

Council Meeting

Agenda

Monday 21 July 2025

Commencing 7:00 PM

Council Chambers
20 Siding Avenue, Officer
Victoria

Council Meeting

Monday 21 July 2025 at 7:00 PM.

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

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

Dear Councillor,

You are advised that a meeting will be held in the **Council Chambers, Cardinia Shire Council Civic Centre, 20 Siding Avenue, Officer** on **Monday 21 July 2025** commencing at **7:00 PM**.

Peter Benazic
INTERIM CHIEF EXECUTIVE OFFICER

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1 Opening And Reflection

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

2 Traditional Owners Acknowledgement

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

3 Apologies

4 Adoption And Confirmation Of Minutes

Recommendation

That Council confirm the minutes of the following meetings:

1. Council Meeting 16 June 2025.
2. Town Planning Committee Meeting 7 July 2025.

5 Declaration Of Interests

6 Community Questions

7 Ordinary Business

7.1 Town Planning Reports

7.1.1 RESPONSE TO NOM - OFFICER TOWN CENTRE

Responsible GM:	Debbie Tyson
Author:	Keira Lee
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:	4.1 We support our productive land and employment land to grow local industries 4.1.2 Plan for sustainable employment precincts to entice new industries to the region and support new business.

Recommendation

That Council notes the progress of development within the Officer Town Centre.

Executive Summary

The Officer Precinct Structure Plan was gazetted in September 2011 (and amended in November 2019) and identifies Officer Town Centre as a Major Activity Centre to provide a diverse and vibrant town centre that accommodates a variety of uses including retail and commercial premises, community facilities and high-density residential housing. The Officer Urban Design Framework was approved in February 2024. Since the PSP's gazettal, the predominate development has been centred around the Civic Centre, the One Centre Square development on Siding Avenue and the development of residential town houses (Olio estate).

Background

Councillor Potter put forward the following Notice of Motion (NoM) 1111 at the March 2025 Council Meeting:

That Council:

- 1. Requests the preparation of a report to be tabled within three Council Meetings providing an update on the development of the Officer Town Centre.*

The report is to include:

- a. information that is not deemed confidential in relation to any current planning applications or permits for both residential and commercial developments; and*
- b. any actions taken by council to facilitate development in the Officer Town Centre; and*
- c. what is holding up development and when can residents expect to see development commence?*

This report will respond to the NoM.

At the 15 April 2024 Council, a report (6.2.3 Response to Notice of Motion – Officer Town Centre update (15 April 2024)) was tabled in response to a similar Notice of Motion.

Role and Function

Key strategic documents relating to Officer Town Centre are:

1. Officer Precinct Structure Plan (PSP) approved 2011 (amended 2019)
2. Officer Development Contributions Plan (Officer DCP)
3. Officer Urban Design Framework (UDF) adopted by Council 19 February 2024

The Officer Town Centre is identified as a Major Activity Centre (MAC). The role and function of the MAC is to provide retail, commercial and office uses, supermarkets and shops, hospitality and entertainment activities, health, municipal and government services, education opportunities, community and recreation services. The MAC is to provide a variety of high-density residential housing and operate as a well-connected Centre, utilising Officer Railway Station, the bus and shared path network.

Discussion

Land Ownership and Permits Issued

The Officer Town Centre (OTC) is held in fragmented land ownership, with many small, individual lot owners. The map below shows the current ownership of the larger land parcels within OTC categorised as Council owned land (dots) and State Government owned land (stripes). The balance land (uncoloured) is privately owned holdings.



Land Ownership and Planning Permit Status Map of Officer Town Centre

A significant portion of the land within the OTC is owned by the State Government, with the majority being held by Development Victoria, the state's development delivery arm. Development Victoria (DV) have delivered the major roads within the OTC including Siding Ave,

Stroud Rd, Coxon, Piggot and Orchard Streets along with the rail underpass and associated landscaping in these areas. DV are currently developing the residential area known as Olio estate. DV's commercial land offering has not progressed. In recent years, there has been more than one campaign to sell the land, but this has also not progressed.

Of the Council owned land, these parcels are either the Civic Centre, public open space, or future community facilities, as identified in the PSP.

The map also shows the sites where a planning permit application has been lodged, a planning permit has been issued, construction has commenced on site or development is complete.

Further detail of each site mapped can be found in **Attachment 1 – Planning Permit Status** (correct at April 2025). Not all permits are listed, with permits for signage or change of use not included, nor permits for the existing uses prior to the PSP being gazetted. Applications that have lapsed or been withdrawn are also not included in the list.

What is holding up development and when can residents expect to see development commence?

Council plays a key role in the assessment of a planning permit application. Whilst granting a planning permit is a significant milestone, it does not guarantee development. Depending on various commercial and market factors, individual to each permit holder, development may or may not progress. Alternatively, the land may be sold with a permit, or the land may continue to sit undeveloped. Council and Council officers are unable to progress development on behalf of private or State Government landowners and can only support developers and permit holders by providing assistance, guidance and connections.

Council does not control the timing of when land will be developed however when the opportunity arises, the Growth Area Planning and Subdivision team prioritise all communication and review of applications within the MAC. This is due to the strategic and economic importance of this precinct. Where possible Council officers facilitate discussions, negotiations and stakeholder connections to streamline planning permit applications.

The Growth Area Planning and Subdivisions team continue to meet with land owners and developers at pre-application meetings prior to planning permits being lodged. We have three active sites that we are currently providing information to landowners and prospective developers on. We review plans, engage with land owners and permit holders and provide advice to applicants, to ensure that when applications are lodged, they meet the requirements of the PSP and UDF, as well as the economic intent and role of the MAC.

The current planning controls are not considered to be a barrier to development commencing in the OTC. They are a common and effective planning tool used in growth area planning.

Supermarkets rely on population catchments to be viable for development. It is considered that with the many nearby residential estates under development and with recent expansion of the Olio estate, the population catchment is continuing to grow to support the important retail role of the MAC.

Policy Implications

The development of Officer Town Centre is guided by the Officer Precinct Structure Plan. All permits issued must be generally in accordance with the Officer PSP and the relevant requirements of the Cardinia Planning Scheme.

The Officer Town Centre Urban Design Framework provides further guidance and direction on development in the area to ensure a cohesive Major Activity Centre outcome. It does not change the land uses or requirements outlined in the PSP but provides a framework for development outcomes in the area.

Financial and Resource Implications

There are no financial or resource implications as part of this report.

Climate Emergency Consideration

The Officer Precinct Structure Plan requires a Sustainability report to be submitted for consideration as part of the planning permit application process.

Consultation/Communication

New Webpage

This year, Council launched a new webpage on Creating Cardinia called 'Officer Major Activity Centre', where the community can subscribe to updates or simply view information on:

- Permits issued by Council
- Advocacy by Council
- Land Ownership Status
- Planning Permit Status
- FAQ in response to Council's role and responsibilities in the development of the OTC

[Officer Major Activity Centre](#) | [Officer Precinct](#) | [Creating Cardinia](#)

This page will be updated by the Growth Area Planning and Subdivision team as development in the OTC progresses.

The webpage provides details of all community consultation undertaken in the Precinct since 2011.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. It was determined that a Gender Impact Assessment (GIA) was not required as the subject matter of this report does not relate to a policy, program or service that has a direct or significant impact on the community.

Attachments

1. Attachment 1 - Planning Permit Status [7.1.1.1 - 4 pages]

Attachment 1 – Planning Permit Status

Site Map		Address	Permit Preamble	Status (Council Report April 2024)	Status (April 2025)
10	T240627	Siding Avenue, Officer	Development of land for an office (temporary sales office)	-	Permit issued
7	T210884	458 Princes Highway, Officer	Application for construction of supermarket, shops and offices, display of signs, reduction in carparking, alteration of access to land adjacent to a road in transport zone (commercial)	Under Assessment	Under Assessment – Applicant has confirmed that a redesign will be submitted to Council in June 2025. Officers are committed to continue working with the Applicant.
12	T230119	Princes Highway, Officer	Subdivision of land and associated works, removal of waterbodies and native vegetation and subdivision of land adjacent to a road in a Transport Zone 2 and creation of access to a road in a Transport Zone 2.	Under Assessment	Permit issued
	T230474	1 Station Street, Officer	Development of land with a land sales office and display of signage	Permit issued	Development complete
13	T230097	48, 54, 56 Station Street, Officer	Use and development of the land for retail premises, office and medical centre and reduction of car parking	Under Assessment	Permit issued
8	T230396	18 Station Street Officer	Use and development of the land for a Child Care Centre and reduction in car parking	Under Assessment	Permit issued
2	T220623	432 Princes Highway, Officer	Development of the land for offices	Under Assessment	Permit issued

9	T210909	Princes Highway, Officer	Subdivision of land, creation and removal of easement and creation of Reserves	Under Assessment	Permit issued
6	T240090	496 Princes Highway, Officer	Use and development of the land for a food and drink premises, display of business identification and internally illuminated signage and create and alter access to a road in a Transport Road Zone Category 2	Under Assessment	Under Assessment
	T230030	474 Princes Highway, Officer	Use and development of land with 8 food trucks, construction of car park and alteration of access to a road in a Transport Road Zone Category 2	Development complete	-
5	T230167	11-13 Station Street, Officer	Use and development of the land for a childcare centre	Permit issued	Development commenced
11	T210039	33 Station Street Officer	Use and development of the land for a medical centre and display of business identification signage	Permit issued	Extension of time to commence development approved (August 2025)
	T220584	4 Station Street, Officer	Use and development of the land for a medical centre and display of signage	Permit issued	Development complete
1	T230089	414 Princes Highway, Officer	Development of the land for trade supplies (plumbing)	Permit issued	Development commenced
	T220803	389-391 Princes Highway, Officer	Use and development of convenience restaurant, display of advertising signage and reduction in bicycle parking	Permit issued	Development complete
	T120692	433 Princes Highway, Officer	Development of land for office buildings	Development complete	-
3	T220281	435 Princes Highway, Officer	Development of land for offices, display of signage, alteration of	Permit issued	Development commenced

			access to a road in TZ2, reduction in car parking and creation of easement		
	T170600	437 Princes Highway, Officer	Use and development of the land for offices and shops, a reduction in car parking, alteration of an access to a Road Zone Category 1 and advertising signage.	Completed	-
	T140410	24 Tivendale Road, Officer	Commercial premises incorporating a service station, shops (including a licensed premise - bottle shop), food and drink premises, offices, medical centres, advertising signage, a reduction in car parking and loading bay requirements and access to a RZC1	Completed	-
4	T220617	465 Princes Highway, Officer	Use of land for a food and drink premises and buildings and works associated with a supermarket, offices, restricted retail premises, food and drink premises, signs and creation of access to a road in a Transport Zone 2, in accordance with the endorsed plans.	Permit issued	-
	T110741 & T130562	20 Siding Avenue, Officer	Civic Centre	Completed	-
14	T220531	67 Officer South Road, Officer	Use of land for dwellings, building and works associated with dwellings, retail premises, offices and medical centres, reduction in car parking, subdivision, and removal of an easement	Permit issued	-

	T170584, T200656 & T190381	Siding Avenue, Officer	Building and works in stages associated with the construction of residential dwellings, shops/food and drink premises, offices, medical centres, gymnasium, supermarket, restaurant, internally illuminated signs, use of land to sell liquor and a reduction in carparking. And associated subdivision permits	Completed	-
15	T210824	Coxon Street, Officer	Staged multi-lot residential subdivision	Permit issued	Construction commenced
	T200320	Bridge Road, Officer	Staged multi-lot residential subdivision	Development commenced	Development complete
	T220427	63 Officer South Road, Officer	Use and development of an emergency services facility and associated works	Development commenced	Development complete
	T120590	Siding Avenue, Officer	Multi lot staged subdivision, access to TRZ1, earthworks, road works, creation of a reserve, creation of easement and removal of easement.	Completed	-
	T140094 & T150376	Siding Avenue, Officer	Subdivision, creation of easements, creation of reserves and associated works (including road works)	Completed	-

7.1.2 RESPONSE TO NOM - GREEN WEDGE AREAS AND VACANT LAND

Responsible GM:	Debbie Tyson
Author:	Marcelle Bell
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>4.1 We support our productive land and employment land to grow local industries</p> <p>4.1.1 Facilitate better planning for our agricultural land to support industry, innovation, local food economy and local job growth.</p> <p>4.1.5 Strengthen and promote our shire's unique identity and visitor attractions.</p> <p>5.1 We practise responsible leadership</p> <p>5.1.1 Build trust through meaningful community engagement and transparent decision-making.</p> <p>5.1.5 Champion the collective values of the community through the Councillors' governance of the shire.</p>

Recommendation

That Council notes the response to a Notice of Motion requesting the minimum lot sizes specified in each Zone within Cardinia's three Green Wedge Areas and that a report, including a map-based view and a list of property details (such as land size) is to be presented to the Council within three months.

Executive Summary

On the 17 March 2025 Councillor David Nickell developed the following Notice of Motion that was endorsed by Council:

"That Council officers undertake a review of existing rural vacant lots that are below the minimum lot size specified in each Zone (and/or overlays) within Cardinia's three Green Wedge Areas and that a report, including a map-based view and a list of property details (such as land size), is to be presented to the Council within three months."

This report provides information in response to the Notice of Motion.

The data is proposed to be used to feed into future strategic planning work as background technical data.

Background

In the Cardinia Planning Scheme several rural zones exist, and each zone has a unique purpose as shown in Table 1:

Table 1 – Purpose of Zones as specified in the Cardinia Planning Scheme

Zone	Purpose
Green Wedge A	<ul style="list-style-type: none"> To implement the Municipal Planning Strategy and the Planning Policy Framework. To provide for the use of land for agriculture. To protect, conserve and enhance the biodiversity, natural resources, scenic landscapes and heritage values of the area. To ensure that use and development promotes sustainable land management practices and infrastructure provision.

