, education for drivers on the impact of missed services, direct driver engagement to support potential misses and positive incentives for drivers who have zero missed bins on their runs.</p>

	<p>Interactions with Young people</p>	<p>Interactions with young people show a decrease on 24% from same time last year. Be Ur Self Program (GLBTIQ+), Catch Up (17-24yrs social engagement and life-skill program) and Fusion Program at Officer (new) had very low participation rates in Q1 and Q2. These programs have not continued in 2025. Replaced with Sports Fest, Friday Colours, Tabletop Time (partnership with CCC).</p> <p>My Place volumes had some issues with the electronic sign in system at My Place not working periodically that has now been fixed.</p>
	<p>Customer support performance</p>	<p>Customer Support performance has decreased this quarter. Against our revised target of answering 80% of calls within 90 seconds, we achieved a service level of 62%. However, under our previous target of answering 80% of calls within 300 seconds, we achieved 84%.</p> <p>Unfortunately, this quarter we faced several challenges with increased customer demand due to:</p> <ul style="list-style-type: none"> · Domestic animal business survey · VEC fines being issued · Kindergarten mail out · New council introduction · Community panel · Incorrect Google listing for new officer district park opening hours <p>This was during an already busy period with Animal Registration Renewals, Rates Supplementary notices, and an MCC campaign to recover owing rates. Additionally, extended handle times due to system issues were experienced, including slowness, logging out mid-task, and some other outages.</p>
	<p>Customer support after-call survey</p>	<p>Post call survey results continue to show stable satisfaction with professionalism (4.92), wait time (4.66) & knowledge (4.80) of Customer Support call takers.</p>
	<p>Email Service Level</p>	<p>The service levels achieved for drainage-related requests this quarter were 97%, slightly less than our</p>

		<p>100% target. This is a result of a deliberate strategy to improve telephone service, to prioritise calls during busy periods. During high-volume call times, emails are "switched off" to ensure we focus on meeting call Service Levels rather than spending time on emails and missing call Service levels.</p>
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Growth and Residential development trends

The household growth rate in the Shire has rebounded to four households per calendar day for the current financial year. This quarter the number of residential subdivision lot applications lodged was 34% higher compared to the same period last year. Conversely, the issuance of statements of compliance for residential lots has witnessed a decrease of 23% in comparison to same period last year. The number of building permits issued was 2% higher than the same time last year. Similarly, residential building completions was 5% higher than the same time last year, with 208 residential building completions processed this quarter. On the contrary, the number of non-residential building completions processed is 13% lower than the same time last year.

Government Advocacy

Council works with all levels of Government to lobby for action on important local issues and works hard to influence government priorities that will benefit our local communities. Council also works with other groups of Councils, such as the Municipal Association of Victoria, Greater Southeast Melbourne, Interface Councils Groups and National Growth Areas Alliance to facilitate investment into the broader region.

The advocacy prospectus prepared detailing Council’s priorities for the municipality is used to lobby local members of parliament and bureaucrats to promote Council’s priorities for consideration in the development of the State and Federal budgets. Council also submitted a pre-budget submission for the Federal Budget at the end of January. During the Federal Election Council has partnered with Star News to deliver an advocacy campaign to highlight key community priorities including the Cardinia Life Re-Development, Lang Lang Truck Bypass, Princes Highway intersection upgrades and road sealing packages. Council will also host a community Q and A event with La Trobe candidates to raise the profile of the community’s priorities and to hear from all candidates on their vision for La Trobe over the next three years and beyond.

Legislative Program

The Governance team monitors proposed and enacted legislation, as well as reports, ministerial activity and regulations that impact Council operations or obligations. There are no relevant matters to report this quarter

Cardinia Shire Gender Equality Action Plan (GEAP) 2021 – 2025

The GEAP outlines Council’s vision that everyone who lives, works, and spends time in Cardinia Shire – regardless of their gender identity – be treated with respect and fairness, feel and be safe, and have equal access to opportunities to reach their potential and pursue their dreams. The progress against the actions outlined in the key focus areas of the Cardinia Shire Gender Equality Action Plan (GEAP) 2021 – 2025 is detailed in ‘Attachment 4 – Gender Equality Action Plan Report – 2024-25 Q3’.

Cardinia Shire Council continues to support Gender Impact Assessment (GIA) champions and council officers by providing additional resources, including the development of a GIA app, to enhance the effectiveness of reporting and completing GIAs. In February, Commissioner Dr. Niki Vincent visited Councillors and the Executive Leadership Team (ELT) to emphasise the council's responsibilities in ensuring equal resources and opportunities for women, men, and gender-diverse individuals within our community.

Policy Implications

Nil

Financial and Resource Implications

Nil

Climate Emergency Consideration

Not Applicable

Consultation/Communication

Relevant managers and officers, from all divisions across the organisation, provide updates and comments that feed into the Performance and Growth reports.

Conclusion

The Performance and Growth Reports for Quarter 3 2024-25 show various results in performance across the organisation, and growth across the Shire. The organisation will continue to aim targeted improvement initiatives at areas and services that are not achieving desired targets.

Attachments

1. Attachment 1 - Performance Report 2024-25 Q 3 [7.5.3.1 - 19 pages]
2. Attachment 2 - Council Plan Initiatives - Progress Report 2024-25 Q 3 [7.5.3.2 - 17 pages]
3. Attachment 3 - Growth Report 2024-25 Q 3 [7.5.3.3 - 6 pages]
4. Attachment 4 - Gender Equality Action Plan Report- 2024-25 Q3 [7.5.3.4 - 2 pages]
5. Attachment 5 - Introduction to the Quarterly Performance and Growth Reports [7.5.3.5 - 3 pages]



PERFORMANCE REPORT

Q3 JAN – MAR 2025



Council Plan Performance

COUNCIL MEETING - 19 MAY 2025

ATTACHMENT 7.5.3.1

Cardinia

Q3 JAN – MAR 2025

COUNCIL PLAN

Council Plan Initiative

27

Key Priority Area

5

Completed

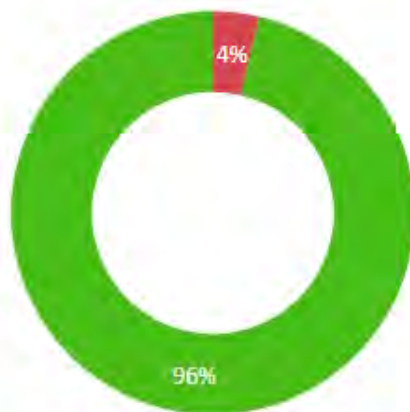
0%

Off track

4%

COUNCIL PLAN INITIATIVE PERFORMANCE

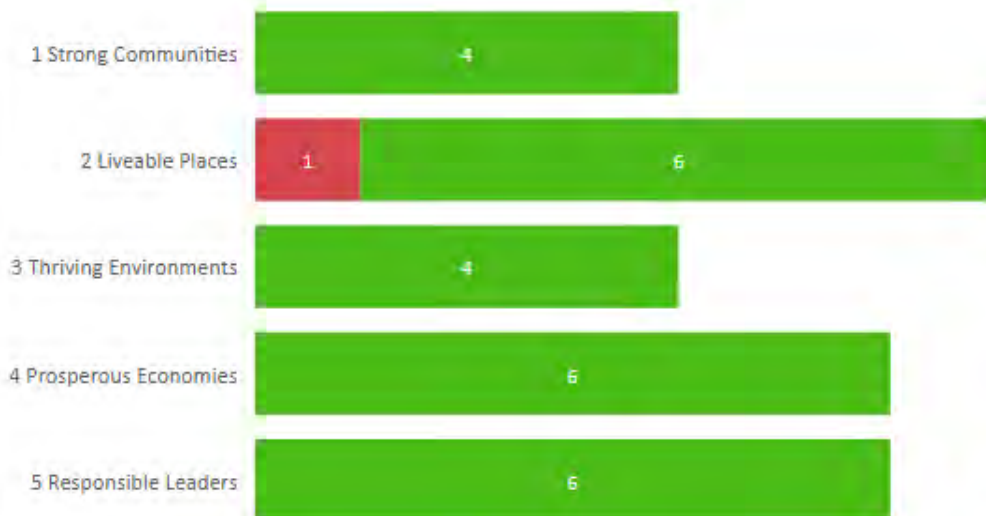
The Council Plan sets out a medium to long-term vision for how Council respond to community needs and the opportunities and challenges facing Cardinia Shire. The performance of the Council Plan is illustrated below.



● Off track ● On track ● Completed

KPA PERFORMANCE

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



● Completed ● Off track ● On track

Note: To view actions, right click on a KPA bar, select Drillthrough then select Council plan details.

Service Request Performance – Whole Organisation

COUNCIL MEETING – 19 MAY 2025

ATTACHMENT 7.5.31



Q3 JAN – MAR 2025

PERFORMANCE METRICS



WHAT DOES SERVICE LEVEL MEAN?

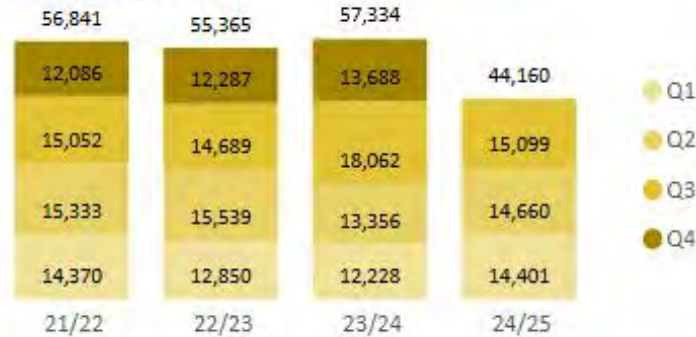
A service request is recorded in Council's Customer Relationship Management System (CRMS) when a call is taken through the call centre or sent via web mail.

Service Level is the in-time completion rate for requests. Each request is assigned a service standard which is a target for completion within a certain timeframe. Council's target to finalise services request on time is 90%.

Council Meeting - 19 May 2025

REQUEST STATISTICS

Request received volume



Service quality

Overall CSAT Score



REQUEST PERFORMANCE

Top 5 service request categories by volume and their service levels

Service Request	Volumes	Service Level
Waste - Kerbside Bin Issue	1,963	95%
Trees and Vegetation on Public or Council Land	1,055	16%
Waste - Kerbside Bin Change	1,002	98%
Roads - UNSEALED	994	93%
Dumped Rubbish	610	92%



Overall service level trend over time



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

Unsealed Roads Performance

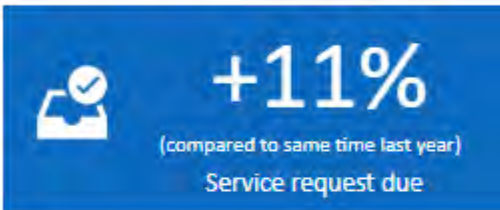
COUNCIL MEETING - 19 MAY 2025

ATTACHMENT 7.5.3.1



Q3 JAN - MAR 2025

PERFORMANCE METRICS

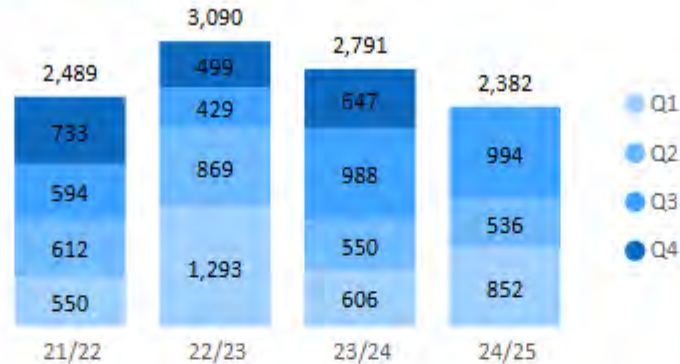


WHAT IS ROAD GRADING EFFORT?

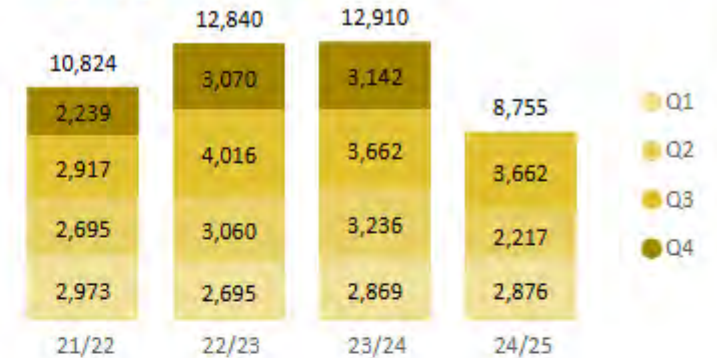
Road grading effort is the total hours spent on the roads doing maintenance work with our graders and heavy rollers. This includes both in house resources and additional resources from our contract partners.

UNSEALED ROAD STATISTICS

Service request due



Road grading effort (hours)

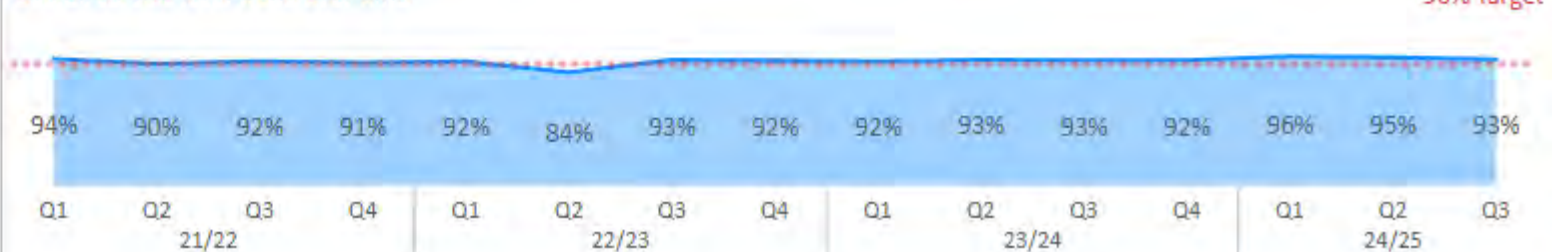


UNSEALED ROAD PERFORMANCE

Service request types by volume, standard and service level

Service request	Volumes	Standard (Days)	Service Level	90% Target
Corrugation or Pothole Complaint	597	8	94%	
Other Complaint (Request to grade)	390	8	92%	
Slippery Surface Complaint	7	8	100%	

Overall service level trend over time



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

- Note that, each unsealed road request is closed upon completion of inspection and scheduling of work (if work is required).