	<ul style="list-style-type: none"> To protect, conserve and enhance the cultural heritage significance and the character of rural and scenic non-urban landscapes. To recognise and protect the amenity of existing rural living areas
Green Wedge	<ul style="list-style-type: none"> To implement the Municipal Planning Strategy and the Planning Policy Framework. To provide for the use of land for agriculture. To recognise, protect and conserve green wedge land for its agricultural, environmental, historic, landscape, recreational and tourism opportunities, and mineral and stone resources. To encourage use and development that is consistent with sustainable land management practices. To encourage sustainable farming activities and provide opportunity for a variety of productive agricultural uses. To protect, conserve and enhance the cultural heritage significance and the character of open rural and scenic non-urban landscapes. To protect and enhance the biodiversity of the area
Rural Conservation	<ul style="list-style-type: none"> To implement the Municipal Planning Strategy and the Planning Policy Framework. To conserve the values specified in a schedule to this zone. To protect and enhance the natural environment and natural processes for their historic, archaeological and scientific interest, landscape, faunal habitat and cultural values. To protect and enhance natural resources and the biodiversity of the area. To encourage development and use of land which is consistent with sustainable land management and land capability practices, and which takes into account the conservation values and environmental sensitivity of the locality. To provide for agricultural use consistent with the conservation of environmental and landscape values of the area. To conserve and enhance the cultural significance and character of open rural and scenic non-urban landscapes.
Special Use (Schedule 1)	<ul style="list-style-type: none"> To preserve land of high agricultural quality for horticulture and other farming activities. To discourage non-agricultural and non-soil based uses establishing on soil of high agricultural value. To protect the area from the encroachment of urban and rural residential type development. To minimise the potential for conflict between residents and normal farming practices that are related to the conduct of agricultural activities. To encourage sustainable farming activities based on whole farm and catchment planning principles on an individual and community basis

Under each Zone a permit is required to subdivide land.

Each lot must be at least the area specified for the land in the schedule to the Zone to be subdivided, as demonstrated in Table 2.

Table 2 - Zones and Minimum Subdivision Area

Zone	Minimum Subdivision Area (hectares) in zone	What does this mean? The land must be double the ha size to meet the minimum subdivision area. Examples below in hectares
Green Wedge A (Schedule 1)	8	16
Green Wedge A (Schedule 2)	2	4
Green Wedge (Schedule 1)	40	80
Green Wedge (Schedule 2)	15	30
Rural Conservation (Schedule 1)	40	80
Rural Conservation (Schedule 2)	15	30
Special Use Zone (Schedule 1)	25	50

Discussion - Assessment of Rural Vacant Land

What has the review encompassed?

Council officers have undertaken a review of each Zone to assist providing advice on:

1. The minimum subdivision for each zone in the Cardinia Planning Scheme
2. How many lots in the Zone are equal or less than the minimum subdivision area.
3. How many lots in the Zone are equal or less than the minimum subdivision area and are vacant land.
4. How many lots are greater than the minimum lot size and can be further subdivided.
5. How many lots are greater than the minimum lot size and can be further subdivided and are vacant land.

What were the assumptions and what data did Council officers use?

1. The assessment has excluded:
 - a. Land located within a metropolitan urban area and township areas that are not zoned rural as identified in Table 1 and 2
 - b. Cardinia Reservoir
 - c. Bunyip State Park
 - d. Public land not identified as rural land in Table 1 and 2
 - e. Rural Living Zone. There is no Rural Living Zone in the Cardinia Planning Scheme
 - f. Farming Zone. In the Cardinia Planning Scheme, the Farming Zone is used as a holding Zone in the Urban Growth Boundary. This land will change in the future for urban purposes based on State and local government policy.
 - g. Rural land that is larger than the minimum lot size but cannot be further subdivided.
2. The assessment does not review if a permit may be granted to create smaller lots of a subdivision if it is the re-subdivision of existing lots.
3. Council officers have relied on data from the State Government for the base maps and data from our rates department to determine what is vacant land. This data is updated weekly and the advice we are providing in this report is correct as of 5 May 2025.
4. The definition of vacant land is defined as land that does not include a dwelling, as determined by our rates department.

Results

Please refer to Table 3 for a summary of the results regarding what vacant land exists, what is the minimum land size and what can be further subdivided.

Table 3 – Summary of vacant lots and how many can be further subdivided

Zone	Minimum subdivision area in Cardinia Planning Scheme (hectares)	How many of the lots in the zone are equal or less than minimum subdivision area	How many of the lots in the zone are equal or less than minimum subdivision area and are vacant land	How many of the lots in zone are equal or less than minimum subdivision area, are vacant and can be further subdivided		How many lots are greater than the minimum lot size and can be further subdivided	How many lots are greater than the minimum lot size and can be further subdivided and are vacant land
Green Wedge A (Schedule 1)	8	217	13	0		7	0
Green Wedge A (Schedule 2)	2	741	16	0		25	1
Green Wedge (Schedule 1)	40	2578	418	0		386	59
Green Wedge (Schedule 2)	15	230	25	0		34	3
Rural Conservation (Schedule 1)	40	334	68	0		29	5
Rural Conservation (Schedule 2)	15	1422	97	0		38	8
Special Use Zone (Schedule 1)	25	582	122	0		83	26

Please refer to Attachments 1 to Attachment 7 for a visual representation of this data for each zone.

Please refer Attachment 8 to Attachment 10 for a wholistic visual representation of the data.

Policy Implications

The data represented in Table 3 has been prepared for Council and the public with no formulated conclusions made. The data is proposed to be used to feed into future strategic planning work as background technical data.

Financial and Resource Implications

The information collected and developed by Council officers has been undertaken by existing staff resourcing and there are no financial implications.

Climate Emergency Consideration

Climate emergency considerations do not form part of this report.

Consultation/Communication

At this stage the information is not proposed to be used for any formal public engagement purposes.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. It was determined that a Gender Impact Assessment (GIA) was not required as the subject matter of this report does not relate to a policy, program or service that has a direct or significant impact on the community.

Attachments

1. Attachment 1 - Green Wedge Areas & Vacant Land [7.1.2.1 - 18 pages]

OFFICIAL

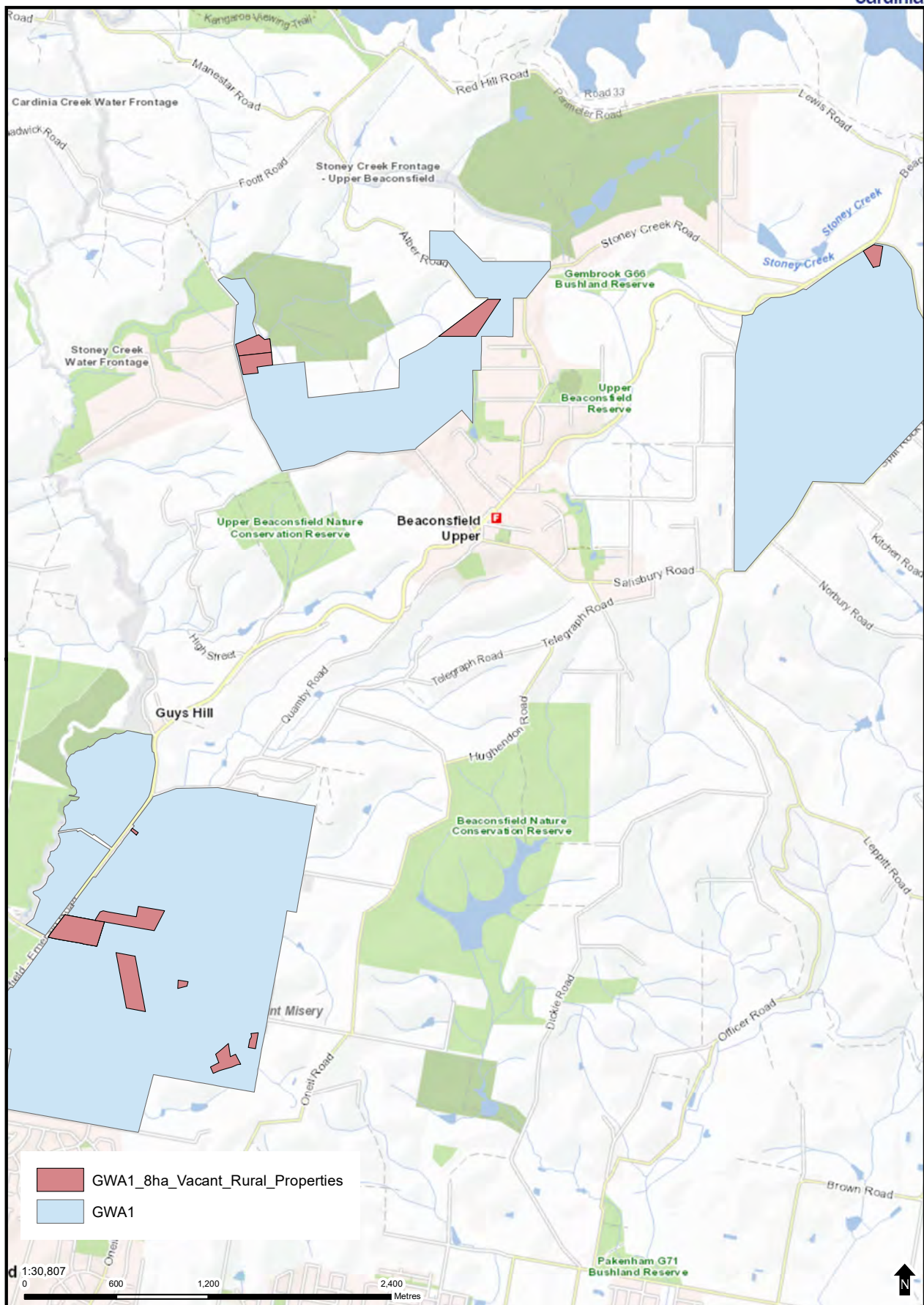
Response to Notice of Motion – Green Wedge Areas and Vacant Land

July 21, 2025, Council Meeting Report – Attachments

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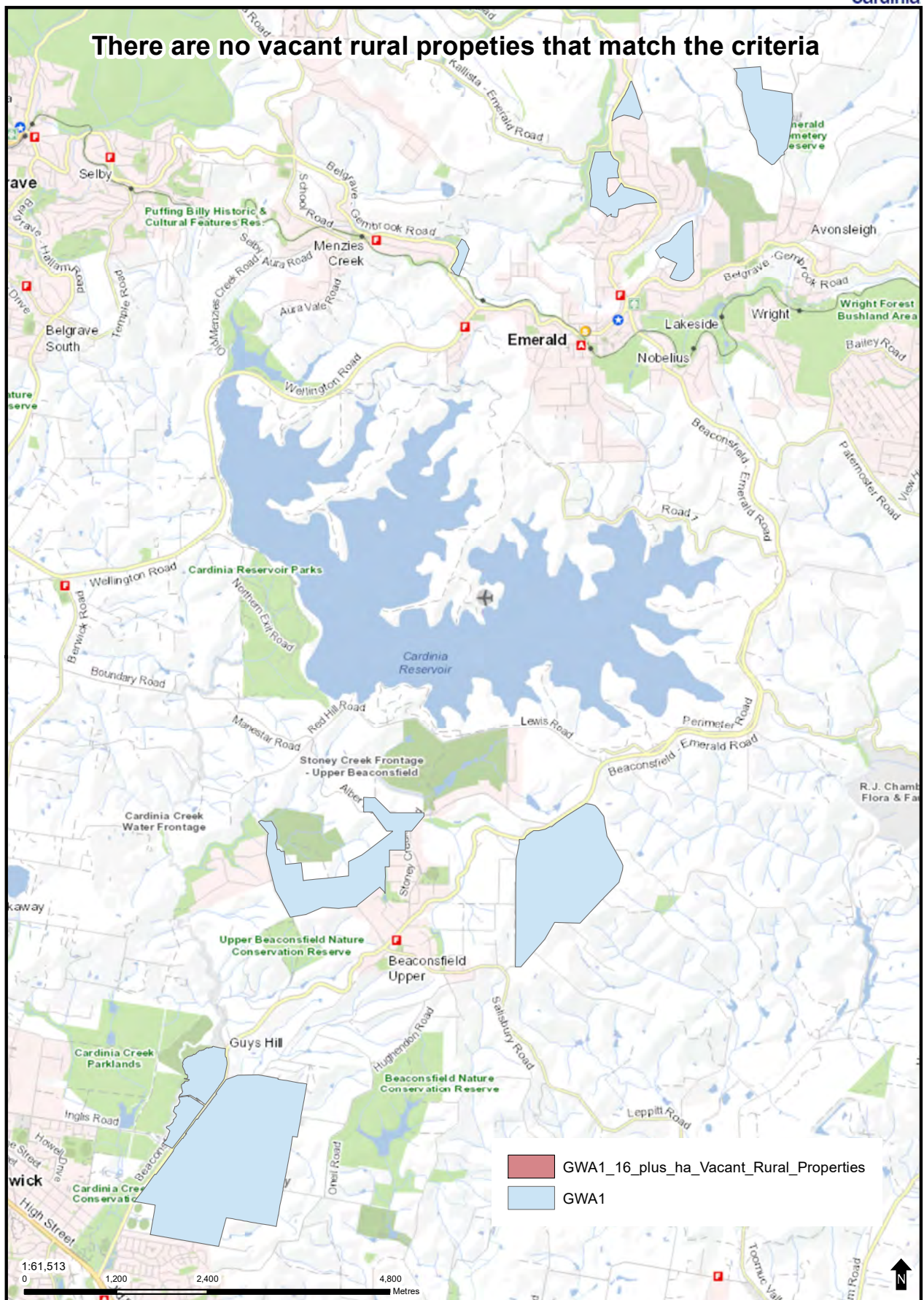
Attachment 1a – GWA1 8ha Vacant Rural Properties
Attachment 1b – GWA1 16 plus ha Vacant Rural Properties
Attachment 2a – GWA2 2ha Vacant Rural Properties
Attachment 2b – GWA2 4 plus ha Vacant Rural Properties
Attachment 3a – GWZ1 40ha Vacant Rural Properties
Attachment 3b – GWZ1 80 plus ha Vacant Rural Properties
Attachment 4a – GWZ2 15ha Vacant Rural Properties
Attachment 4b – GWZ2 3 plus ha Vacant Rural Properties
Attachment 5a – RCZ1 40ha Vacant Rural Properties
Attachment 5b – RCZ1 80 plus ha Vacant Rural Properties
Attachment 6a – RCZ2 15ha Vacant Rural Properties
Attachment 6b – RCZ2 30 plus ha Vacant Rural Properties
Attachment 7a – SUZ1 25ha Vacant Rural Properties
Attachment 7b – SUZ1 50 plus ha Vacant Rural Properties
Attachment 8 – Rural land in Cardinia vacant and non-vacant
Attachment 9 – Rural land in Cardinia vacant only
Attachment 10 – Rural land in Cardinia vacant only with SUZ1 Boundary

GWA1 8ha vacant rural properties

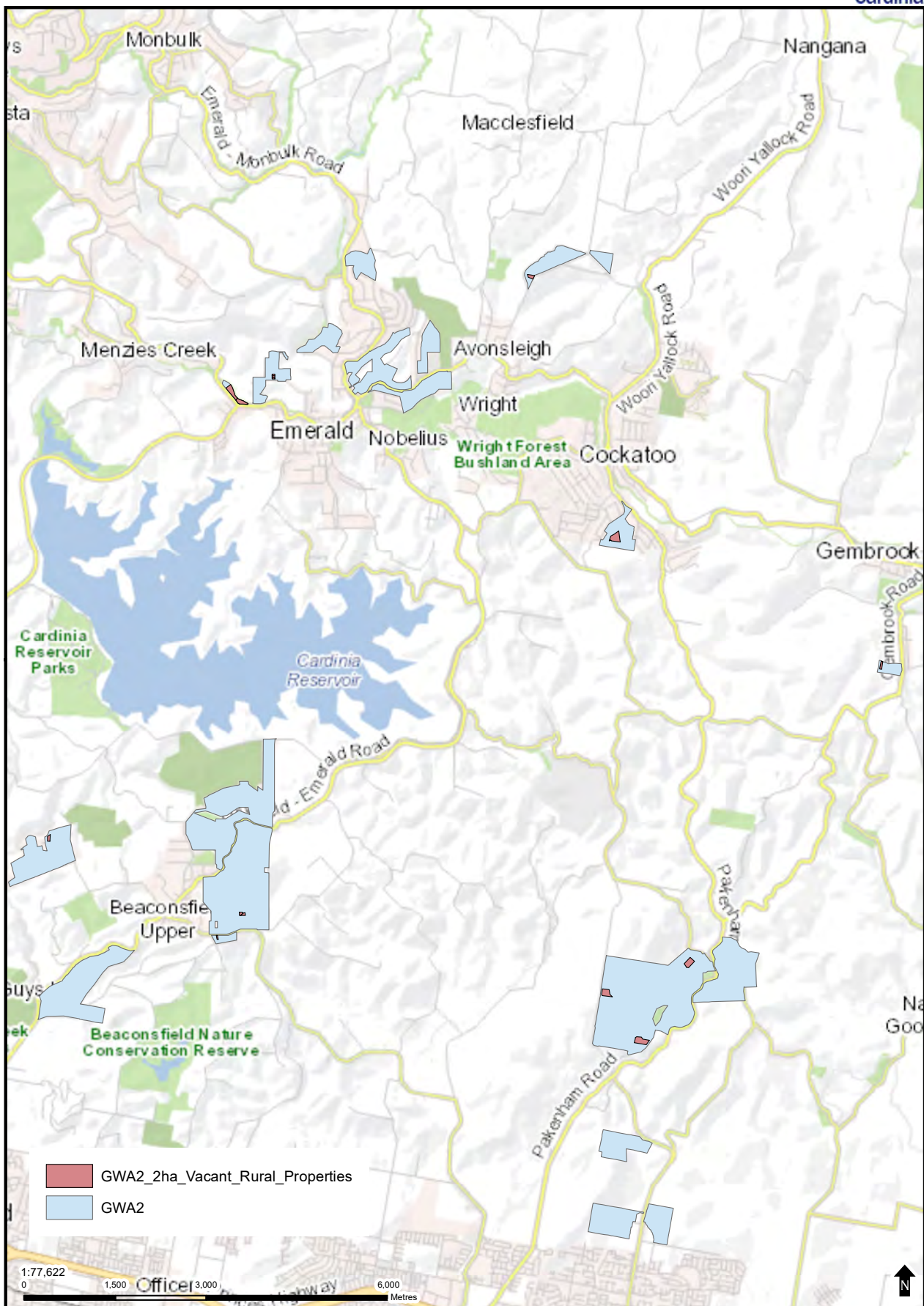


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GWA1 16+ha vacant rural properties

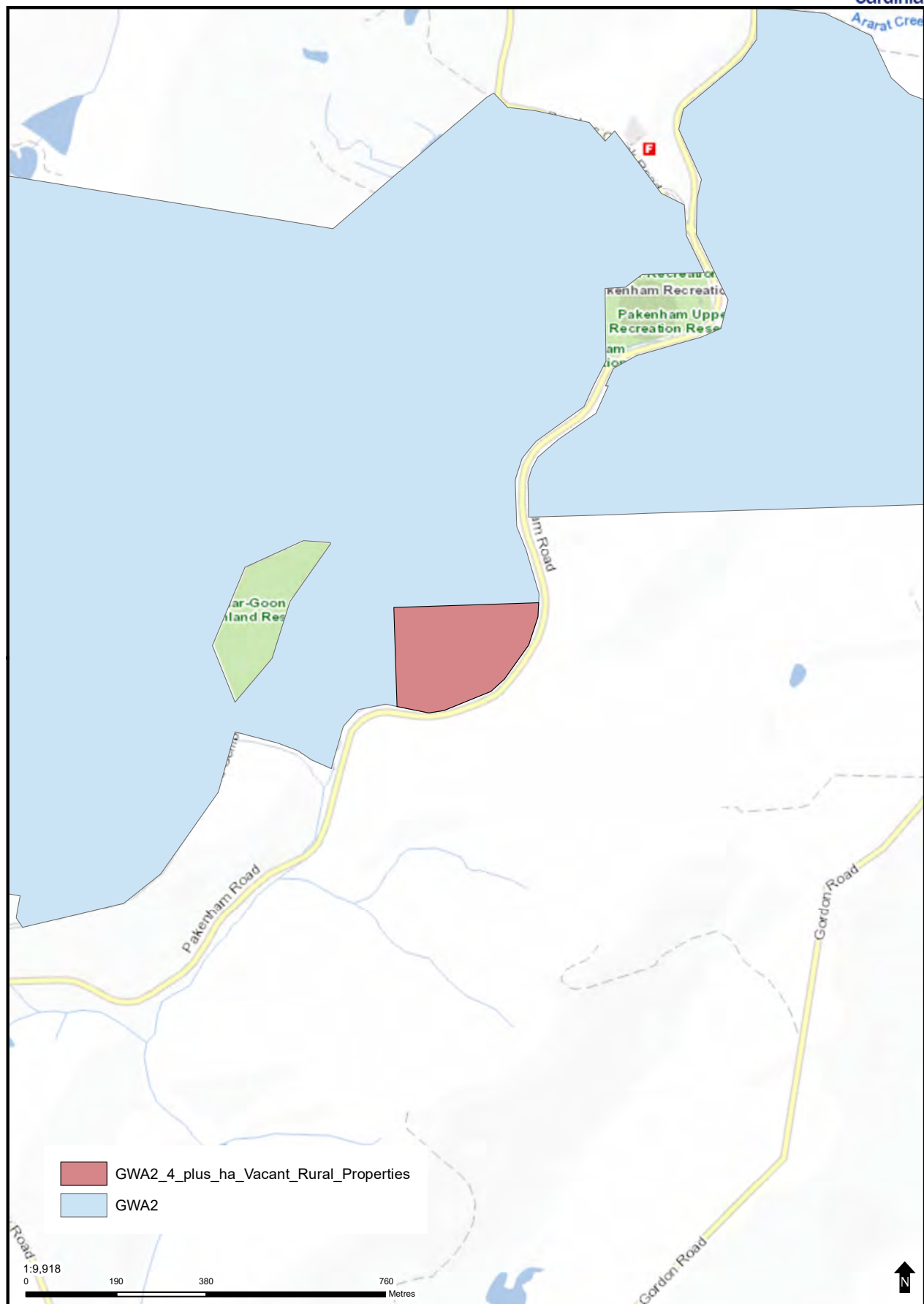


GWA2 2ha vacant rural properties



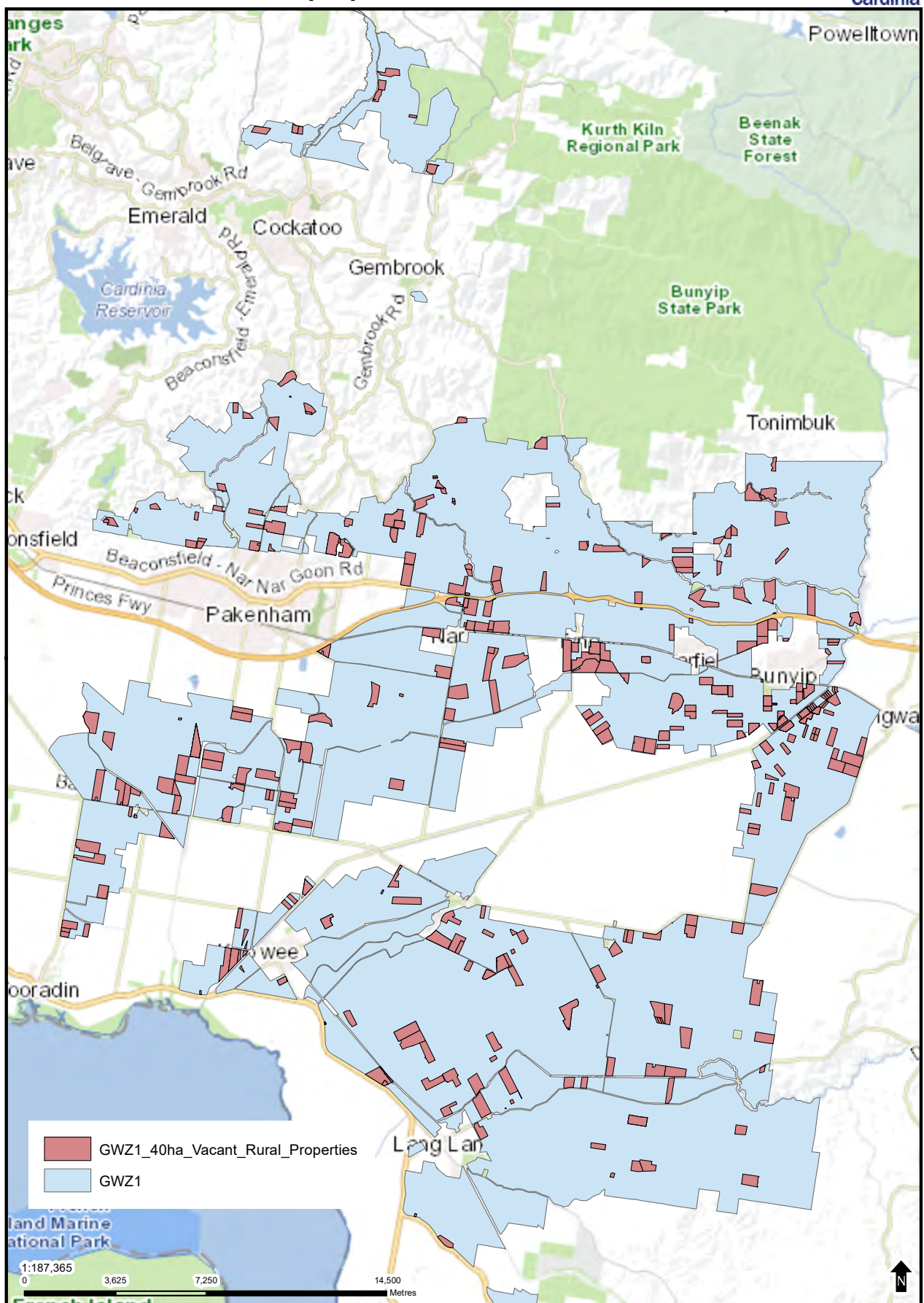
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GWA2 4+ha vacant rural properties