Unsealed Roads Performance

COUNCIL MEETING - 19 MAY 2025

ATTACHMENT 7.5.6.1

Cardinia

Q3 JAN – MAR 2025

PERFORMANCE METRICS



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

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

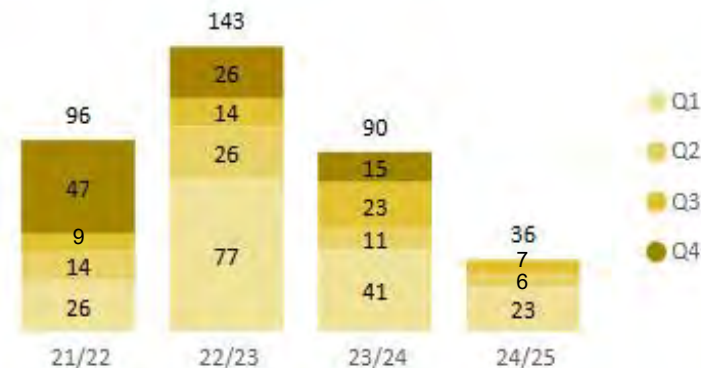
We schedule works into a road maintenance schedule based on inspections and requests made by residents.

UNSEALED ROAD SERVICE REQUEST STATISTICS

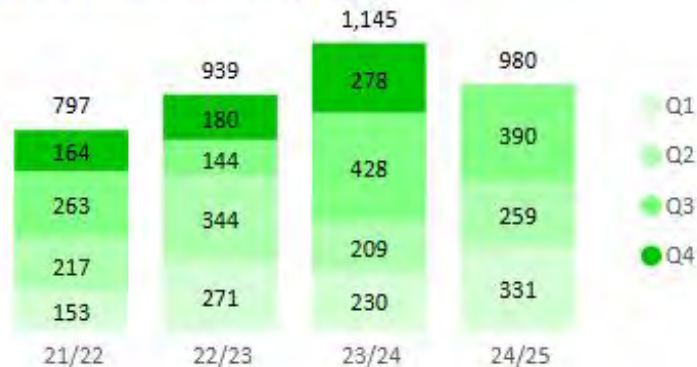
Corrugation or pothole complaints



Slippery surface complaints



Other complaints (request to grade)



Service request trend over time



Drainage Performance

COUNCIL MEETING - 19 MAY 2025

ATTACHMENT 7.5.3.1



Q3 JAN - MAR 2025

PERFORMANCE METRICS

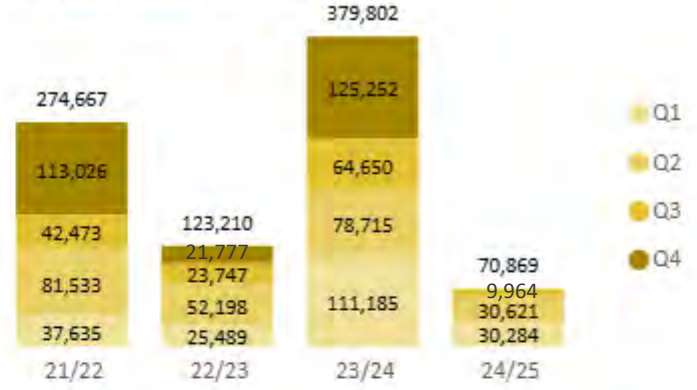


WHAT ARE DRAINS MAINTAINED?

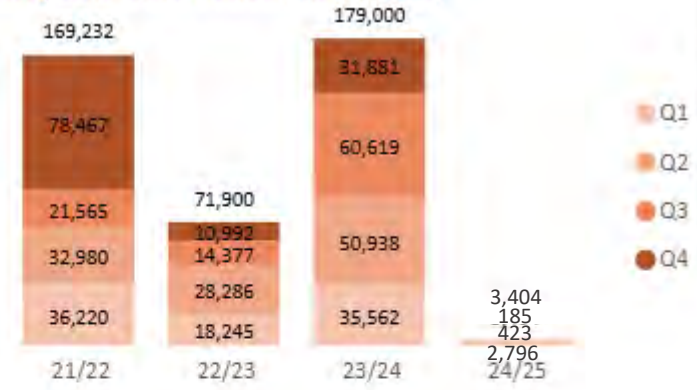
Surface drains are cleaned out using a maintenance system that is driven by proactive inspections and reactive works, and supplemented by responding to flooding issues following storms. Works are prioritised based on risk to property or person.

DRAIN STATISTICS

Surface drains cleared (linear metres)



Underground drains cleared (linear metres)

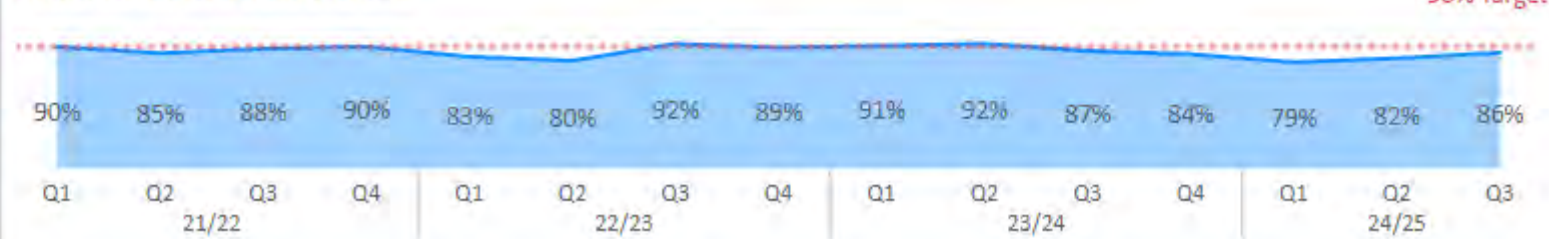


DRAINS PERFORMANCE

Service request types by volume, standard and service level

Service request	Volumes	Standard (Days)	Service Level	90% Target
Surface Drain (Drainage)	221	15	83%	
Pits (Drainage)	67	15	90%	
Underground Drain (Drainage)	39	15	92%	

Overall service level trend over time



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



Waste Management Performance

COUNCIL MEETING - 19 MAY 2025

Q3 JAN – MAR 2025

PERFORMANCE METRICS

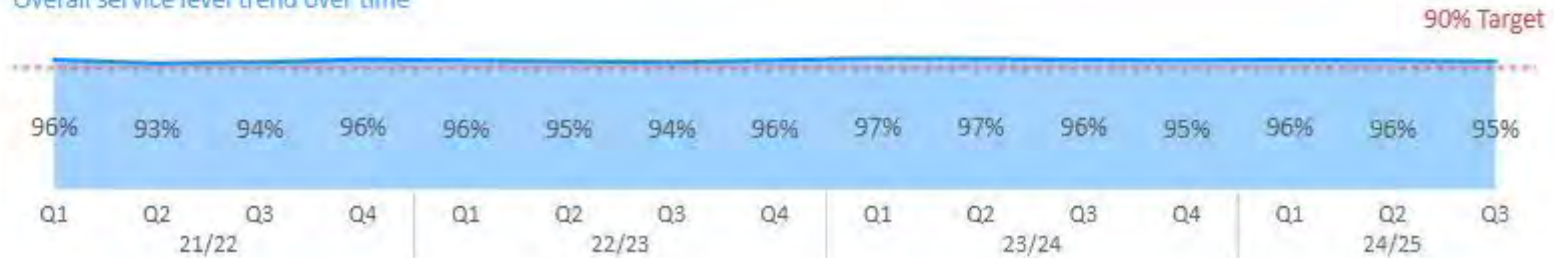


WASTE MANAGEMENT PERFORMANCE

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

Service request	Volumes	Standard (Days)	Service Level	90% Target
Additional Rubbish 120L	102	5	97%	
Damaged Garden 240L	140	15	100%	
Damaged Recycling 240L	281	15	100%	
Damaged Rubbish 120L	634	15	100%	
Missing Garden 240L	60	15	100%	
Missing Recycling 240L	87	15	100%	
Missing Rubbish 120L	130	15	100%	
New Garden 120L	195	30	100%	
New Garden 240L	274	5	97%	
New Rubbish 120L & New Recycling 240L	209	5	98%	
Not Emptied Garden Bin	85	3	80%	
Not Emptied Recycling Bin	125	3	88%	
Not Emptied Rubbish Bin	247	3	87%	
Pick Up Dumped Bin	65	10	98%	
Service Information Enquiry	161	22	70%	

Overall service level trend over time



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

Waste Disposal and Recovery Performance

COUNCIL MEETING - 19 MAY 2025

Q3 JAN – MAR 2025

PERFORMANCE METRICS

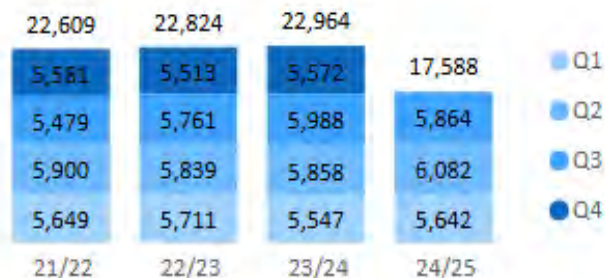


DISPOSAL STATISTICS

Average household garbage waste (kgs)

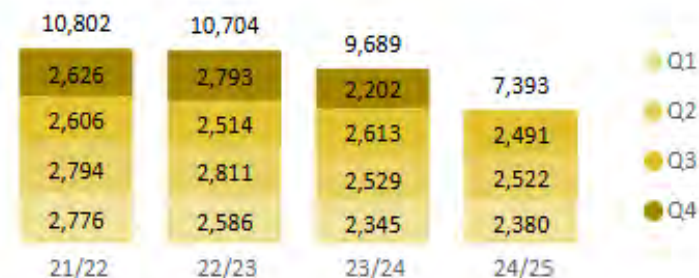


Garbage waste to landfill (tonnes)

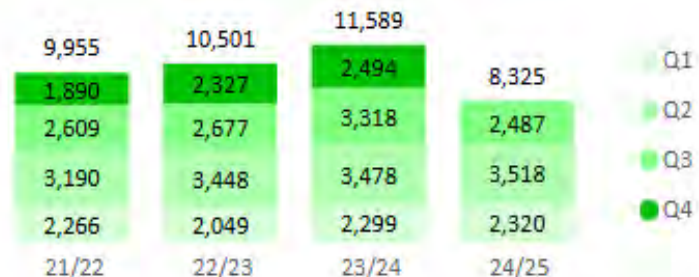


RECOVERY STATISTICS

Recycle waste to recovery (tonnes)



Food and green waste to mulching (tonnes)



As the Shire's population continues to grow, the amount of waste generated is also growing. Cardinia Shire Council will continue to take advantage of recent advancements such as newer technologies and improved markets for products, resulting in improved financial outcomes for resource recovery. The impact of drought can also vary the tonnage of green waste recycling due to moisture content from wet or dry years.

Customer Support Call Performance

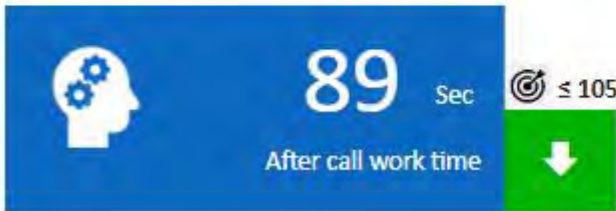
COUNCIL MEETING - 19 MAY 2025

ATTACHMENT 7.5.3.1



Q3 JAN - MAR 2025

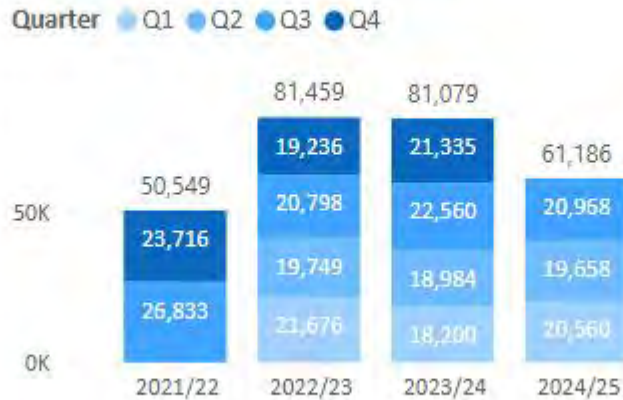
PERFORMANCE METRICS



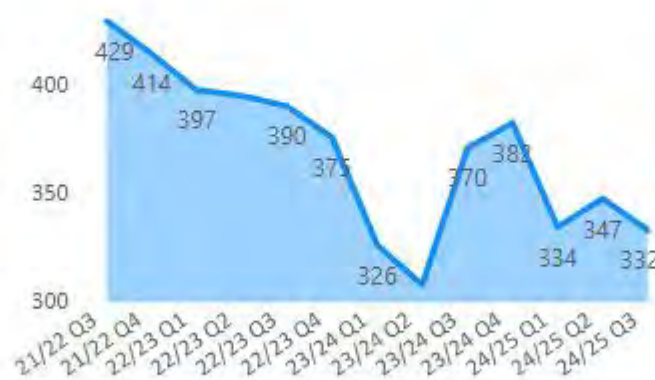
Council Meeting - 19 May 2025

CALL STATISTICS

Call volumes (Answered and Abandoned)

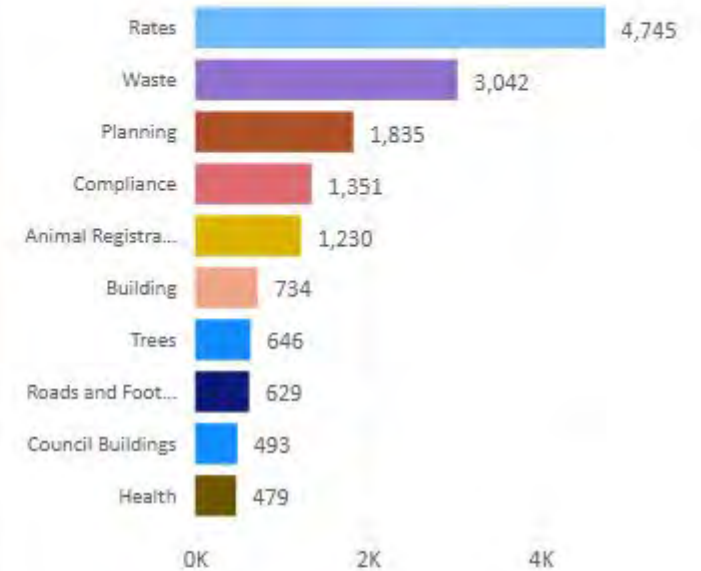


Average Handling Time (Seconds)



ENQUIRY TYPE

Enquiry type volumes



WHAT DOES SERVICE LEVEL MEAN?