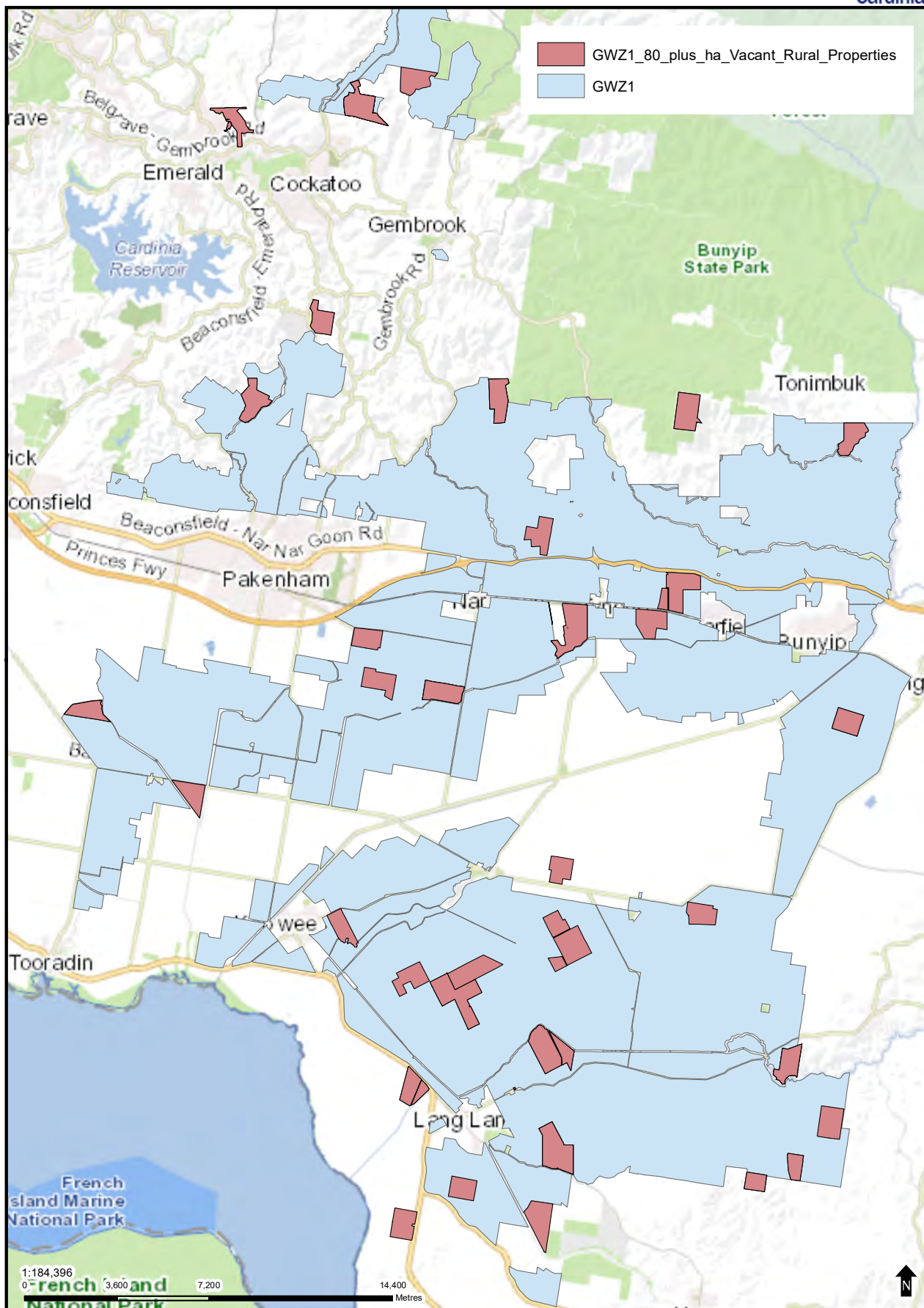
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GWZ1 40ha vacant rural properties

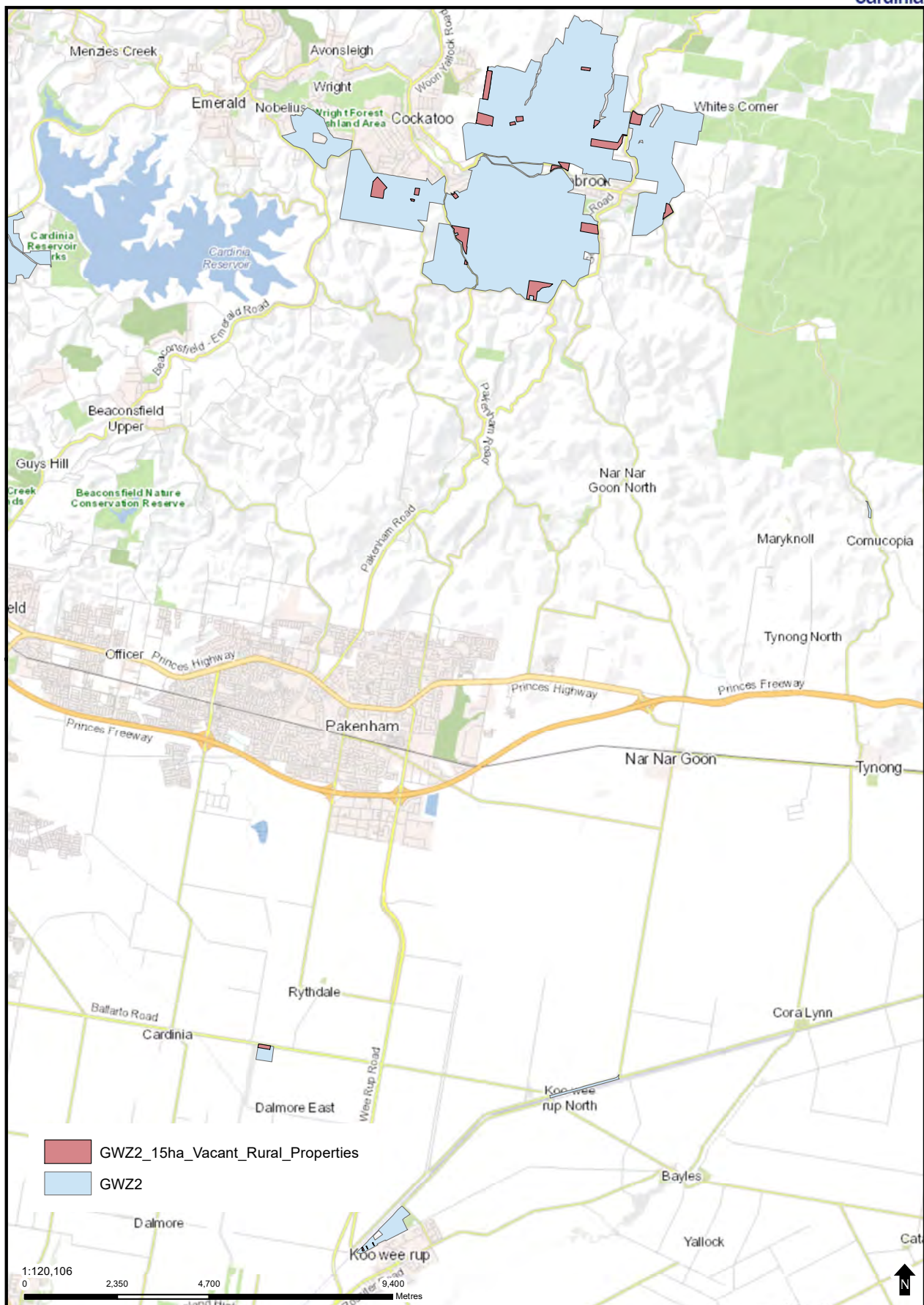


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GWZ1 80+ha vacant rural properties

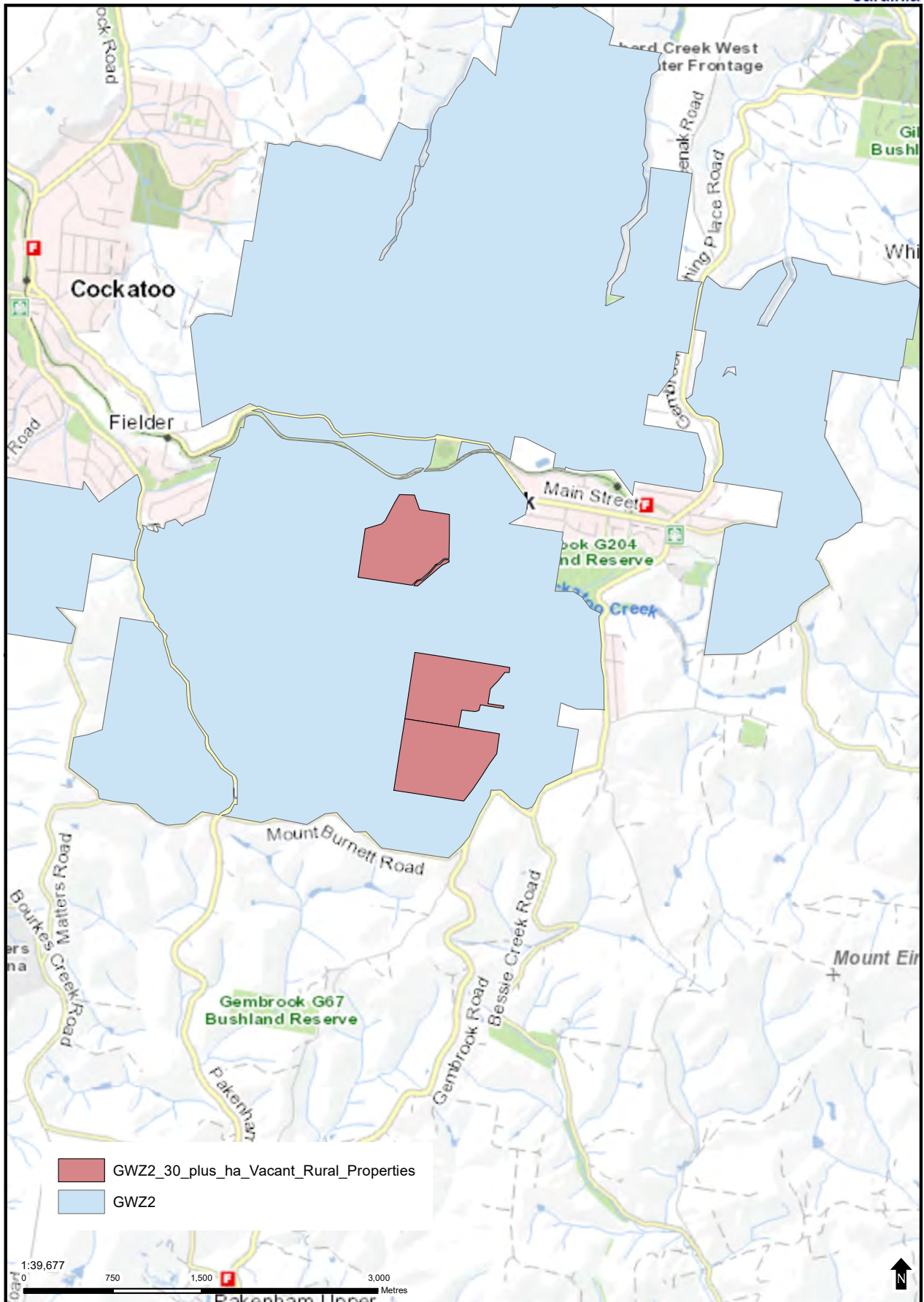


GWZ2 15ha vacant rural properties

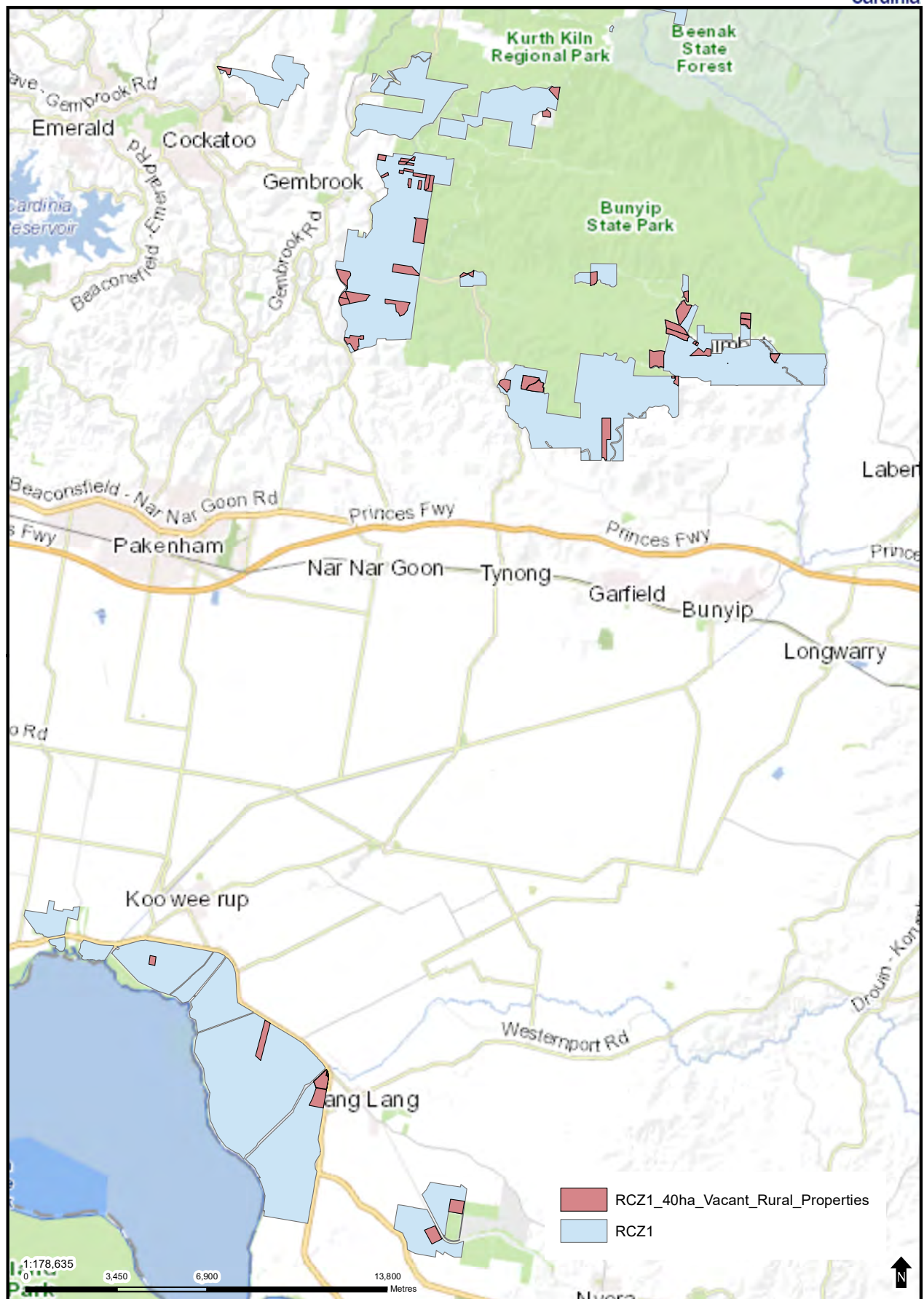


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GWZ2 30+ha vacant rural properties