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

The Service Level displayed on this report is measuring the percentage of calls that were answered within 90 seconds.



Customer Support Digital Performance

ATTACHMENT 7.5.3.1



Q3 JAN – MAR 2025

PERFORMANCE METRICS



WHAT DOES THE SERVICE LEVEL MEAN?

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

The Service Level displayed on this report measures the percentage of emails that were answered within one (1) business day and for chats within ninety (90) seconds.

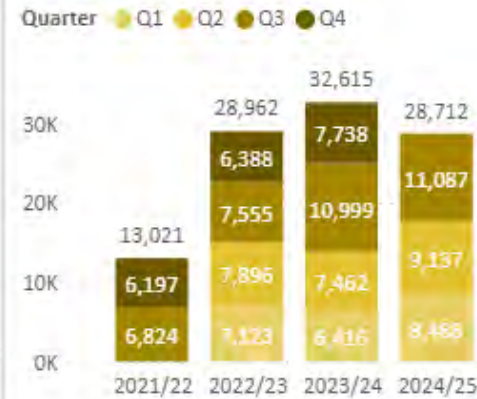
*Percent of emails actioned within one (1) business day, and percent of chats answered within ninety (90) seconds.

Council Meeting - 19 May 2025

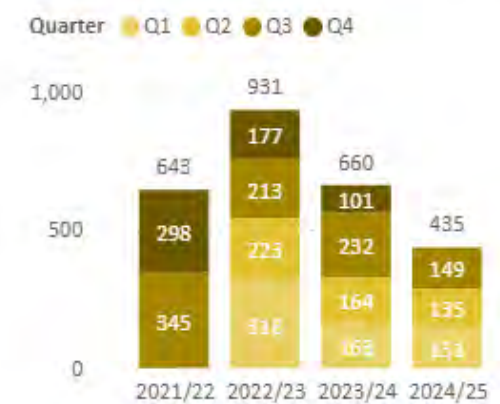
**Average time to respond to emails with target set within eight (8) business hours.

EMAIL & CHAT STATISTICS

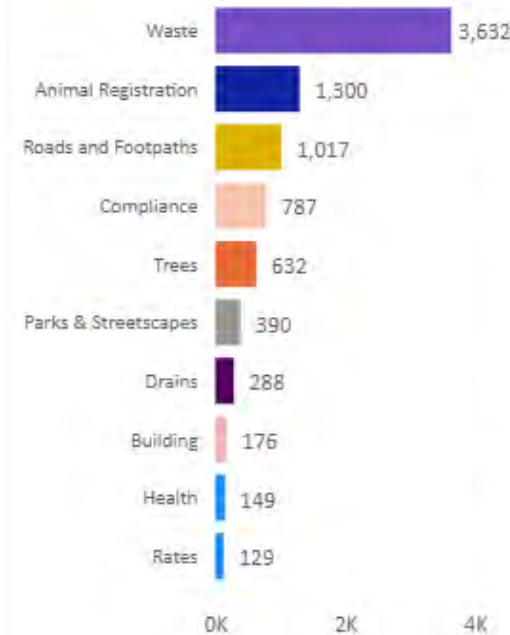
Volume of emails actioned



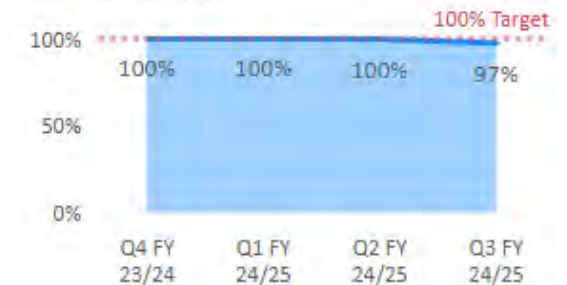
Volume of chats answered



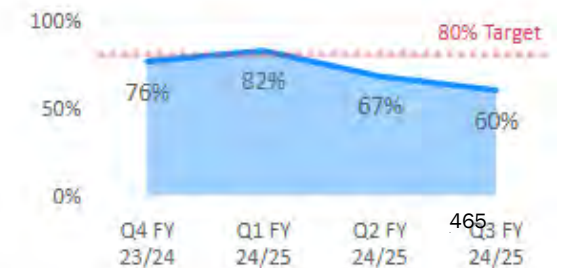
Volume of digital work by enquiry type



Email service level



Chat service level





Customer Support After Hours Call Performance

COUNCIL MEETING - 19 MAY 2025

ATTACHMENT 7.5.3.1

Cardinia

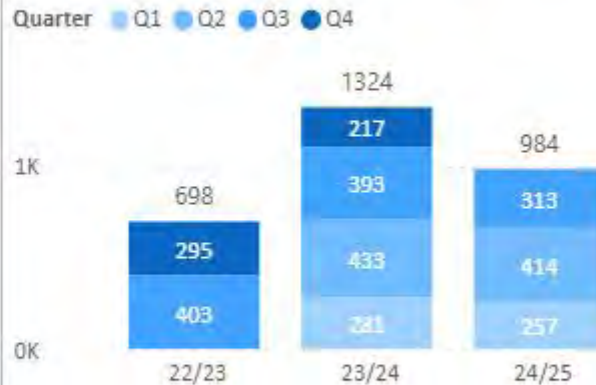
Q3 JAN - MAR 2025

PERFORMANCE METRICS

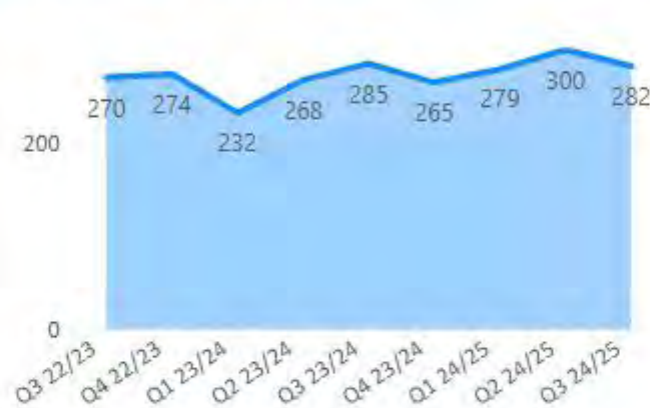


CALL STATISTICS

Call volumes (Answered and Abandoned)



Average Handling Time (Seconds)

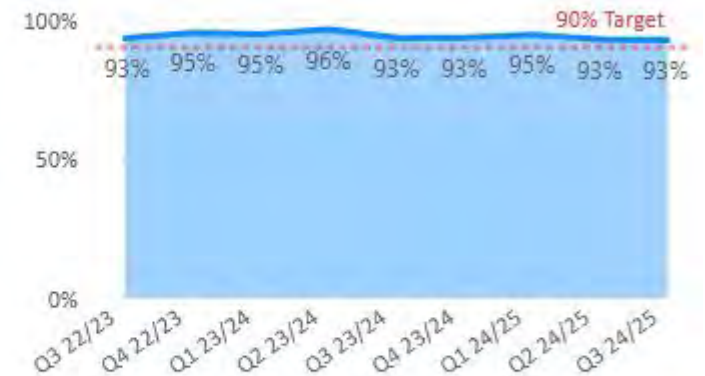


WHAT DOES SERVICE LEVEL MEAN?

Service Level, or Grade of Service (GOS), is a measure that displays the percentage of calls answered within a set time period.

The Service Level displayed on this report is measuring the percentage of calls that were answered within 14 seconds.

Service Level* Trend



Customer Support After Call Survey

COUNCIL MEETING - 19 MAY 2025

ATTACHMENT 7.5.6.1

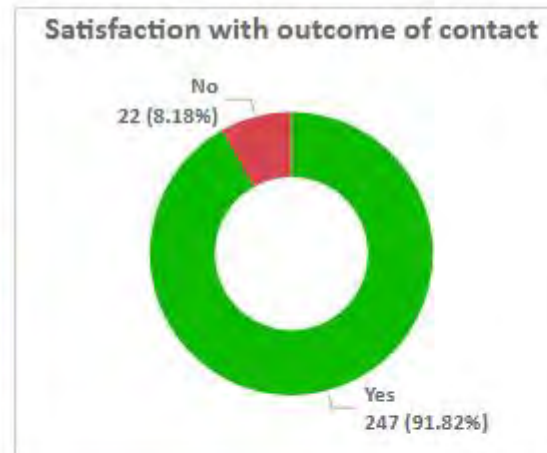


Q3 JAN – MAR 2025

SURVEY METRICS



SURVEY RESULTS



HOW IS THE SURVEY DONE?

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

- Using a scale of 1 to 5 where 5 is Very Satisfied, how satisfied were you with the time you waited on hold before speaking with an officer?
- Using a scale of 1 to 5 where 5 is Very Satisfied, how satisfied were you with our officer's level of knowledge about your inquiry?
- Using a scale of 1 to 5 where 5 is Very Satisfied, how satisfied were you with our officer's professionalism and the time they took to handle your inquiry?
- Are you satisfied with the outcome of your call? Yes or No.

Youth Engagement Performance

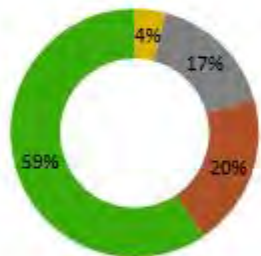
COUNCIL MEETING - 19 MAY 2025

Q3 JAN – MAR 2025

PERFORMANCE METRICS



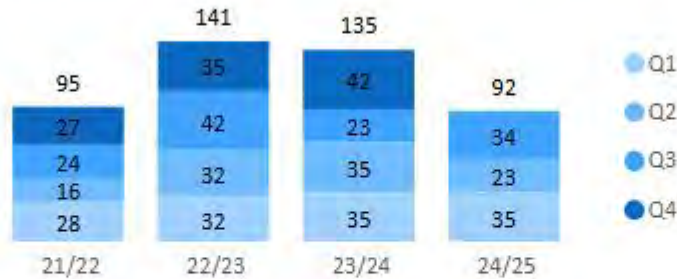
HOW DO OUR YOUTH INTERACT WITH US?



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

YOUTH PROGRAM SUPPORT STATISTICS

Number of young people offered support

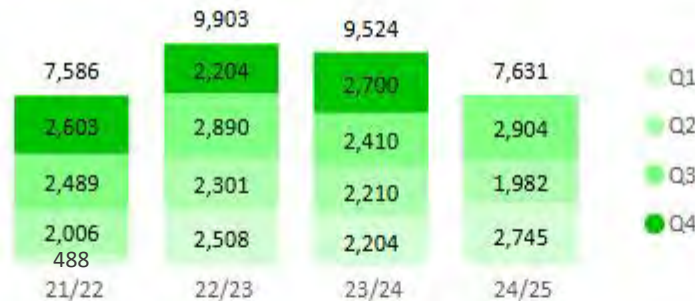


The Youth Support Program is a free and confidential service which offers young people with information, advice and practical support (short- and medium-term). The program is flexible, accessible to all young people and is respectful of race, gender, sexuality or religion.

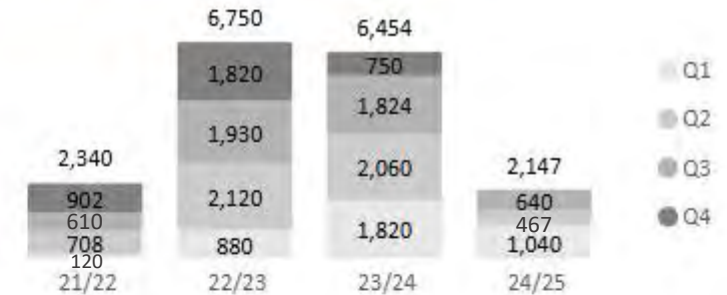
The graph illustrates the number of young people provided with more than one episode of support from a dedicated Youth Support Officer.

INTERACTION STATISTICS

My Place volumes



In-School program/workshops volumes



After school program volumes



School holiday program




† Compared to last quarter's result


Escalated complaints (Tier 2 and above) recorded in CRMS


COUNCIL MEETING - 19 MAY 2025


Q3 JAN – MAR 2025


PERFORMANCE METRICS


70.5%
 % Escalated Complaints Closed In Time


76
 Total Escalated Complaints Recorded


75
 Number of TIER 2 Complaints Received


1
 Number of TIER 3 Complaints Received


0
 Number of TIER 4 Complaints Received

ESCALATED COMPLAINTS STATISTICS

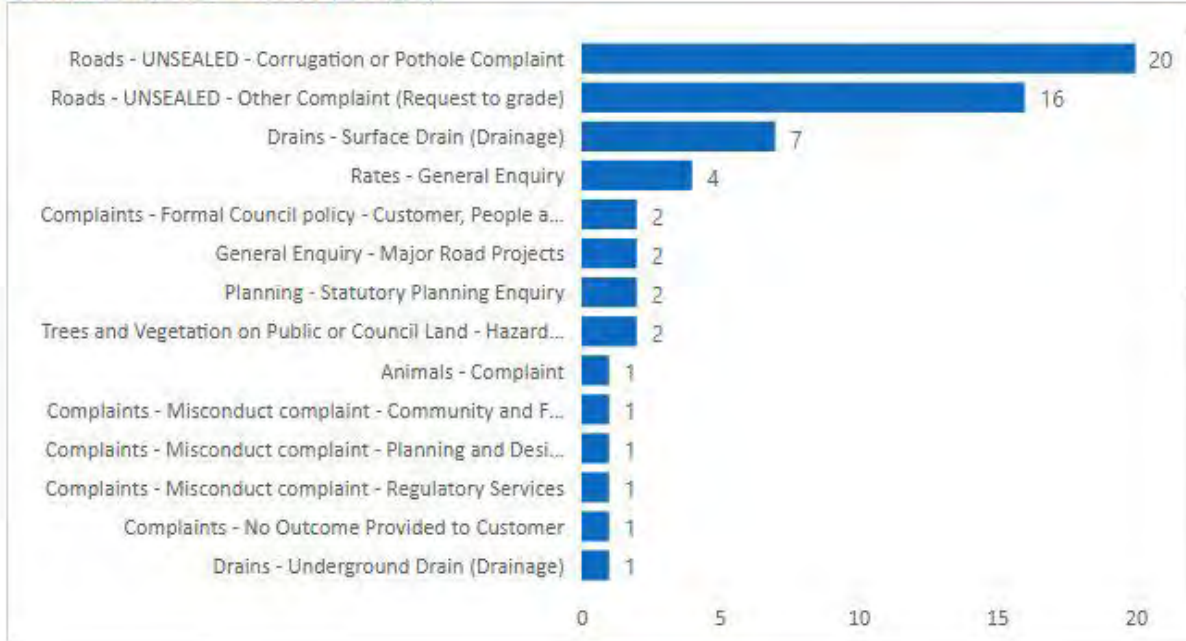
Escalated complaints received quarterly



Percent of escalated complaints closed in time by quarter



Escalated complaints received by Category



A complaint can be assigned to the relevant or approved Council Officer/Contractor tasked with managing and responding to the complaint.

All Tier 2, 3 & 4 complaints must be acknowledged within **5 business days** and an outcome letter (if a substantial investigation is required) is issued to the complainant within **20 business days** of recording the complaint.

The Local Government ACT 2020 has redefined a complaint as a written or oral expression of dissatisfaction with the;

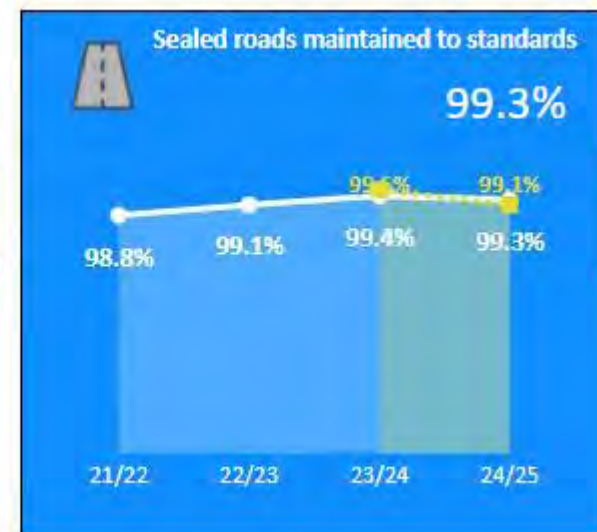
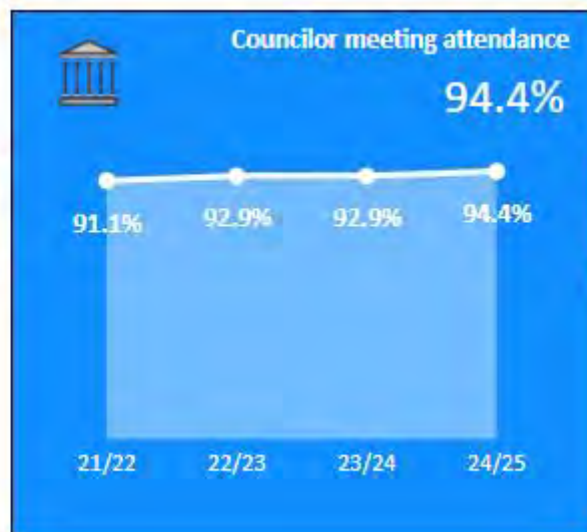
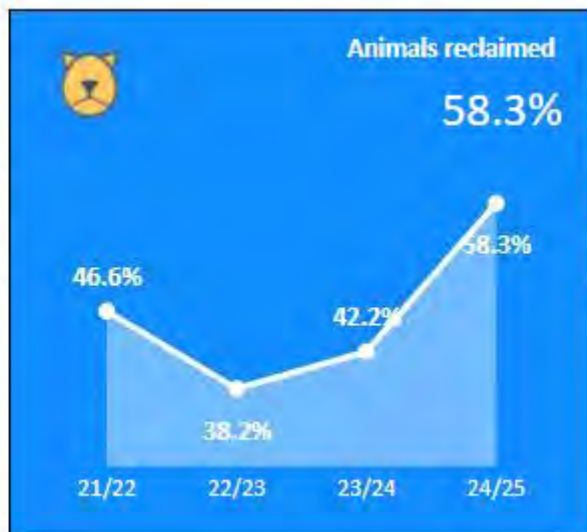
- Quality of an action taken, decision made, or service provided by a member of Council staff or contractor engaged by the Council; or
- Delay by a member of Council staff or contractor engaged by the Council in taking an action, making a decision, or providing a service; or
- Policy or decision made by a Council, member of Council staff or a contractor.

LGPRF Service Measures

COUNCIL MEETING - 19 MAY 2025

Q3 JAN – MAR 2025

The Local Government Performance Reporting Framework (LGPRF) is a platform for key local government service and financial measures. The measures are reported annually in Council Annual Reports and published on the *Know Your Council* website. Below is a selection of LGPRF service measures that are able to be reported on a quarterly basis.

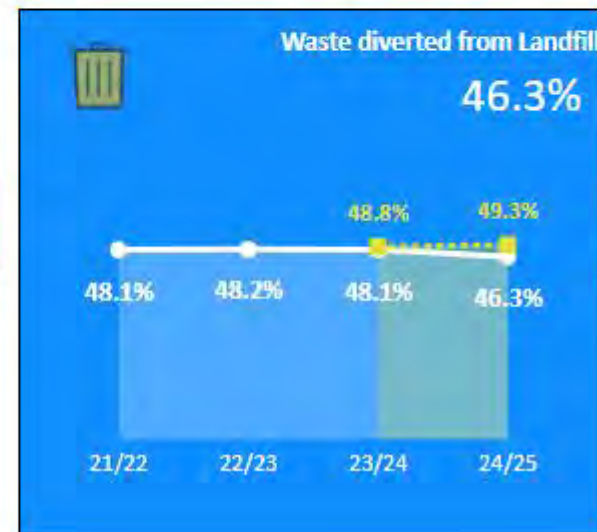
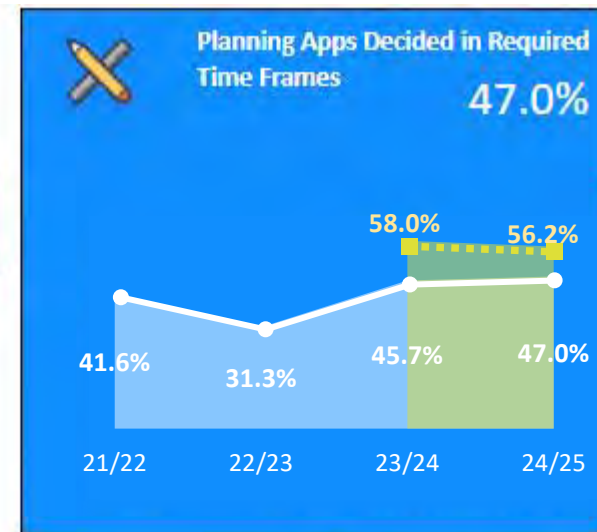
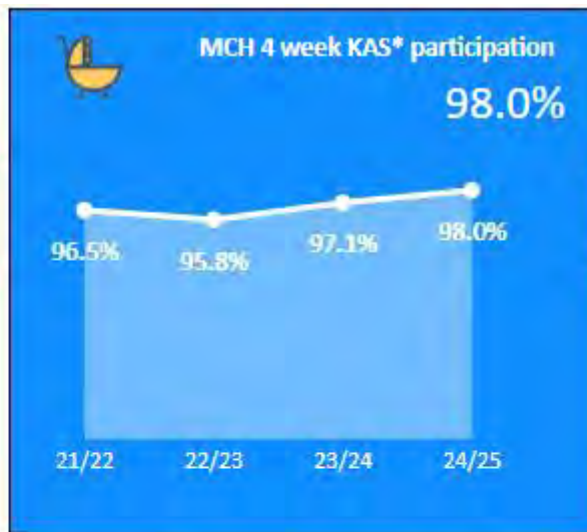
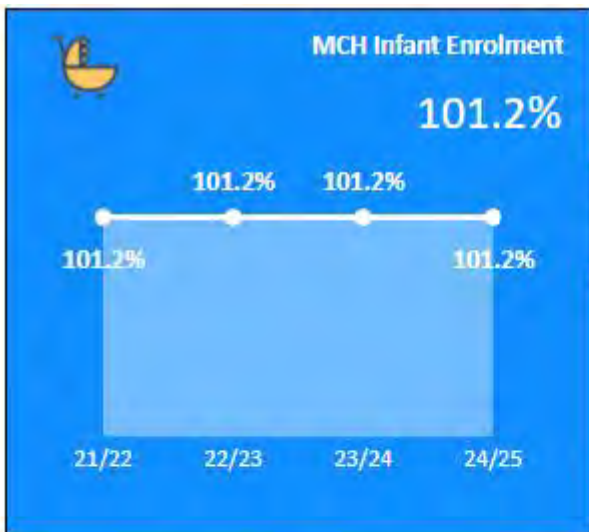


LGPRF Service Measures

COUNCIL MEETING - 19 MAY 2025

Q3 JAN – MAR 2025

The Local Government Performance Reporting Framework (LGPRF) is a platform for key local government service and financial measures. The measures are reported annually in Council Annual Reports and published on the *Know Your Council* website. Below is a selection of LGPRF service measures that are able to be reported on a quarterly basis.



CRMS Service Standards

COUNCIL MEETING - 19 MAY 2025

Q3 JAN – MAR 2025

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

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

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

Council Meeting - 19 May 2025

472



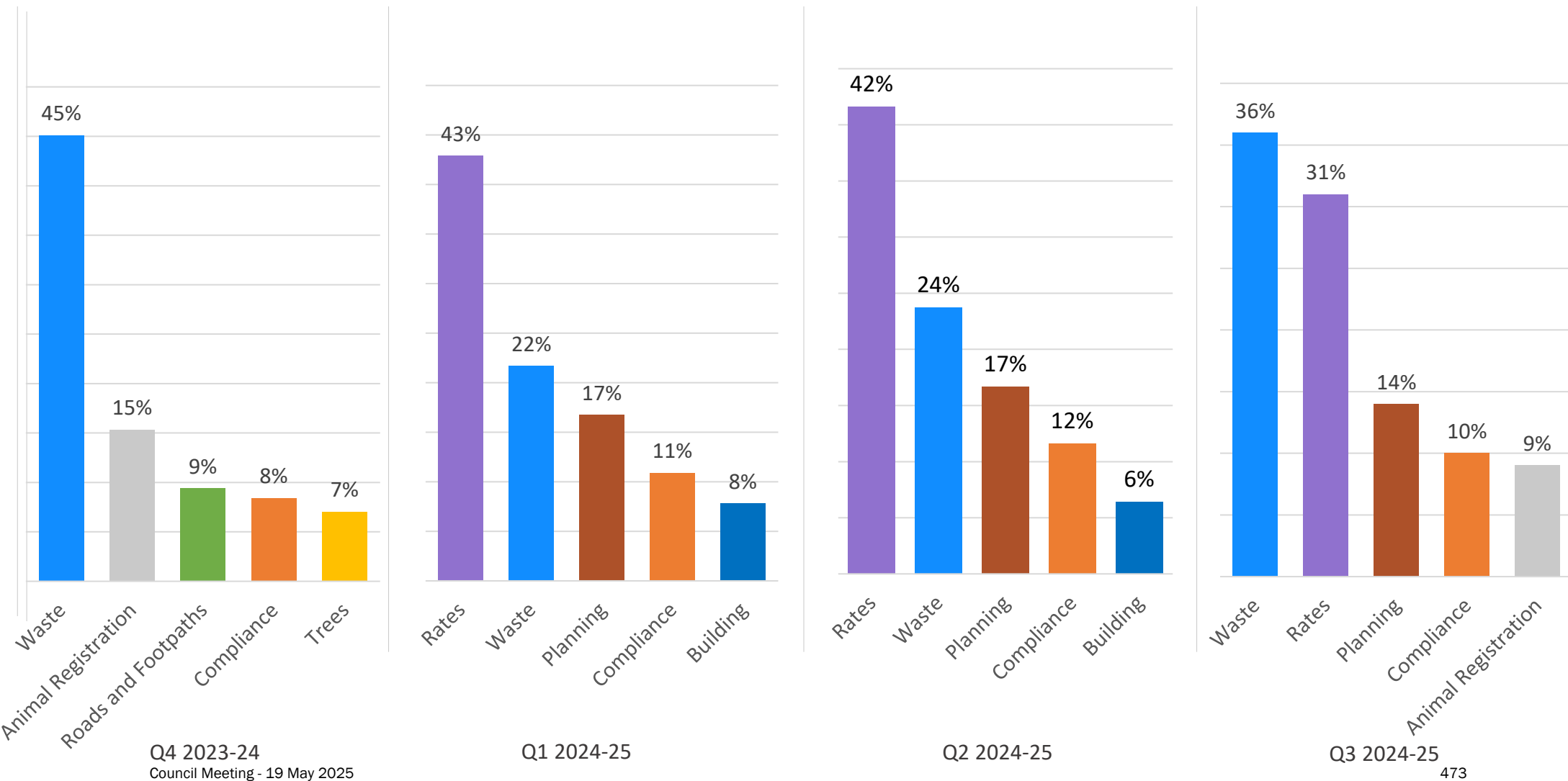
Customer Support Call Performance

COUNCIL MEETING - 19 MAY 2025

Q3 JAN – MAR 2025

ENQUIRY TYPE TREND OVER TIME

Distribution of enquiry types (top 5)



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





Cardinia Initiative Performance Report

Cardinia Shire Council

cammsstrategy

Print Date: 30-Apr-2025

Council Meeting - 19 May 2025

Applied Filters
Date Select: 01-Jul-2024 - 31-Mar-2025
Hierarchy: Planning
Hierarchy Level: Focus Area
Hierarchy Node: All
Initiative Filter: Council Plan Initiatives

INITIATIVE SUMMARY BY PERFORMANCE

1 OFF TRACK

26 ON TRACK

0 NO TARGET SET





1 Strong Communities

COUNCIL MEETING - 19 MAY 2025


ATTACHMENT 7.5.3.2

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

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


Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.1.1.76 CPI - Implement the endorsed Liveability Plan Action Agenda 2021-25	Community and Family Services	01-07-2024	30-06-2025	In Progress	75	 GREEN
<p>Progress Comments: 4/4/25 - Liveability Plan action agendas continue to be implemented through the respective action teams. The 4-year Liveability plan review is in progress, and internal and external partner engagement has commenced. Outcomes from the broader Council Plan deliberative and general engagement will inform components of the Liveability Plan.</p>						
1.1.1.77 CPI - Continue to drive the Services for Success initiative to attract health and social services, including mental health services	Community and Family Services	01-07-2024	30-06-2025	In Progress	75	 GREEN
<p>Progress Comments: 4/4/2025 - Services for success initiatives continue with the implementation of novel methods for service attraction, including providing access to the Civic Centre for agencies to deliver services from and with the consideration of mixed usage of council assets for service provision in the design of new infrastructure.</p> <p>Council is progressing work on an Investment Attraction Plan, exploring opportunities to strengthen the local economy, including the agricultural industry.</p>						