RCZ1 40ha vacant rural properties

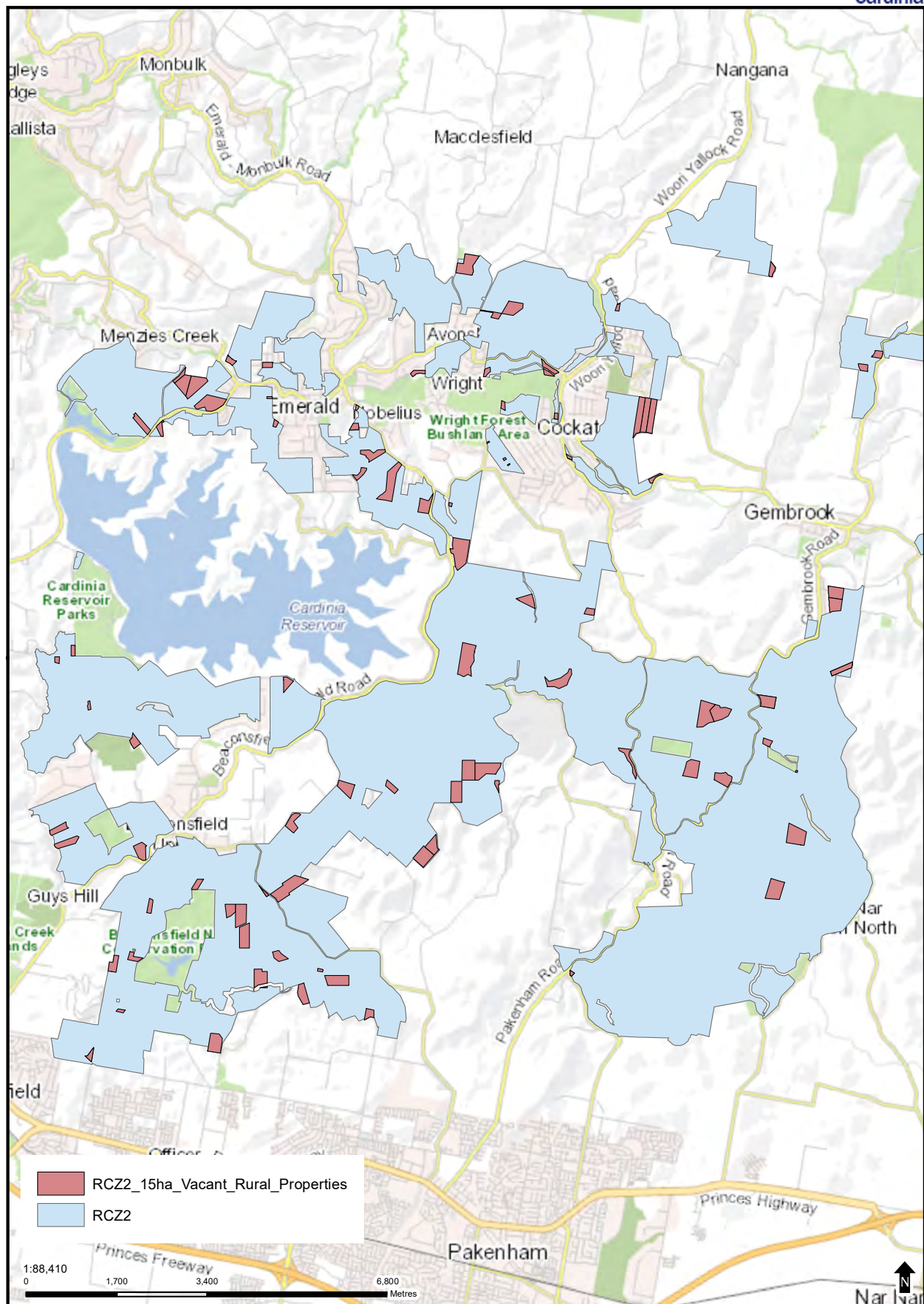


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RCZ1 80+ha vacant rural properties

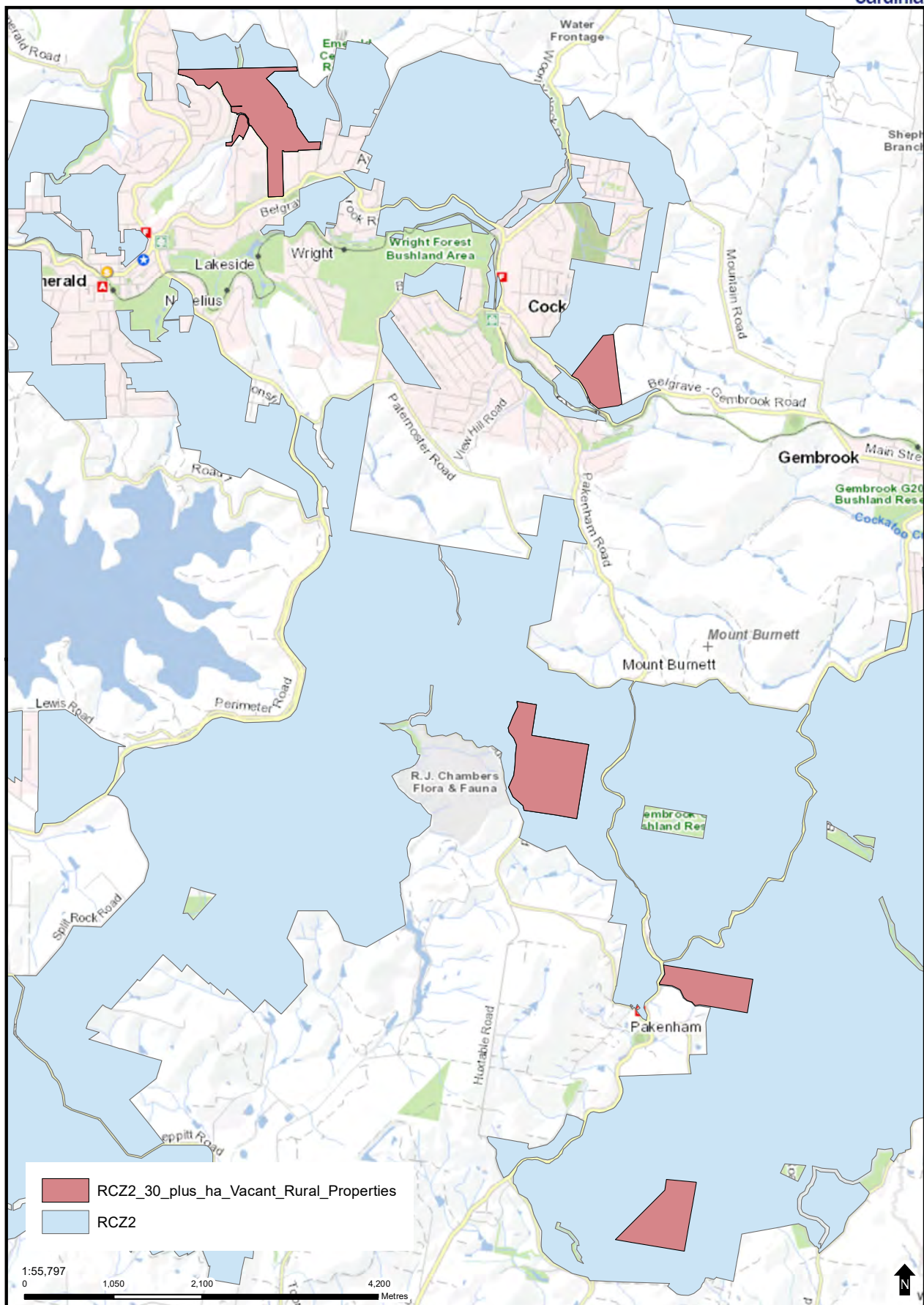


RCZ2 15ha vacant rural properties



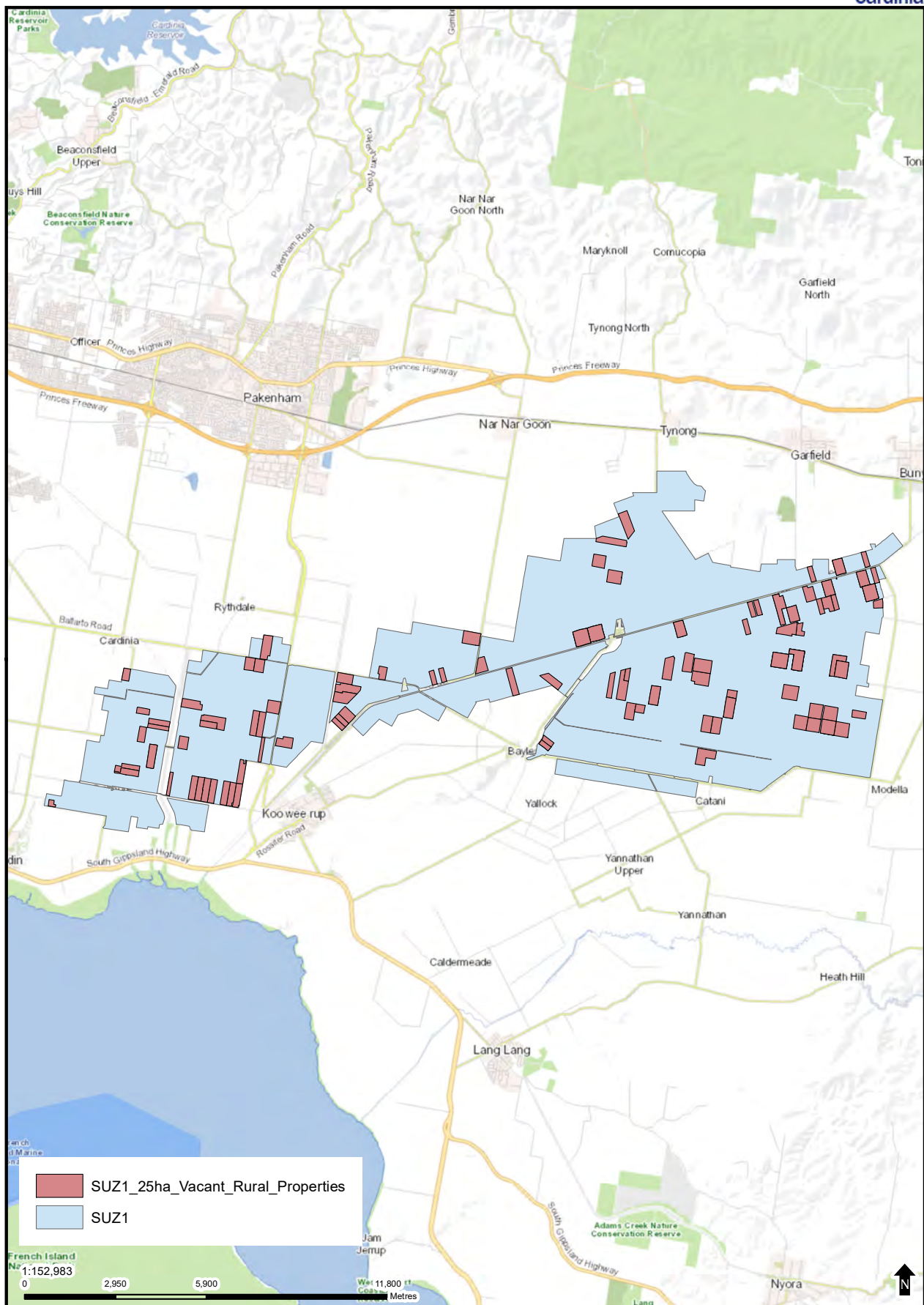
Printed: 9/05/2025 Data Source: State & Local Government. © CARDINIA SHIRE COUNCIL

RCZ2 30+ha vacant rural properties



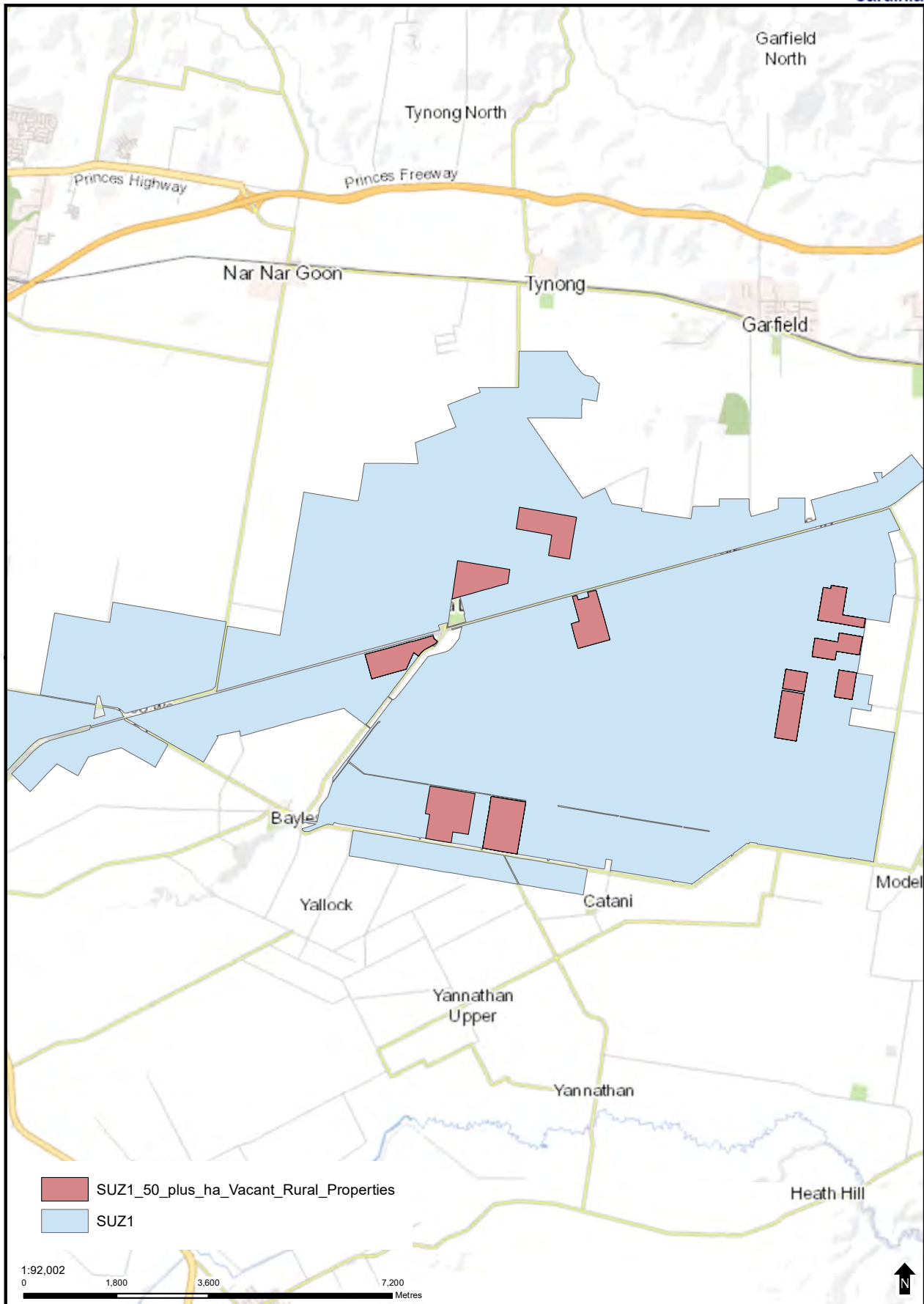
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SUZ1 25ha vacant rural properties



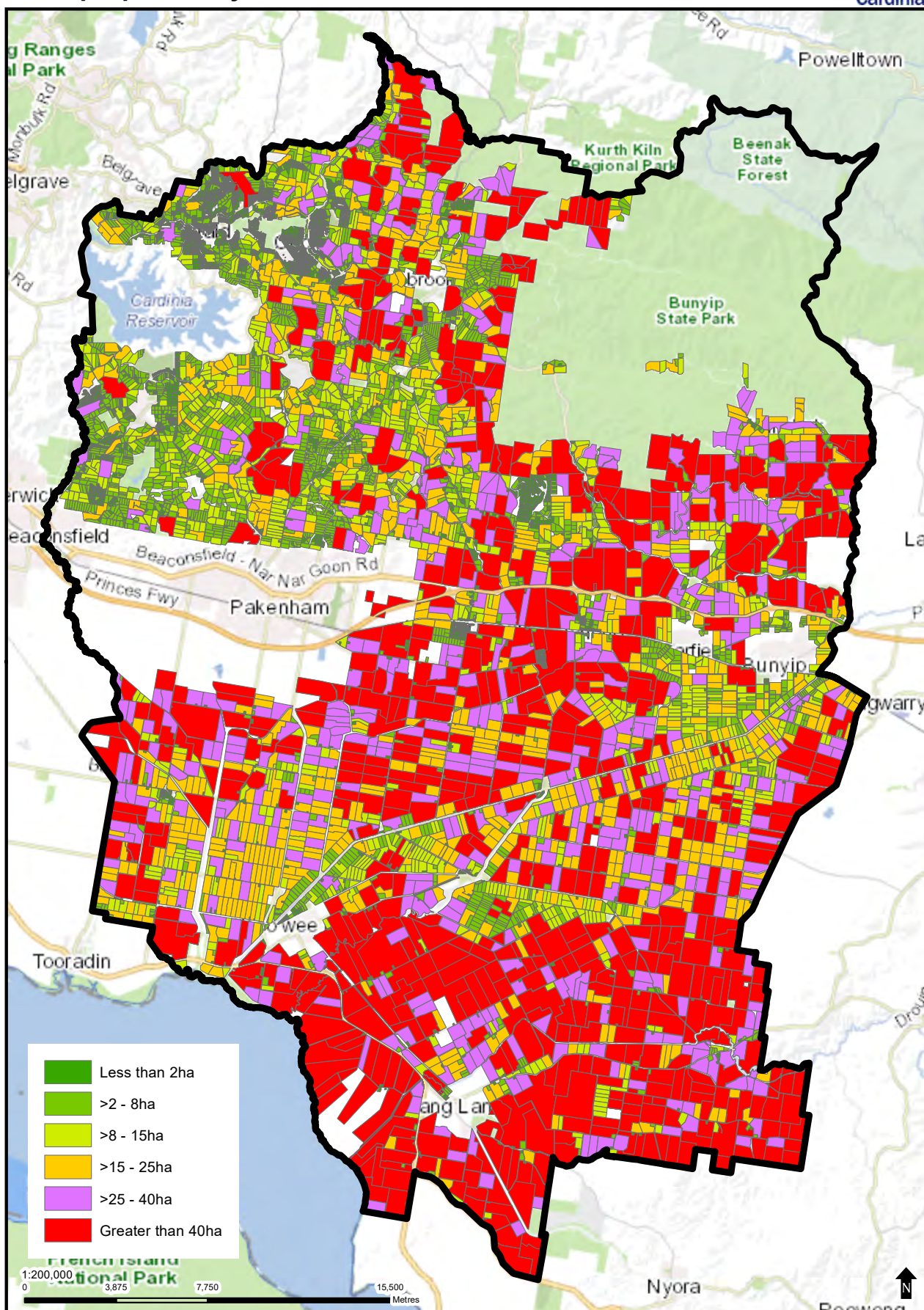
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SUZ1 50+ha rural vacant properties



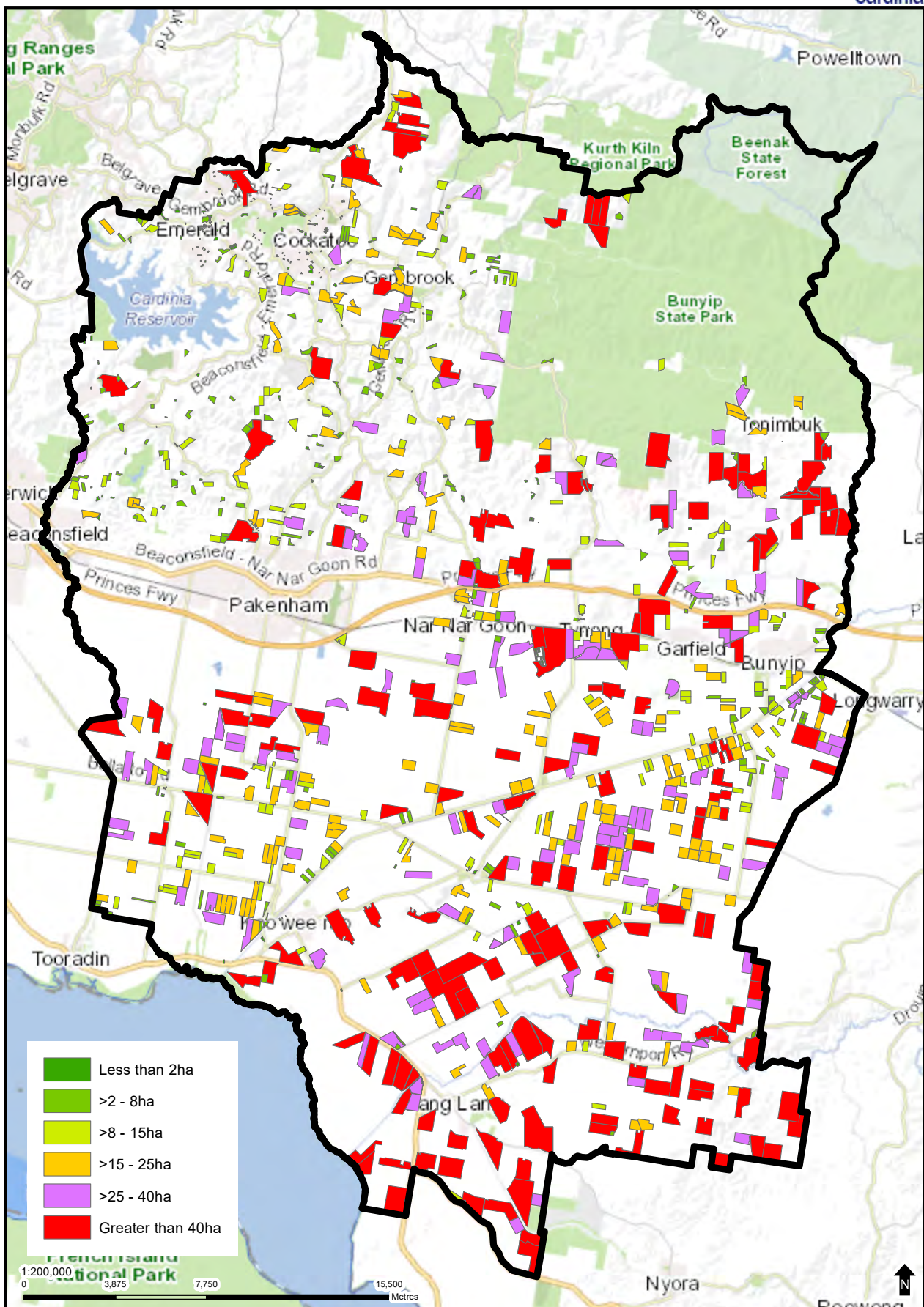
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Rural properties by area



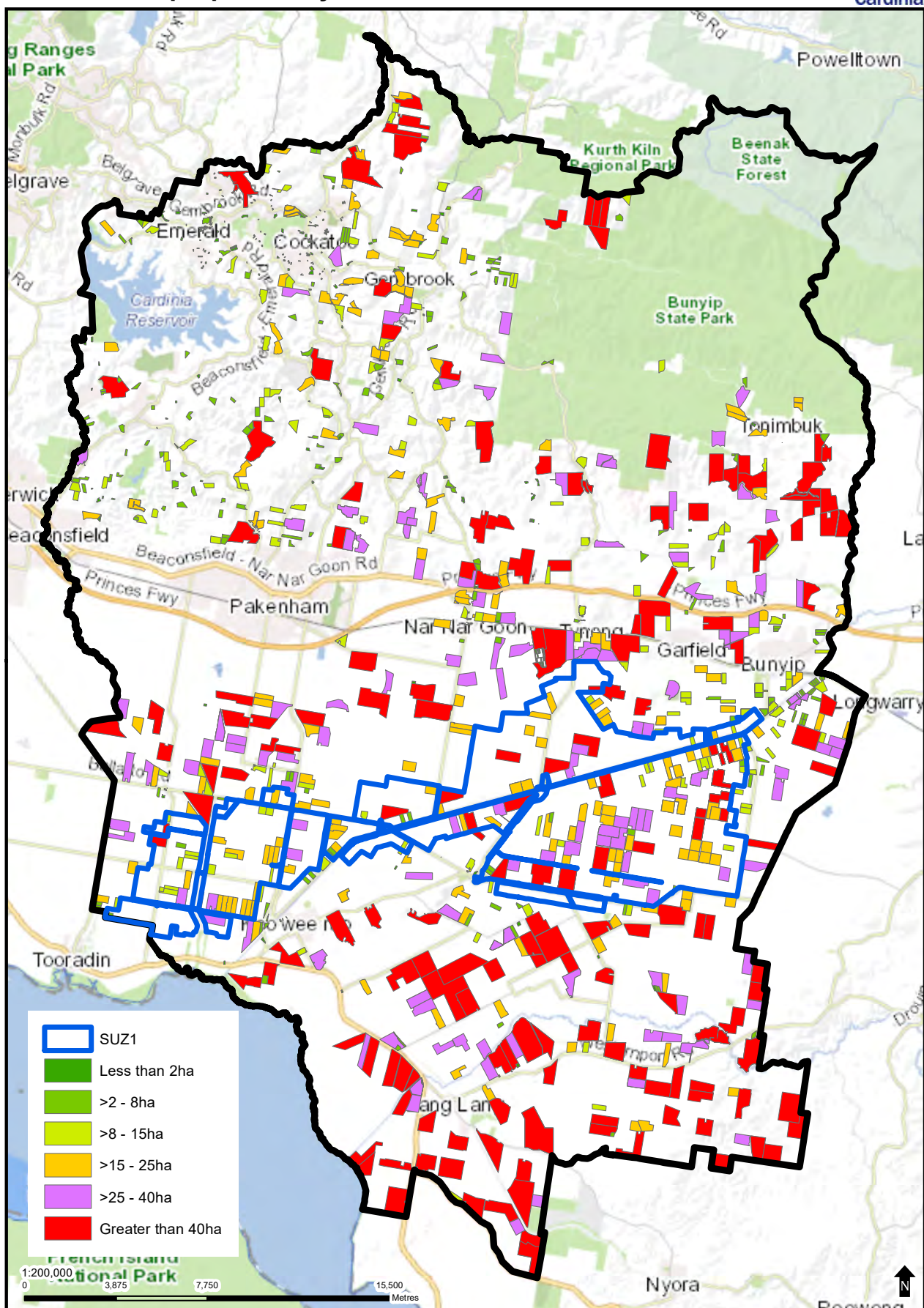
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Vacant Rural properties by area



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Rural vacant properties by area with SUZ1



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7.2 General Reports

7.2.1 RESPONSE TO NOM - UNSEALED ROADS AND DRAINAGE MAINTENANCE REVIEW

Responsible GM:	James Kelly
Author:	Ben Lamont
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:	2.1 We support the creation of liveable spaces and places 2.1.2 Plan and maintain safe, inclusive and connected open spaces, places and active travel routes.