1.1.2 Enrich local identity and opportunities for the community to connect through art, history and cultural expression.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.1.2.4 CPI - Support the delivery of an annual calendar of events and programs that celebrate our diverse community, its arts and culture	Arts, Advocacy and Economy	01-07-2024	30-06-2025	In Progress	75	 GREEN
<p>Progress Comments: In the last quarter, the Cardinia Cultural Centre (CCC) has hosted a variety of public, private and training events including four exhibitions, three free live music sessions, two Sip and See performances, a comedy show, tribute performances, a magic illusion show, free kids artworks and monthly youth drop in gaming sessions. A season highlight has been the Josh Muir exhibition which is a significant retrospective by a Yorta Yorta, Gunditjmara, and Barkindji artist on tour from the Koorie Heritage Trust. This exhibition presentation marks a major partnership between a peak First Nations arts body and CCC. The CCC team was notable expanded with the recruitment of six new team members.</p>						

1.1.4 Facilitate partnership approach to create safer communities.

ATTACHMENT 7.5.3.2

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.1.4.13 CPI - Implement and monitor the Safer Communities Strategy	Community and Family Services	01-07-2024	30-06-2025	In Progress	80	 GREEN
<p>Progress Comments: The Safer Communities Partnership Committee guides the implementation of the Cardinia Safer Communities Action Plan, utilising the Community Safety Framework. The committee meet bi-monthly and comprises approximately 21 stakeholders across government and non-government sector, including Victoria Police, Crime Stoppers, Department of Justice and Community Safety and Neighbourhood Watch. The Safer Communities Partnership Committee closely monitors quarterly statistics from a range of data sources, including the Crime Statistics Agency, to formulate yearly action items based on the objectives outlined in Council's Liveability Plan.</p> <p>This quarter has seen the delivery of two 'Coffee with the Community events' that provide the opportunity for residents to connect with council staff and Victoria Police to discuss emerging trends and issues relating to safety in their area.</p> <p>Council has also supported the delivery of two 'Fit to Drive' sessions in schools this quarter. this program facilitates discussions with students about the risks of driving on the roads though interactive activity and thought provoking presentations form emergency services to provide students with information to make the best choices on the road.</p>						

2 Liveable Places COUNCIL MEETING - 19 MAY 2025

ATTACHMENT 7.5.3.2

2.1 We support the creation of liveable spaces and places.

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

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
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2.1.1.1 Advocate plan for and deliver accessible community infrastructure and services that address community needs.

ATTACHMENT 7.5.3.2

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.1.14 CPI - Plan and deliver accessible and inclusive recreation and community facilities	Active and Connected Communities	01-07-2024	30-06-2025	In Progress	75	 GREEN


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

ATTACHMENT 7.5.3.2


Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>Progress Comments: Several recreation and community facilities have been or are currently being delivered, with a focus on ensuring accessibility and inclusivity, these include:</p> <ul style="list-style-type: none"> • Garfield North Community Centre – in progress. • Boollam Boollam Integrated Child and Family Centre – complete. • Toun Nun Integrated Child and Family Centre – complete. • Avonsleigh Kindergarten upgrade project – in progress. • Worrell Recreation Reserve skate park and youth plaza – complete. • Cora Lynn Recreation Reserve Pavilion – in progress. • Upper Beaconsfield Recreation Reserve Pavilion – in progress. • O'Neil Road Masterplan - in progress. • Nar Nar Goon netball pavilion upgrade - in progress. • Yarrabubba Reserve equestrian track upgrade - in progress. • Officer District Park - complete. • Koo Wee Rup Bowling & Community Hub – complete. • Lang Lang Community Recreation Reserve cricket nets – complete. • Jim Parkes reserve upgrade - complete. • Alma Treloar Amphitheatre – complete. • Gembrook Recreation Reserve cricket nets – completed. • Bunyip Recreation Reserve universal facility upgrade design – in progress. • Recreation reserve lighting upgrades (Mountain Road Recreation Reserve, Upper Beaconsfield Recreation Reserve, Toomuc Recreation Reserve, Lang Lang Tennis Club, Perc Allison Recreation Reserve) – complete. • Upper Beaconsfield Reserve Master Plan – In progress • Garfield Netball Pavilion – complete. • Fair Access Policy Endorsed • Pakenham pool minor facility improvements – complete. • IYU - temp facilities - in progress. • Chandler Reserve Cricket Nets – in progress. • Holm Park oval 2 resurfacing design - in progress. • PB Ronald Reserve solar light upgrade - complete. <p>Community Capital Works Grant Program Funding is used to support community groups to upgrade and enhance facilities, improving accessibility and participation:</p> <ul style="list-style-type: none"> • Pakenham Cricket Club – Minor facility improvements. • Pakenham Lions Netball Club – Sports Lighting improvements. <p>Supporting club led projects that will deliver accessible and inclusive recreation and community facilities:</p> <ul style="list-style-type: none"> • Officer Tennis modular build project - in progress. • Chandler Netball court upgrade project - in progress. • Pakenham Baseball indoor batting cage project - in progress. • Toomuc Reserve upstairs upgrade project - in progress. • Officer netball court resurfacing project - in progress. 						

2.1.1.1 Advocate plan for and deliver accessible community infrastructure and services that address community needs.


ATTACHMENT 7.5.3.2

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.1.24 CPI - Advocate to the State and Federal Governments for increased investment for all transport modes, including road safety treatments	Community Infrastructure Delivery	01-07-2024	30-06-2025	In Progress	75	 GREEN
<p>Progress Comments: 8/4/2025</p> <p>Council was successful in receiving grant funding from the Department of Transport for funding under the Safe Local Streets Program for Local Area Traffic Treatments in:</p> <ul style="list-style-type: none"> • Barrington Drive, Pakenham- Design Completed, consultation completed, contractor appointed – Civil Works to commence April • Livingstone Blvd, Pakenham –Design Completed, consultation completed, contractor appointed – Lighting Works to commence in April/ May <p>And is working through designs and applying for further SLSP funding in coming months for:</p> <ul style="list-style-type: none"> • Eagle Drive Pakenham Design complete and consultation underway • Ahern Rd, Pakenham and possibly one or two more roads (TBD in coming months) – Designs commenced <p>Council also received Blackspot Funding for treatments in:</p> <ul style="list-style-type: none"> • Fieldstone Blvd – Lighting completed, Civil Construction commenced • Moody St & Gardner St, Koo Wee Rup -Design Complete, Lighting contractor to be appointed • Army Rd & Army Settlement Rd, Pakenham – Guardrail installation,- Civil Contractor to be appointed • Leppitt Rd & Salisbury Rd, Beaconsfield, - Guardrail installation,- Civil Contractor to be appointed • Livingstone & Heritage Blvd, Pakenham. Design Complete, Lighting contractor to be appointed 						


2.1.1.2 Plan and maintain safe, inclusive and connected open spaces, places and active travel routes.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.1.24 CPI - Develop and upgrade shared pathways and walking tracks across the shire	Community Infrastructure Delivery	01-07-2024	30-06-2025	In Progress	75	 GREEN
<p>Progress Comments: 8/4/2025</p> <p>Cardinia Shire has been working closely with the Level Crossing Removal Project on</p> <ul style="list-style-type: none"> • the Open Space in Pakenham (under railway) which was opened in Nov 2024. This open space includes a shared path that links Pakenham and East Pakenham Stations • a shared path to Officer Station from Gilbert Reserve - This path was completed and open to the public by 20th December 2024. • a proposed shared path in Officer South Road expected to be completed in 2025. - Design of this path is completed and pending Melbourne Water approvals will commence construction in early May and be completed by June 2025. 						

2.1.3 Plan for housing diversity that meets community need, is affordable and delivers environmental sustainability, safety and healthy living outcomes. ATTACHMENT 7.5.3.2



Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.3.3 CPI - Work with the Victorian Government and relevant stakeholders to encourage sustainable supply of social and affordable housing across the shire	Community and Family Services	01-07-2024	30-06-2025	In Progress	75	 GREEN
<p>Progress Comments: 4/4/2025 - A Plan for Victoria was recently released with a key focus on affordable housing options. Action 4 aims to 'Increase the number of social and affordable homes'. The Plan includes housing targets for each LGA in Victoria. Cardinia Shire has been given a target of 30,000 new homes by 2051, with 9,000 of these in non-greenfield (established) areas.</p> <p>The Officer South Employment PSP was also recently released and has a target of 1,600 homes within the residential area. A target percentage of social and affordable housing was not included by the VPA as an objective or requirement of the PSP, however Guideline 42 calls for an 8% minimum of all housing within the UDPA affordable and social housing, as defined by the Planning and Environment Act 1987.</p> <p>Growth Area Planning team continuing to actively negotiate with developers in new developments including the Mount Pleasant and Essence housing estates.</p>						

2.1.4 Advocate for increased and more connected public transport options.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.4.3 CPI - Advocate for increased public transport services, frequency and multi-modal connectivity within the shire and greater south east region	Community Infrastructure Delivery	01-07-2024	30-06-2025	In Progress	75	 GREEN
<p>Progress Comments: 8/4/2025</p> <ul style="list-style-type: none"> • Council has been working closely with State Govt (including Level Crossing Removal Project) on the opening of the new Pakenham and East Pakenham Railway Stations, both of which opened in June 2024. <p>The Bus interchange has been upgraded at Pakenham station which has improved accessibility and safety for pedestrians and commuters.</p> <p>In addition to the above there has been</p> <ul style="list-style-type: none"> • changes to V Line services from Gippsland Line upgrade to Pakenham Station interchange • Continued advocacy for an upgrade to Officer Station including improved parking • Increased parking and improved accessibility at Bunyip Station • Increased parking at Nar Nar Goon station • Council Officers advocated for the conversion of the existing bus stops to indented bus stops along Kenilworth Ave, however LXRPs have not agreed to this thus far. <p>Since last update</p> <ul style="list-style-type: none"> • State government has extended route 925 (Was Pakenham Station to Lakeside then back to Pakenham Station – Extended to Cardinia Rd Station and Kaduna Park Estate) Commenced operation in March 2025 <p>928 (Currently Pakenham Station to Cardinia Road Station south of railway line) extension to the west to commence operation serving isolated communities with new public transport. 928 Bus Route extension expected later in 2025.</p>						

2.1.5 Upgrade Council's road network to improve safety and connectivity while considering traffic demand and freight transport needs.

ATTACHMENT 7.5.3.2

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.5.4 CPI - Complete Pakenham town centre streetscape upgrades	Major Projects	01-07-2024	30-06-2025	Not Started	0	 RED
Progress Comments: Delivery of the upgrades are currently being recalibrated to work in with the delivery of interfacing State infrastructure projects to facilitate a precinct approach to network access that mitigates disruptions for local businesses and community.						
2.1.5.5 CPI - Plan and deliver infrastructure upgrades to our road network to meet the needs of the current and future population	Community Infrastructure Delivery	01-07-2024	30-06-2025	In Progress	75	 GREEN
Progress Comments: Delivery of 24/25 capital works plan in progress.						
Major Roads Projects: Dore Road complete, Mt Lyall Road completed, Princess Highway intersections Bayview and Station/Tivendale intersections functionally completed contractual finalisation in process, Sealing the Hills: Package 11 in progress, with Phase 1 completed, Phase 2 forecast completion by end of financial year 2024/25, Phase 3 completed, outfall drainage works to follow for financial year 2025/26. Package 19 (Stoney Creek catchment) construction contract awarded and in progress, Package 17 (Old Gembrook catchment) construction contract awarded and in progress. Projects currently in design phase: Brunt Rd/Ricks Rd, Pink Hill Blvd, Princess Highway, Arena Parade Intersection, McGregor Road/Henty intersection, Huxtable Road, Officer South Road upgrade.						

3 Thriving Environments

ATTACHMENT 7.5.3.2

3.1 We value our natural assets and support our biodiversity to thrive.

3.1.2 Actively move towards zero waste through increasing waste recovery and reuse.



Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>3.1.2.12 CPI - Implement the five-year action plan for the Waste and Resource Recovery Strategy</p> <p>Progress Comments: Five year action plan covers 2022-2026 inclusive. Actions align to the current Waste and Resource Recovery Strategy (2017-2026) and covers the latter half of the strategy period. Completed actions are to schedule and to date major achievements include; support and implementation of State Governments Recycling Victoria policy and action plan, continue to seek alternatives to landfill, provide alternative options to reduce burning off, continue to advocate and lead improvements and efficiencies in the waste sector that impact our community Engage with the community on Clean Up Australia Day, educated and engage on minimising Dumped Rubbish in the shire. Advocate for efficient and effective alternatives to a separated glass service. Begin development of the next Waste Strategy to cover the 2026-36 period Full action plan available on Council website.</p>	Infrastructure Services	01-07-2024	30-06-2025	In Progress	75	 GREEN

3.1.3 Work with community to improve and manage our natural assets, biodiversity and cultural heritage.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>3.1.3.8 CPI - Implement initiatives in the Aspirational Energy Strategy</p> <p>Progress Comments: In the third quarter of the year council has:</p> <ul style="list-style-type: none"> - Continued to partner and participate in SECCCA projects - Completed an independent review of Council’s 2023/24 financial year carbon inventory. - Implemented Electrification activities for Council facilities, to improve energy efficiency and upgrades. - Received notification of successful applications to the Community Energy Upgrades Fund Program (Commonwealth) and the 100 Neighbourhood Batteries Program (State). These grants will see a total \$780,000 investment for critical upgrades to Cardinia Life, Cardinia Cultural Centre and fund community batteries at Bunyip Hall and Koo Wee Rup Community Centre. 	Environment and Heritage	01-07-2024	30-06-2025	In Progress	75	 GREEN

3.1.3 Work with community to improve and manage our natural assets, biodiversity and cultural heritage.

ATTACHMENT 7.5.3.2


Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>3.1.3.9 CPI - Implement initiatives in the Biodiversity Conservation Strategy</p> <p>Progress Comments: In the third quarter of the year council has:</p> <ul style="list-style-type: none"> - Finalised the Mid-term (5-year review) of the Biodiversity Conservation Strategy - Allocated 6000 indigenous plants as part of the annual plant giveaway - Coordinated the delivery of the Biodiversity Incentive Grant - Contributed to the design and delivery of the Melbourne Peri Urban Deer Control Forum - Supported environmental volunteers with annual works programs - Attended DEECA’s inception meeting for Kangaroo Land Managers Network - Installed a deer proof fence at Pepis Land to protect natural regeneration - Facilitated the Environmental Volunteer support Grant. - Creation of a Bandicoot hide and promotional video - Commenced a grant application for the peri Urban Weed Management initiative - Secured funding through the Melbourne Water Liveable Communities Liveable Waters grant program - Continued to facilitate the development of the Growling Grass Frog Conservation Management Plan for Cardinia Road Employment Precinct 	Environment and Heritage	01-07-2024	30-06-2025	In Progress	75	 GREEN
<p>3.1.3.10 CPI - Implement initiatives in the Integrated Water Management Plan</p> <p>Progress Comments: In the third quarter of the year council has:</p> <ul style="list-style-type: none"> - Continued the review of the Integrated Water Management (IWM) Plan. - Commenced development of a Water Balance Model for Cardinia Shire. The water balance model will enable councils to see the changes over the last decade to inform decisions about water management. - Collated a response to help meet the Westernport Catchment Scale Integrated Water Management Plan targets for the region. - In partnership with South East Water and the Department of Climate Energy Environment and Climate Action, Council is targeting high potable water use facilities aligned to water reduction targets. - The Officer South PSP was endorsed and includes leading edge integrated water management measures to meet water cycle and healthy waterway targets for Cardinia Creek (a high priority waterway). - Ongoing involvement in the Westernport Integrated Water Management Forum 	Environment and Heritage	01-07-2024	30-06-2025	In Progress	75	 GREEN

4 Prosperous Economies - 19 MAY 2025



ATTACHMENT 7.5.3.2

4.1 We support our productive land and employment land to grow local industries.

4.1.1 Facilitate better planning for our agricultural land to support industry, innovation, local food economy and local job growth.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.1.2 CPI - Implement the Cardinia Community Food Strategy and Action Plan	Community and Family Services	01-07-2024	30-06-2025	In Progress	75	 GREEN
<p>Progress Comments: 4/4/25 - The Futureproofing Farming Project continues to drive engagement of young people in farming careers. Through partnership with local schools and the South East Local Learning and Employment Network, three farms have held tours with local school students. Local agribusiness employers attended the recent Jobs and Skills showcase to highlight career opportunities in agriculture.</p> <p>Council have applied for one of the VicHealth Local Food Partnership Grants to establish a Food and Agribusiness Advisory Group and to review the Food Strategy, which expires next year. The grant outcome is expected to be announced in June 2025.</p>						

4.1.2 Plan for sustainable employment precincts to entice new industries to the region and support new business.



Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.2.11 CPI - Advocate for a South East Melbourne Airport	Arts, Advocacy and Economy	01-07-2024	30-06-2025	In Progress	75	 GREEN
<p>Progress Comments: The South East Melbourne Airport remains a key advocacy priority for the Greater South East Melbourne (GSEM) group and continues to receive support from the Cardinia Shire Council. Although GSEM was not successful in securing the uPPP grant from the Federal Government, its strategic planning efforts will continue. GSEM and Council recognises that the airport is essential to meeting the long-term needs of South East Melbourne and Gippsland.</p>						
4.1.2.12 CPI - Facilitate investment in our townships to support businesses and vibrant communities	Arts, Advocacy and Economy	01-07-2024	30-06-2025	In Progress	75	 GREEN
<p>Progress Comments: 4/4/25 - Cardinia Shire's Investment Attraction Plan is almost complete, with the Plan to be tabled at the May Council meeting. The Plan will provide a clear blueprint for what investment will be best suited to the area. Investment attraction is currently focused on activating undeveloped commercial and industrial land, as well as supporting and expanding Cardinia's existing high value industries like construction and agriculture.</p>						

4.1.3 Improve local learning and employment pathways opportunities through strategic partnerships.

ATTACHMENT 7.5.3.2

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.3.3 CPI - Advocate for the growth of local education opportunities that improve skills and employment pathways	Planning and Design	01-07-2024	30-06-2025	In Progress	90	 GREEN
<p>Progress Comments: Council made submissions to the Standing Advisory Committee (SAC) process for the Officer South Employment Precinct Structure Plan (OSEPSP) for the inclusion of a Centre for Excellence within the OSEPSP. The SAC commenced on 6 March 2024 and concluded on 19 April 2024. The OSEPSP was gazetted by the Minister on the 27 February 2025 and includes reference to the Centre of Excellence. Council executives have established a working relationship with Federal University and Gippsland Community College has established a centre at Toomah Community Centre. Council will continue to advocate for investment in local education to improve skills and employment pathways.</p>						

4.1.5 Strengthen and promote our shire’s unique identity and visitor attractions.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.5.4 CPI - Actively protect key heritage sites within the shire	Environment and Heritage	01-07-2024	30-06-2025	In Progress	75	 GREEN
<p>Progress Comments: In the third quarter of the year council has:</p> <ul style="list-style-type: none"> - Sent out over 300 letters to owners and occupiers of heritage places in Cardinia Shire covered by a Heritage Overlay to promote the Cardinia Shire Heritage Grants. The grants provide support to landowners and community groups to help restore and conserve places of heritage value that are covered by a heritage overlay in the Cardinia Shire Planning Scheme. - Continued to advocate for improved signage, activation and events to Nobelius Heritage Park. 						
4.1.5.4 CPI - Develop and deliver initiatives within the Economic Development Strategy, including the visitor economy and tourism	Arts, Advocacy and Economy	01-07-2024	30-06-2025	In Progress	75	 GREEN
<p>Progress Comments: 4/4/25 - Council successfully delivered three business workshops, each seeing increased participation on the previous year. Eleven businesses have been supported this quarter through the new Business Coaches Program, up from 8 the previous quarter.</p> <p>The annual Jobs and Skills Showcase was held in March, bringing together 55 exhibitors and more than 390 local job seekers. Planning is well underway for the 2025 Business Breakfast, focused on embracing AI.</p> <p>Council's monthly Business Newsletter now has more than 2,000 subscribers with an average open rate of 37th</p> <p>Furthermore, Council is actively supporting the development of the Cardinia Shire, Yarra Ranges, and Nillumbik Visitor Economy Partnership, with a report to be tabled at the April Council Meeting</p>						


5 Responsible Leadership

30 APR 2025 COUNCIL MEETING - 19 MAY 2025


ATTACHMENT 7.5.3.2

5.1 We practise responsible leadership.


5.1.1 Build trust through meaningful community engagement and transparent decision-making.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>5.1.1.6 CPI - Implement the Community Engagement Policy in a way that meets legislative requirements for community engagement.</p> <p>Progress Comments: A review of the Community Engagement Policy has been undertaken following consultation with staff, community and councillors.</p> <p>The review has provided the opportunity to:</p> <ul style="list-style-type: none"> · streamline the policy and improve community engagement practices · include updated legislation requirements e.g. Gender Impact Assessment considerations · receive community feedback to assist with continuous improvement in engagement approaches <p>Feedback through the review also identified that the previous policy contained significant operational information not necessary for an external facing policy. In response to this, operational guidelines have also been developed to support staff in implementing the policy when undertaking their engagement activities.</p> <p>Work on the final draft of the 2025 Community Engagement Policy is now complete, and has been scheduled to be presented to councillors for consideration of endorsement at the 14 April Council meeting.</p>	Communications and Engagement	01-07-2024	30-06-2025	In Progress	75	 GREEN

5.1.2 Manage our finances responsibly and leave a positive legacy for future generations.


Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>5.1.2.30 CPI - Develop a long-term financial plan that ensures financial sustainability</p> <p>Progress Comments: Work commenced on the 25/26 budget and will be updated for the 10-year financial plan that will be adopted by October 2025.</p>	Finance	01-07-2024	30-06-2025	In Progress	10	 GREEN

5.1.3 Strive to be a customer-focused organisation and be a great place to work.


Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>5.1.3.4 CPI - Publicly report the organisation’s performance on a quarterly basis, including customer service outcomes</p> <p>Progress Comments: Progress for 3rd quarter reporting is on track for completion</p>	Business Transformation and Customer	01-07-2024	30-06-2025	In Progress	75	 GREEN

5.1.4 Maximise value for the community through efficient service delivery, innovation, strategic partnerships and advocacy.

ATTACHMENT 7.5.3.2

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>5.1.4.6 CPI - Implement the Cardinia Shire Advocacy Plan and work with strategic partners on shared advocacy initiatives</p> <p>Progress Comments: 4/4/25 - Council's Advocacy Priorities for the Federal Election were endorsed at the February Council Meeting and Council's Federal Election campaign has been prepared, ready to launch in April. The top four advocacy priorities for the election include:</p> <ul style="list-style-type: none"> - Lang Lang sand truck bypass - Princess Highway intersection upgrades between Nar Nar Goon and Longwarry - Cardinia Life re-development - Road sealing packages <p>Council's Advocacy Framework and Community Advocacy Toolkit is also now complete and will be tabled at the May Council Meeting.</p> <p>This quarter several grants have been applied for through the Growing Suburbs Fund, Growth Areas Infrastructure Contributions Fund, VicHealth Local Food Partnerships and more.</p>	Arts, Advocacy and Economy	01-07-2024	30-06-2025	In Progress	75	 GREEN
<p>5.1.4.16 CPI - Implement the strategy aimed at alternative revenue streams</p> <p>Progress Comments: With 25/26 budget planning currently underway, this will also include maximising current alternative revenue streams as well as identifying further opportunities.</p>	Finance	01-07-2024	30-06-2025	In Progress	30	 GREEN

5.1.5 Champion the collective values of the community through the councillors' governance of the shire.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
<p>5.1.5.38 CPI - Publicly report on Council decisions made and their implementation to demonstrate transparent decision making</p> <p>Progress Comments: Council decisions are reported quarterly to Council. The report for Quarter Two and Three was reported to the Council Meeting on 17 February 2025.</p>	Governance, Safety and Property	01-07-2024	30-06-2025	In Progress	75	 GREEN



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GROWTH REPORT

Q3 JAN – MAR 2025

Growth Projections

COUNCIL MEETING - 19 MAY 2025

Q3 JAN – MAR 2025

POPULATION FORECAST

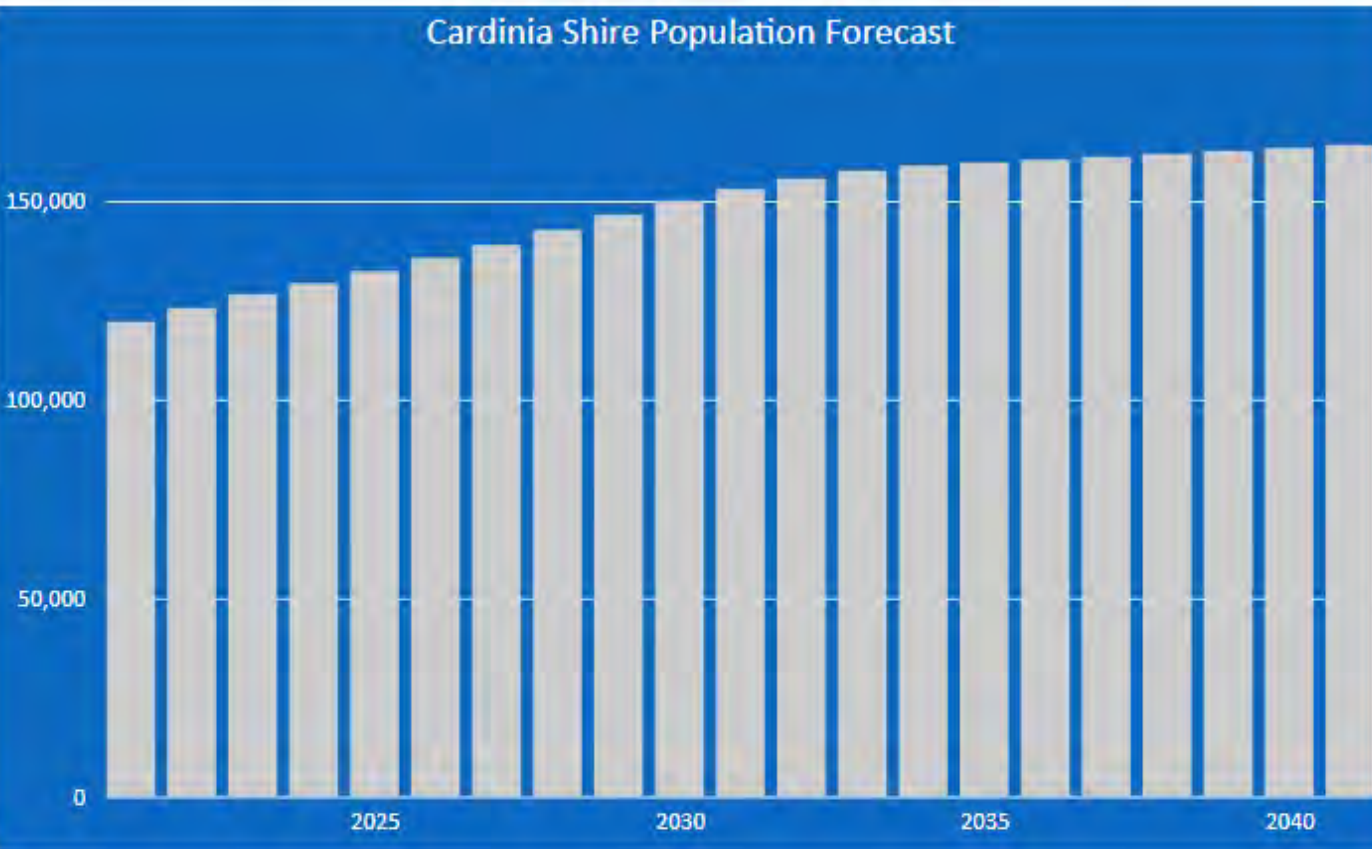
Cardinia Shire is a growing community. It is important therefore that we forecast our population growth to ensure that there are adequate services and infrastructure provisions for our residence in the future.

Population 2024
129,248

Population 2041
164,083

Change 2024-41
26.95 %

Cardinia Shire Population Forecast



Council Meeting - 19 May 2025

Source: <https://forecast.id.com.au/cardinia>

HOUSEHOLD GROWTH

YTD comparison to last year

Growth Indicator

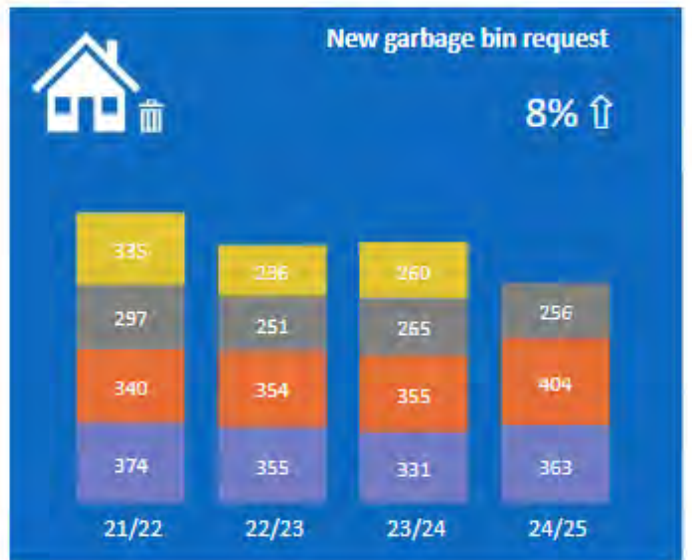


Number of households moving into the Shire per day

3

A new household garbage service is requested predominantly when a new home has been completed and ready to be occupied.