Recommendation

That Council notes the successful completion of the review of Cardinia's unsealed roads and drainage maintenance services as initiated by Notice of Motion 1105, 19 August 2024.

Executive Summary

The purpose of this report seeks to formally close Notice of Motion (NoM) -1105, "Review of Council's unsealed roads and drainage maintenance program", which was moved by Council at its meeting on 19 August 2024. The Notice of Motion called for a comprehensive review of the Civil Maintenance Department's Unsealed Roads and Drainage teams' efficiency, effectiveness, and alignment. This report confirms the successful completion of the review, and all requirements of the Notice of Motion have been fulfilled.

The review focused on appropriate alignment of maintenance work, performance of private and public driveway/crossover culverts, and consideration of resource allocation. Key actions taken include an increase in the Unsealed Road Resheeting program budget to align drainage upgrades, an investment in training for the civil maintenance team, the initiation of a community education project regarding crossovers and culverts, securing additional funding for drainage maintenance, mapping of high-frequency community service requests for system upgrades, and the inclusion of an Unsealed Road Strategy in the Council Plan.

The review provided valuable insights into departmental operations, and the subsequent implementation of key recommendations has significantly enhanced efficiency, effectiveness, and service delivery. All aspects of the original Notice of Motion have been addressed. It is therefore recommended that Notice of Motion NOM-1105 be formally closed.

Background

At the Council Meeting on the 19th of August 2024, Council resolved that a review be undertaken of the unsealed roads and drainage maintenance services. The intent of the motion was to ensure that the Civil Maintenance department, and specifically the Unsealed roads and Drainage Maintenance teams are operating optimally and delivering services to the community in the most efficient and effective manner.

The motion specifically requested that Council:

- Undertakes a review of its maintenance strategy for the unsealed road and associated drainage network and presents a report to the Council on this within 6 months.

- This review will focus on the appropriate alignment of maintenance work between the unsealed road and adjoining drainage network to best ensure good performance outcomes for these assets.
- The review, amongst other elements, will incorporate a SWOT analysis of current maintenance practices across Cardinia's different topographical regions to help inform future maintenance strategy development.
- The review, amongst other elements, will also focus on the performance and maintenance of both private and public driveway/crossover culverts and how these can impact the adjoining road network.
- This review will also provide consideration towards Council's current resource allocation for the unsealed roads and drainage maintenance program and what future resource allocations may be required to improve the ongoing performance of these assets.
- This review and subsequent report will be used to help inform future development of the maintenance strategy for Cardinia's unsealed road and drainage network

Ninety Mile Consulting (NMC) was engaged to commence an independent review of the Civil Maintenance department, with focus on the unsealed roads and drainage maintenance teams in November 2024.

Officers have maintained ongoing communication with Council throughout the review process. A preliminary discussion was held with councillors on the 12th of February 2025 to provide an update on the progress and for councillors to have further input into the review. A briefing session was held with Councillors at the Briefing Session on Monday, 16 June 2025, where an overview of the review's outcomes and findings was provided.

Actions Taken, and Key Findings and Recommendations

Key findings relevant to the points directed by Council's Resolution are outlined below.

Initial Review and Key Findings

The review of the Civil Maintenance team began with consultations involving various levels of staff, from senior management to maintenance officers. These discussions aimed to understand the current state of the Civil Maintenance team and identify initial concerns. On-site observations provided valuable, firsthand insights into daily operations, operational challenges, and the effectiveness of existing processes. Workshops and interviews with Civil Maintenance Officers and the Councillor group further gathered in-depth feedback on customer experience, operational challenges, process inefficiencies, and opportunities for improvement.

A crucial component was benchmarking against eight other Victorian local government areas (LGAs), including the City of Greater Geelong and Wyndham City. This comparative analysis helped identify best practices and areas where enhancements could be made. The benchmarking process involved collecting key performance indicator data, analysing trends, and identifying transferable best practices.

A maturity assessment was also undertaken to evaluate the department's capabilities across nine key areas, such as strategic direction, organisational design, and systems and technology. The department scored 17 out of 36, typical for rural areas but below the average for other peri-urban councils. Finally, comprehensive data analysis of departmental performance, including response times and maintenance schedules, helped pinpoint areas for operational improvement.

Strategic Alignment and Operational Improvements

The review highlighted the need to better align maintenance work between unsealed roads and adjoining drainage networks. Workshops revealed that drainage maintenance takes longer, and the team has fewer resources than the unsealed roads team. Both staff and

Councillors raised concerns about the lack of standardisation, impacting consistency. To address this, additional funding for 2025/2026 was allocated for staff training and process standardisation. Investment in systems for work prioritisation, considering available resources, is also being explored. Investment in a second screening attachment for backhoes is already underway to improve material handling and coordination.

A SWOT analysis (Attachment 1) was conducted to summarise findings. Strengths included deep local knowledge; weaknesses encompassed logistical challenges, weather susceptibility, and limited proactive maintenance. Opportunities involved capital investment and acquiring specialised equipment, while threats included climate change, population growth, and increased maintenance demands from metropolitan migration.

Driveway Culverts and Resource Allocation

The review also examined the impact of private and public driveway/crossover culverts on the road network. While a Special Code of Practice clarifies that road authorities are not liable for private driveways, issues with these culverts are damaging unsealed roads and causing customer dissatisfaction. A comparison with other councils showed none provide a service to maintain crossover culverts, and it's estimated \$2 million would be needed annually to clean every crossover only once, resulting in a high investment with low impact. Providing better information to the community about culverts is seen as a positive step.

While current initiatives offer some improvements, a higher investment through Capital Works, including road sealing, will ultimately reduce maintenance demand. Future resource allocations will depend on the desired service level, with three different scenarios analysed for consideration.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. It was determined that a Gender Impact Assessment (GIA) was not required as the subject matter of this report does not relate to a policy, program or service that has a direct or significant impact on the community.

Attachments

1. Attachment 1 - Unsealed Roads and Drainage Team SWOT Analysis [7.2.1.1 - 1 page]

INTERNAL

Strengths

- **Deep Local Knowledge** - Civil Maintenance Officers possess a strong familiarity with the area, enabling them to proactively identify and address issues following weather events—often before customer requests are lodged. This local insight enhances response times and service efficiency.
- **Experience in Complex Conditions** - Through regular exposure to the region, Civil Maintenance Officers have developed a high level of expertise in managing and servicing assets across a range of unique and challenging conditions. Their practical knowledge ensures consistent and effective maintenance despite the variability in terrain and access.

Weaknesses

- **Logistical Challenges in Waste Transport** - The majority of topographic areas are located in the northern part of the Shire, while the designated waste disposal site is in the south. This creates a significant logistical burden, increasing travel time and operational costs.
- **High Susceptibility to Weather Events** - The terrain in these areas means that weather events frequently cause immediate damage, regardless of recent servicing. For example, blocked drains often lead to runoff that flows onto roads, accelerating the formation of corrugations and potholes.
- **Limited Capacity for Proactive Maintenance** - The unpredictable and reactive nature of maintenance in these areas restricts the ability to undertake planned or proactive works, impacting long-term asset condition and resource planning.
- **Restricted Access to Roads** - The steep and uneven terrain renders some roads inaccessible to standard maintenance equipment, such as graders, making effective servicing and upkeep significantly more difficult.

EXTERNAL

Opportunities

- **Capital Investment** - Given that many assets in the topographical areas are currently deemed "unmaintainable," there is a clear opportunity to pursue targeted capital investment aimed at addressing the root causes of recurring issues such as sealing of unsealed roads. Strategic upgrades or redesigns of these assets would reduce the need for ongoing reactive maintenance and improve long-term serviceability.
- **Specialised Plant** - There is also potential to invest in a smaller, more agile grader dedicated to servicing these topographical areas. Its compact size would enable access to narrow or otherwise inaccessible roads, allowing council teams to maintain assets that have historically been difficult to reach, thereby extending the effective maintenance network.

Threats

- **Climate change** - This presents a considerable threat, with extreme weather events being a primary cause of asset defects in the region. An increase in average rainfall is likely to correlate with a rise in defect volumes (refer to Figure 31), placing further strain on already limited maintenance resources.
- **Population growth and increased density** - These pose additional risks to current maintenance practices, particularly in topographically challenging areas where the majority of roads are unsealed and not designed to accommodate high traffic volumes. Greater usage will accelerate wear and degradation.
- **Migration from metropolitan areas** - The introduction of new residents into the area creates a shift in community expectations. New residents accustomed to high levels of service—particularly with roads and drainage—may bring increased demand and scrutiny. This places additional pressure on councils to meet service standards not aligned with existing infrastructure or resourcing.

7.2.2 DISBANDING THE BUNYIP SANCTUARY COMMITTEE OF MANAGEMENT

Responsible GM:	James Kelly
Author:	Simon King
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.

Recommendation

That Council:

1. Revokes the appointments and delegations of Section 86 Committee, 'Bunyip Sanctuary Committee of Management' formed under s.86 of the Local Government Act 1989.
2. Thanks the Bunyip Sanctuary Committee of Management members for their contributions and service to the community.

Executive Summary

The Bunyip Sanctuary Committee of Management (COM) actively managed the Bunyip Sanctuary Reserve, improving its environmental values and community access until the group relinquished management of the site.

At this time Council took direct management of the reserve, however the status of the COM was never formally dissolved. This process will ensure the management responsibilities are accurately reflected by way of Council decision.

Discussion

On 3 July 1996 Council appointed seven community members as the Bunyip Sanctuary Committee of Management under Section 86 of the Local Government Act 1989. The COM had delegated management responsibilities including weed control, mowing, track maintenance and general safety considerations. The COM did an outstanding job over the years, until such time as the members either retired, moved away or were unable to fulfill their duties due to ailing health.

The COM wrote to Council on 7 July 2014 requesting to relinquish management of the reserve (Attachment 1). At this time \$2,505 was available in the COM bank account. Council officers acknowledged the COM request and management of the site was transferred to Councils' operations team and remaining funds are believed to have been vested to Council.

The site continues to be managed by Council's Natural Reserves Team, due to its significant environmental and passive recreational values. There are no remaining members of the COM and dissolving the COM provides a transparent decision and reflection of the current responsibilities.

Policy Implications

With the introduction of changes to the Local Government Act 2020 section 86 Committees cease to have any delegated powers from September 2020. This decision is consistent with changes to the 2020 Local Government Act, which removed the option for councils to appoint Committees of Management under S 86 delegations.

Financial and Resource Implications

There are no additional costs to Council, costs are already considered as part of the Environment and Heritage operating budget.

Climate Emergency Consideration

N/A

Consultation/Communication

No Consultation is required.

Conclusion

The recission of this delegation is consistent with legislation and policy and provides a transparent public decision on the roles and responsibilities for the maintenance of the reserve.

Gender Impact Assessment

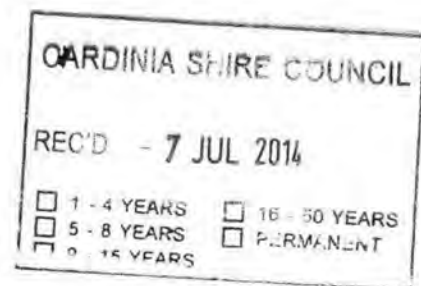
In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. It was determined that a Gender Impact Assessment (GIA) was not required as the subject matter of this report does not relate to a policy, program or service that has a direct or significant impact on the community.

Attachments

1. Attachment 1 - Request for advice with regards to relinquishing management of Bunyip Wetlands [7.2.2.1 - 1 page]

Rob Jones
Environmental Officer
Shire of Cardinia

PO Box 10
Pakenham 3810
Victoria



Re: Bunyip Wetlands Sanctuary

Dear Rob,

[REDACTED] and I are the two remaining committee members (of the seven originally appointed 3rd July 1996) of Bunyip Wetlands sanctuary and feel that it is time to hand over the management to either a new committee or to the Council.

Over the eighteen years five other committee members retired or left the district, and, the bulk of the reserve's assets have been put in place and it is a safe stable environment. Our tasks of monitoring and keeping the whole site open and available to the public has not been onerous. We have kept the many kilometres of tracks & trails mown and carried out judicious plantings, supervised the building of four bridges crossings of Ti Creek and undertaken noxious weeds such hawthorn, thistles, ragwort, pittosporum and blackberries eradication.