This indicator can therefore represent the growth of new households within the Shire.



493

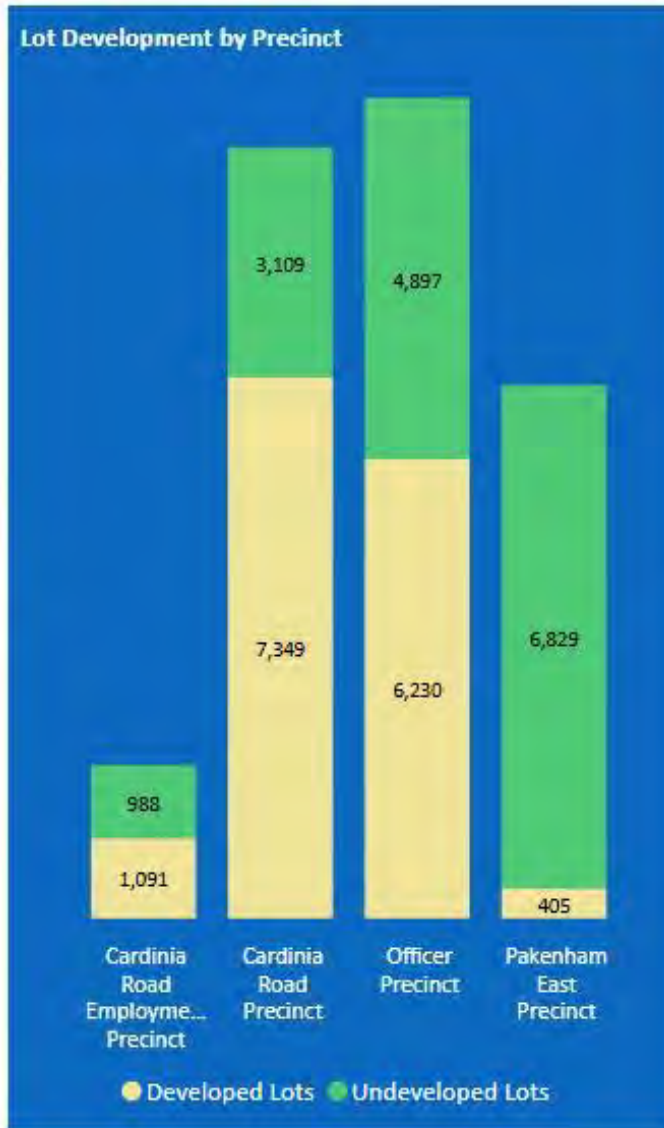
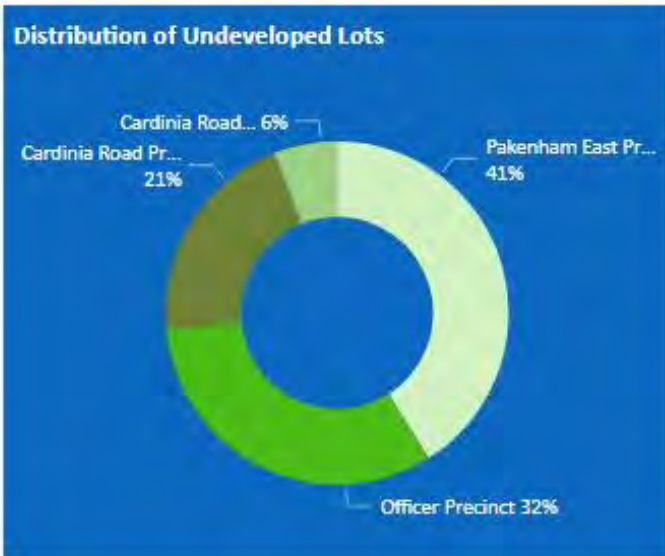
Legend
■ Q1 ■ Q2 ■ Q3 ■ Q4

Future Development

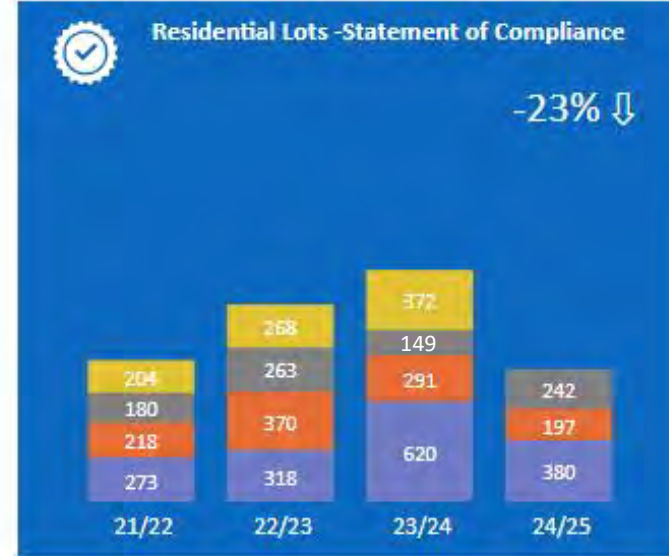
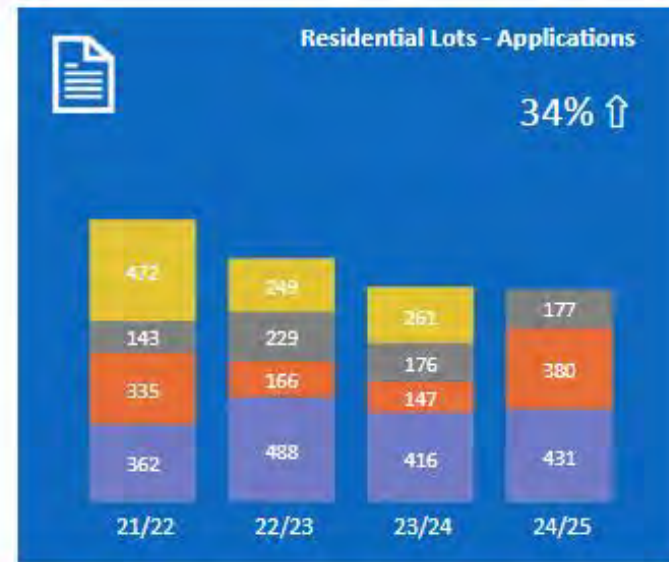
COUNCIL MEETING - 19 MAY 2025

Q3 JAN - MAR 2025

RESIDENTIAL LAND ACTIVITY METRICS *YTD comparison to last year*

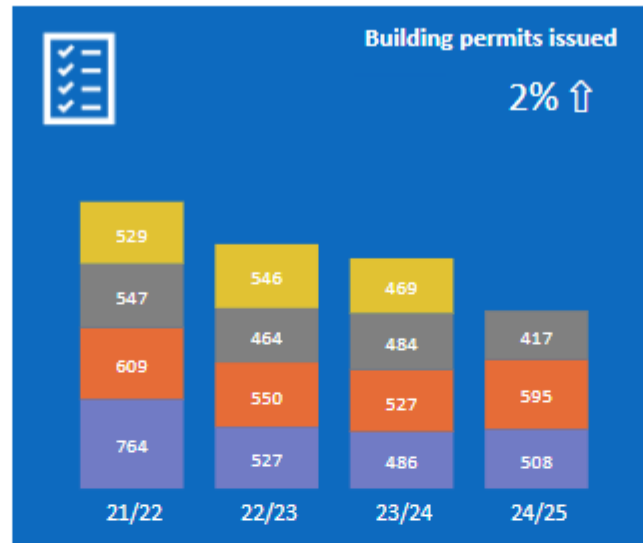
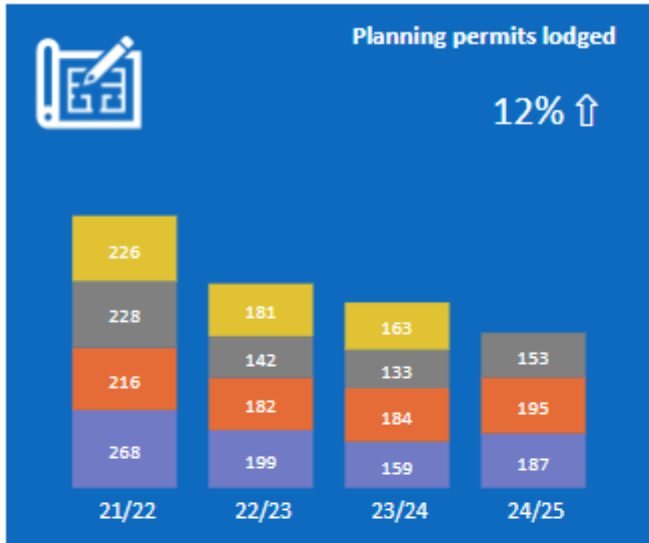


SUBDIVISION METRICS *YTD comparison to last year*



Q3 JAN – MAR 2025

PROPERTY METRICS *YTD comparison to last year*

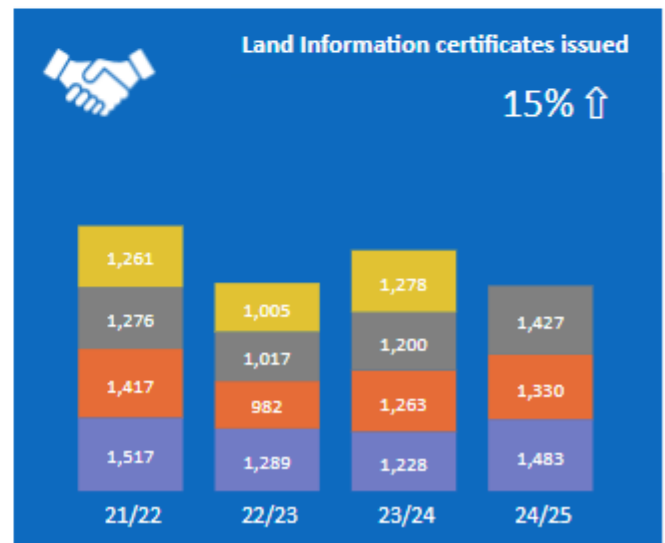
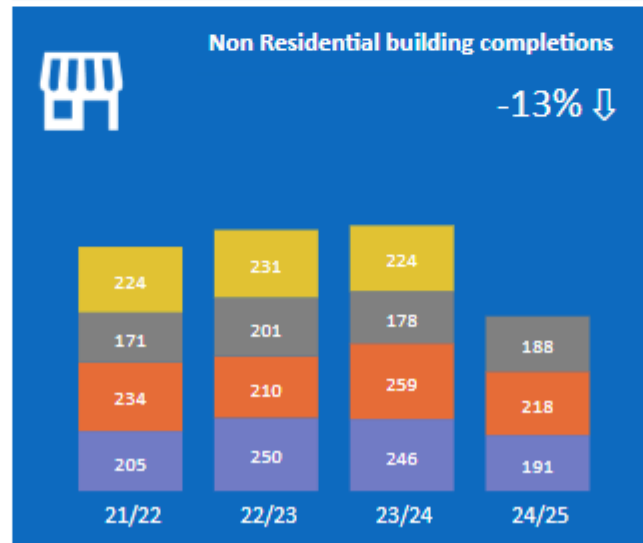
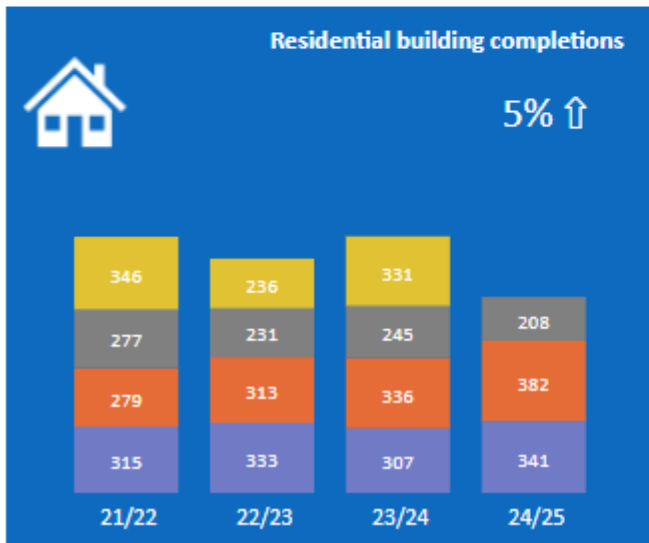


Activity within the property sector can help determine the growth rate within a municipality and therefore assist with future decision making.

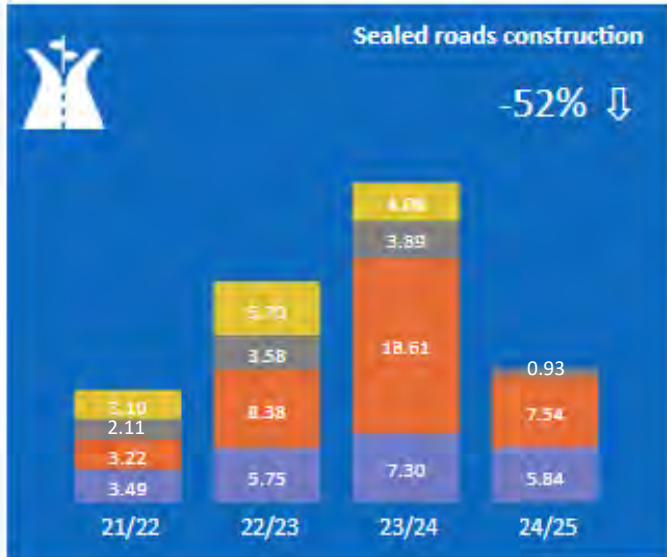
Planning permits are required to make changes to a property. Changes are dependent on location, zones, overlays and particular provisions affecting a property.

Building permits are required for both new buildings and alterations to existing buildings.

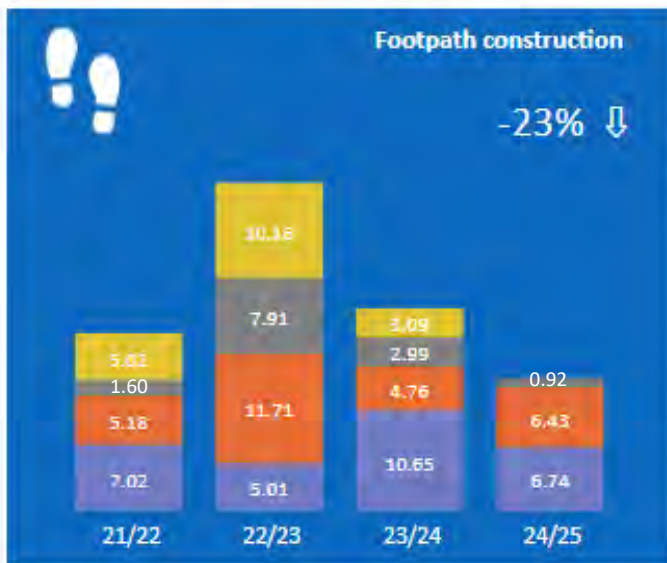
Land Information Certificates are required whenever a property changes owners. This figure includes both first home buyers and subsequent owners. It shows both growth and churn in the property market.



INFRASTRUCTURE METRICS *YTD comparison to last year*

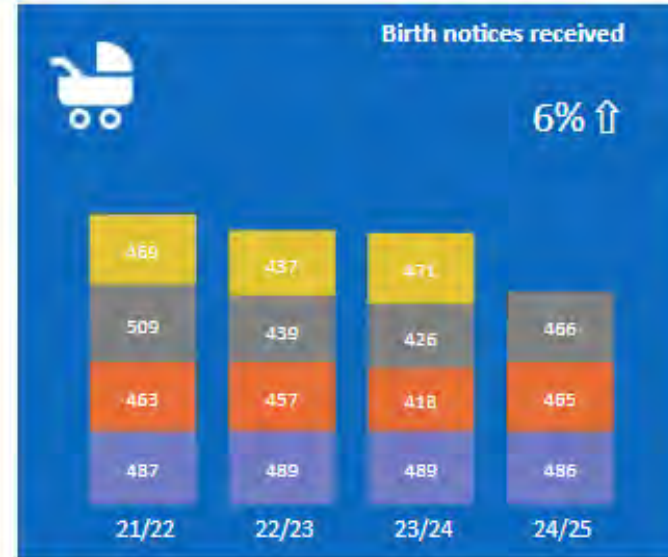


Sealed road growth is due to a combination of subdivision development and Council's sealing of unsealed roads through special charge schemes or other external funding such as Roads to Recovery.

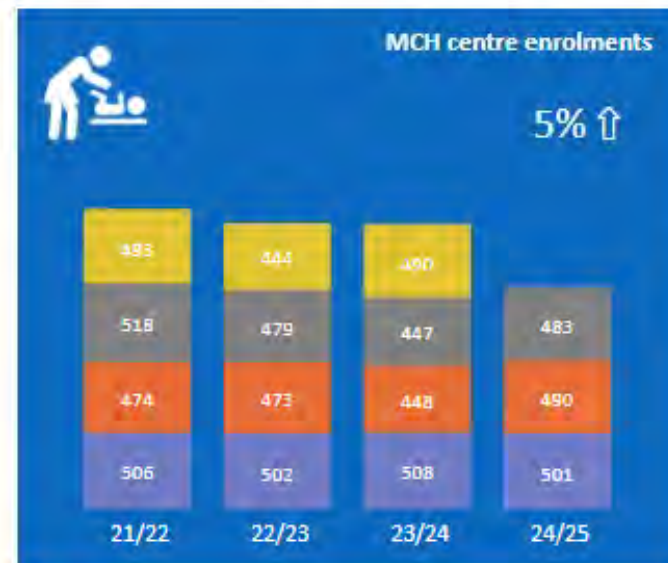


Footpath growth is due to a combination of footpaths constructed from subdivision development and Council's capital works program.

MATERNAL AND CHILD HEALTH METRICS *YTD comparison to last year*



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



Total enrolments is the number of babies and children, from birth to school age, that visit and enrol at an MCH centre, including both new born babies and children of families moving to Cardinia Shire.



Council report – Q3 2024-25

The following outlines progress against the actions outlined in the key focus areas of the Cardinia Shire Gender Equality Action Plan (GEAP) 2021 – 2025.

Unconscious Bias

- No further updates since last quarter:
The September 2024 Our Voice engagement survey had positive results regarding **Diversity & Inclusion** including:
“I’m satisfied with Cardinia Shire Council efforts to support diversity and inclusion (for example, in terms of gender, ethnicity, disability, socio-economic status)” - resulted in an organisation wide score of 8.2 (out of 10) meeting industry benchmark.

Sexual Harassment at Cardinia

- Quarterly meetings continue to occur with **Contact Officers**. These quarterly meetings enable HR to provide any updates on internal processes & reporting or changes in legislation. There has also been increased effort in promoting their role in the organisation via internal communication such as Cardinet posts and promotion at quarterly CEO conversations.
- Mandatory **Respectful Workplace Behaviours** training launched in March and will continue to roll out across the organisation (including casuals), with approximately two sessions per month over the next nine months. Training covers what sexual harassment is (in addition to bullying, harassment and discrimination) what is not acceptable in the workplace and the consequences if sexual harassment occurs.
- The VPSC **People Matter** survey occurs biannually and will **run from 28 April – 16 May 2025**. Results will be available at the end of June 2025 and included in reporting to the Commission (due December 2025). The 2024 Our Voice engagement survey occurred in September. There was a 68% participation rate. The survey results presented no findings of sexual harassment in the workplace via sensitive comments or written feedback.

Gender pay gap

- No further update since last quarter. HR continue to use benchmarking tools and job briefs to ensure pay equity.
Council’s **Gender Equality Progress Report** shows in 2023 the mean base salary pay gap decreased to -1.7% and the mean total remuneration pay gap -0.2%. The current -1.7% mean base salary pay gap for women means for every \$100 paid to a man, \$102 is paid to a woman. The current -0.2% mean total remuneration pay gap for women means for every \$100 paid to a man, \$100 is paid to a woman.

Business Intelligence & Data Gaps

- The opportunity to develop new ways of **collecting intersectional data** and formal flexible leave arrangements via our payroll systems continues to be explored.
- Meeting occurred in January with Payroll and HR team to understand HRIS capabilities to gather more data to improve the next workplace gender audit included in the GEAP reporting to CGEPs. Feedback provided was limitations in functionality due to age of product. Awaiting feedback on systems upgrade proposal taken to Council on 14 April to understand if our HRIS will be considered as part of this upgrade.
- Further meetings scheduled with payroll to prepare for upcoming **workplace gender audit due 1 December 2025**.

Other

- **The Commissioner**, Dr Niki Vincent, visited Councillors and ELT in February to reiterate the accountabilities of councils in providing equal resources and opportunities for women, men and gender diverse people in our community.
- **GIA champion monthly meetings** established and commenced in February to strengthen collaboration, process and application of training to current GIAs.
- **GEAP Governance Framework** established to meet internal audit requirements.
- **GIA training** delivered by GenderWorks to be scheduled June / July.
- Capability and Culture Business Partner continues to attend monthly **MAV Gender Equality Act check ins** online to enable ongoing learning to support GIA champions and forward advice regarding completing a GIA on the Council Plan.
- **GIA app** is currently on hold. The app will enable a more streamlined approach to completing GIAs and improvements in effective reporting.

Gender Impact Assessments (GIAs) completed

- Rates Recovery and Financial Hardship policy

Introduction to the Quarterly Performance and Growth Reports

The Ministerial Better Practice Guide that addressed Council performance and financial reporting indicates that Councils should present quarterly or biannual reports on the operation of Council to Councillors, the Audit Committee and Senior Managers.

During the first 12 months of the new Council term, Council must prepare and adopt a range of strategic planning documents, which must include the articulation of Strategic Indicators that will track the progress of Council plan initiatives and priorities. Performance reporting is inherently connected to the higher-level strategic objectives, and hence officers expect that these quarterly performance reports may be adapted and adjusted as the new Council priorities take shape.

Council officers are currently working on potential strategic indicators for Council to consider, which will be an important component for Council consideration as the Council Plan and associated documents are prepared.

Performance Report

This report collates a series of 'dashboards' that draw data from various Council systems and presents them in a graphical way. The dashboards presented in this report are available on the Council website (cardinia.vic.gov.au/dashboards) and are updated each quarter after they are reported in Council meetings.

Council Plan Performance refers to the Initiatives identified in the Council Plan 2021-2025 and tracks the current status of the Year 4 initiatives. More detailed progress comments can be found in Council Plan Initiatives – Progress Report.

Service request performance

In this report, "Requests" refers to customer enquiries recorded in Council's Customer Relationship Management System (CRMS). This may be when a call is taken through the Customer Support call centre, or an email or other electronic request via mail@cardinia.vic.gov.au.

All categories of CRMS have assigned 'target' completion time (expressed as days - ranging from 1 to 180 days, depending on the immediacy of the request, and the nature of the enquiry). The 'Service Level' is the percentage of CRMS that are completed (closed) within the 'target' time.

Unsealed Roads Performance

Drainage Performance

Waste Management Performance, Disposal and Recovery

Customer Service Performance and After Call Survey

Youth Engagement statistics

These dashboards summarise workloads, service completion data and proactive work volumes across key Council services. Each quarter, the relevant service managers may provide commentary on trends or particular results. These graphs will often show variation when demand surges occur, such as weather events, spikes in calls because of issues in the community.

The **after-call survey** is conducted quarterly and prompts a random selection of customers to rate the performance of Council after their CRMS request is closed. After-call surveys typically have a relatively low participation rate (this quarter it is 10%) but is nevertheless a useful indicator. Survey-takers are invited to rate the knowledge, professionalism and wait time in respect of their contact, providing a rating out of 5.

Escalated complaints

The escalated Customer complaints report refers to Customer complaints within the meaning of the *Local Government Act 2020* and should be understood in conjunction with the Cardinia Shire Council Customer Complaints Policy.

The *Local Government Act 2020* defines a complaint as, “a written or oral expression of dissatisfaction” with the:

- Quality of an action taken, decision made, or service provided by a member of Council staff or contractor engaged by the Council; or
- Delay by a member of Council staff or contractor engaged by the Council in taking an action, making a decision, or providing a service; or
- Policy or decision made by a Council, member of Council staff or a contractor.

and is therefore quite broad in its scope.

Due to current system limitations, this report records the number of complaints received and the closure time. This does not indicate information whether investigated complaints were substantiated (in whole or in part).

The complaints policy along with the complaints procedure adopted by Council is published in Council’s website.

[Customer Service Charter and Complaints Policy - Cardinia Shire Council | Cardinia Shire Council](#)

LGPRF Service Measures

The Local Government Performance Reporting Framework is a key State Government initiative to collect rigorous and comparable data from all Victorian Councils across a range of key service areas. This data is reported annually, and is comparable across Councils to support transparency across the sector.

As well as reporting the data, Councils are obliged to set targets for some designated indicators. The targets adopted by Cardinia are indicated on the graphs by yellow dotted lines. Targets have only been required since 2023/24.

Local Government Victoria provides a website and tools to easily compare the data across Councils.

[Know Your Council | vic.gov.au](#)

Cardinia Initiatives Progress Report

This report collates progress comments across all initiatives identified in the Council Plan. The Council Plan 2021-2025 sets out initiatives across each of the 4 years of the plan, and this report relates to the initiatives that are ongoing in the current year.

Growth Report

This report combines a number of data sources that collectively indicate population and growth trends in the municipality, including in significant development precincts.

Gender Equity Action Plan Report

Under the *Gender Equality Act 2020*, all local Councils are required to have a Gender Equity Action plan, and to report progress against the plan.

This report outlines progress against the actions outlined in the key focus areas of the *Cardinia Shire Gender Equality Action Plan (GEAP) 2021 – 2025*.

Future Improvements and changes to Performance and Growth Reports

Over the next 6-9 months, as the new Council Plan is developed, Council will develop new strategic indicators which will be the primary performance indicators for the Council term. It is expected that this will, in turn, drive improvements to the Quarterly Performance and Growth Reports, in order to provide Councillors and the community for more informative performance reports.

8 Reports By Councillors

9 Presentation Of Petitions

10 Notices Of Motion

10.1 NOTICE OF MOTION 1114 - CR PATON

Motion

I, Councillor Trudi Paton hereby give notice of my intention to move the following motion at the Council Meeting to be held at 7.00pm on Monday 19 May 2025:

That in response to the request from the Western Port Biosphere Councillor Liaison Committee, Council calls for nominations and appoints a second Councillor to act as substitute when required and adds the requirement of a substitute Councillor for this Committee in its list of committee nominations.

11 Urgent Business

12 Councillor Questions

13 Mayoral Minute

14. Confidential Business

The *Local Government Act 2020* (the Act), section 66 provides that if a council or delegated committee determines that a meeting is to be closed to the public to consider confidential information, the Council or delegated committee must record in the minutes of the meeting that are available for public inspection:

- a) the ground or grounds for determining to close the meeting to the public by reference to the grounds specified in the definition of ***confidential information*** in section 3(1); and
- b) an explanation of why the specified ground or grounds applied.

The Act defines ***confidential information*** in s.3(1)(a)-(l), and includes information that may prejudice or impact; commercial negotiations, the security of Council, land use planning, law enforcement, legal privilege, personal information, private commercial information, confidential meeting information, internal arbitration, Councillor conduct panel information and information specified under s.77 of the previous *Local Government Act 1989*.

Once confidential information has been considered and decided in a closed session of a Council Meeting, a further resolution to resume open Council is required.

Recommendation

That Council pursuant to section 66(5)(a) and (b) of the *Local Government Act 2020* close the Council Meeting to the public to consider the following confidential information:

1. Agenda Item 14.1 – Cardinia Youth Hub is designated confidential on the grounds that it relates to s.3(1)(e) Legal privileged information, being information to which legal professional privilege or client legal privilege applies.
2. Agenda Item 14.2 – Contract Variation CT000511 - Management & Operation of Deep Creek Reserve & Golf Course is designated confidential on the grounds that it relates to s.3(1)(g) Private commercial information, being information provided by a business, commercial or financial undertaking that—(i) relates to trade secrets; or (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.
3. Agenda Item 14.3 – Appointment of Interim Chief Executive Officer is designated confidential on the grounds that it relates to s.3(1)(f) Personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

15 Meeting Closure