The sanctuary has been changed from a degraded cattle grazing paddock to a very valuable retardation area and environmental wonder. The main reclamation has been by natural regrowth from original remnant vegetation. This has been strengthened by developing adjoining 12ha Carbon Sink site.

Recently our reliable "friend of the sanctuary", [REDACTED] retired from mowing of the trails due to ill health. However, [REDACTED], a registered weed spraying contractor of [REDACTED], continues to spray annually any blackberry regrowth (pro bono) each autumn.

Funds: There remains approximately \$2,505 in a Bunyip Community Bank account that can be transferred or returned as of this date:

Could you please inform us of your requirements in relinquishing the management of this facility,

[REDACTED]
[REDACTED]
Yours sincerely, [REDACTED]

3rd July 2014
[REDACTED]
[REDACTED]
[REDACTED]

7.2.3 DISCONTINUANCE OF PART OF TRYTHALL STREET BEACONSFIELD

Responsible GM:	Wayne Mack
Author:	Erin Moore
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>2.1 We support the creation of liveable spaces and places 2.1.2 Plan and maintain safe, inclusive and connected open spaces, places and active travel routes.</p> <p>5.1 We practise responsible leadership 5.1.1 Build trust through meaningful community engagement and transparent decision-making. 5.1.2 Manage our finances responsibly and leave a positive legacy for future generations.</p>

Recommendation

That Council:

1. Gives notice of its intention to discontinue the 375m² of Trythall Street in Beaconsfield (Road) and transfer this to the Department of Energy, Environment and Climate Action (DEECA) excluding a requirement to pay market value for the land;
2. Seeks cost recovery from DEECA for the discontinuance and transfer including community engagement, valuation, surveying, legal and lodgement costs and any other associated cost to Council;
3. Commences community engagement under s223 of the *Local Government Act 1989* and in accordance with Council's Community Engagement Policy and s114 of the *Local Government Act 2020* in regard to the proposed discontinuance;
4. Reports back to Council with the outcome of any submissions to be heard, prior to making a final decision on the discontinuance and transfer; and
5. Acknowledges the future use of the land and community benefit to be derived by the Cardinia Creek Regional Parklands once developed.

Executive Summary

This report outlines a proposal submitted to Cardinia Shire Council (**Council**) by the Department of Energy, Environment and Climate Action (**DEECA**), requesting the discontinuance and transfer of 375 sqm of Trythall Street in Beaconsfield (**Road**), which is unmade at the present and currently in Council's ownership.

DEECA have requested the market value of the land be waived, due to the land forming part of the future Cardinia Creek Regional Parklands. This proposal by DEECA is outside of the standard decision guidelines outlined in Council's Road Discontinuance Policy 2024 (**Discontinuance Policy**) and therefore requires a decision of Council to accept.

The associated costs will revert to Council if the decision to transfer the land to DEECA is not supported, as Council will need to discontinue the road to correct the future status of the land as 'reserve'.

Detailed referrals internally and externally have led to support from teams and external authorities in discontinuing the Road. Many internal teams reference the future Cardinia Creek Parkland Plan (which includes the Road), will create significant community benefit once funded and developed. Responses also identified two easements to be created should this proceed, for existing South East Water (SEW) assets and future drainage in favour of Council.

Background

A proposal from the DEECA has been submitted to Council's Property Team, seeking Council discontinue and transfer Road currently being part of Trythall Street in Beaconsfield. DEECA have requested Council waive the requirement to pay the market value of the land, being \$22,000 excluding GST as at 28 February 2025.

DEECA have accepted their responsibility in line with Council's Discontinuance Policy in reimbursing Council for associated costs during the process, including valuation fees, surveying costs, legal and lodgement fees and costs attributed to community engagement undertaken.

Council's Chief Executive Officer wrote to DEECA in October 2023 advising Council will not commit to becoming the future appointed Committee of Management for 53-65 Woods Street, Beaconsfield, and the remaining Woods Street Beaconsfield properties with a Public Acquisition Overlay (PAO) identified in the Cardinia Creek Regional Parklands Future Direction Plan 2022 until:

- Council rescinds Committee of Management responsibilities for the Beaconsfield Flora and Fauna Reserve
- All the remaining Woods St, Beaconsfield land parcels have been acquired through the public acquisition process.
- Capital funding is provided by the State Government or allocated by Council to construct the trail; and
- State Government funding is allocated for park establishment and maintenance over a three-year period for all Wood Street land parcels acquired for the parklands (establishment and maintenance funds for 53-65 Woods Street previously committed by DEECA).

The Woods Street properties mentioned above are adjacent to the Road proposed for discontinuance and transfer. The previous report and correspondence by Council's Chief Executive Officer confirming Council's position, recognises the importance of the Woods Street land parcels being acquired to provide high value open space for the environment and the community as part of the Cardinia Creek Regional Parklands. It is important the discontinuance of this section of Trythall Street proceeds to connect the two reserves, north and south of the road, to allow for ease of planning and developing this land for its purpose. Also updating the land status, altered through the discontinuance process, from 'road' to 'reserve'.

The 375 sqm Road proposed for discontinuance and transfer to DEECA is unencumbered freehold title owned by Council and is road reserve status. The legal description is volume 2204 folio 639 Roads R1 and R2 on Plan of Subdivision 002805. The zoning of the land is General Residential Zone GRZ1. The Road sits within a subdivision that has not been physically developed, including Trythall Street itself as shown in the aerial imagery provided.

The proposal to discontinue and sell this land has gone through Council's internal referral process, seeking advice from teams. Support was received by Environment and Heritage, Parks Planning, Strategic Planning and Statutory Planning Teams. The Development Engineering Team although being supportive, requested certainty that drainage from the surrounding area can be appropriately managed if the adjacent land is developed in the

future, therefore recommending Council create and retain rights over a 3.0m wide drainage easement along the northern boundary, once discontinued. The external referral process followed, reaching out to relevant authorities regarding existing assets in the Road. It was found that only SEW assets current reside within the land, also requiring an easement be created in favour of SEW, should the proposal proceed and the road be discontinued and transferred.

Section 206 and Clause 3 of schedule 10 of the Local Government Act 1989 (LGA 1989) provides the authority for Council to discontinue a Road or part thereof and sell it to a third party or retain it for municipal purposes. Furthermore section 223 requires Council to give public notice and hear submissions received in relation to the proposal to discontinue and sell Land. *Section 114 of the Local Government Act 2020 (LGA 2020)* provides the power for Council to sell land. This section includes requirements to carry out community engagement. Prior to completing the road discontinuance and sale process, if support proceeds to a Council resolution in favour, Council will undertake appropriate engagement with the community in line with S114 of the LGA 2020 and S223 of the LGA 1989.

Policy Implications

Council officers are guided by the Discontinuance Policy endorsed February 2024 attached to this report and the Community Engagement Policy 2025-2029 (**Community Engagement Policy**) endorsed April 2025.

This report seeks approval in this specific scenario, to work outside of the guidelines and allow the Road to be transferred to DEECA, only requiring reimbursement of the associated costs and not the market value of the Road, as outlined earlier in this report.

Financial and Resource Implications

The road discontinuance and sale process involves a range of associated costs including surveying, valuation, legal, advertising, transfer and lodgement fees. In accordance with the Road Discontinuance Policy (February 2024) DEECA have agreed to fund the costs associated with the discontinuance and transfer process, estimated to be \$17,000 - \$18,000.

The valuation, as at 28 February 2025 for 375m² of Trythall Street Beaconsfield was \$22,000 excluding GST. If proceeding as per the recommendation, Council will waive the market value of the land, transferring the land for \$1 and only recover associated fees and charges incurred by Council during the discontinuance and transfer process.

The discontinuance of the Road is supported by Council's Property Team, to ensure the status of the subject land, being 'road', be updated to 'reserve', coinciding with the surrounding parkland owned by DEECA and planned for future development in line with Cardinia Creek Regional Parklands Future Directions Plan 2022.

If not transferred this would result in an unfavourable outcome for Council, owning a section of road in the centre of the future Cardinia Creek Parkland. By proceeding as recommended, the land status will be corrected and not hold up future development plans, once funding is obtained.

Climate Emergency Consideration

There have been no climate emergency matters identified in the work undertaken to compile this report.

Consultation/Communication

The consultation process for the proposed discontinuance of the road will be completed under Section 223 of the Local Government Act 1989. Under this process members of the public can make a submission either supporting or against the proposal.

The community consultation will target both the local Beaconsfield community including abutting landowners, as well as the wider Cardinia Shire. Use of appropriate letters, webpages and newspaper articles, including Council's Creating Cardinia website will form the basis of the engagement. This will allow Council to receive submissions from community members on the proposal.

Officers seek approval to commence community engagement in line with legislative requirements and Council policy.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. It was determined that a Gender Impact Assessment (GIA) was not required as the subject matter of this report does not relate to a policy, program or service that has a direct or significant impact on the community.

Confidential Attachments

The Confidential Attachment 5 (listed in Attachments section) – Valuation Report - Part Trythall Street Beaconsfield– is designated confidential information pursuant to the *Local Government Act 2020*.

Attachments

1. Attachment 1 - Plan LP2805 - Trythall St Beaconsfield [7.2.3.1 - 3 pages]
2. Attachment 2 - Road Discontinuance Policy - Endorsed February 2024 [7.2.3.2 - 6 pages]
3. Attachment 3 - Cardinia Creek Regional Parklands Future Directions Plan 2022 [7.2.3.3 - 53 pages]
4. Attachment 4 - CSC Response to DEECA Council future land manager Woods St Beaconsfield [7.2.3.4 - 2 pages]
5. Confidential Attachment 5 - Valuation Report - Part Trythall Street Beaconsfield [7.2.3.5 - 26 pages]



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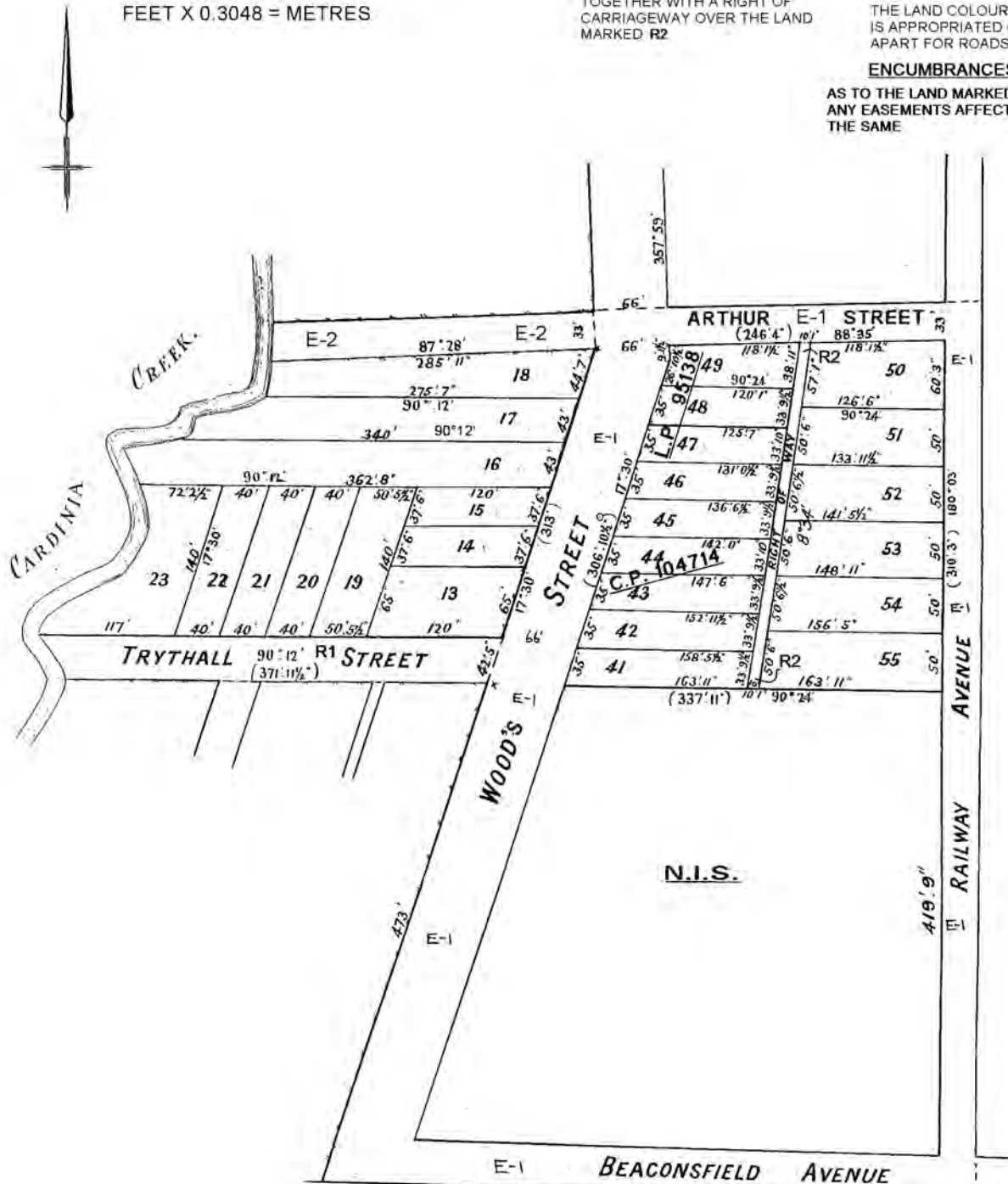
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**PLAN OF SUBDIVISION
OF CROWN PORTION 1. SECTION A
PARISH OF PAKENHAM
COUNTY OF MORNINGTON
VOL.2204 FOL.639**

Measurements are in Feet & Inches
Conversion Factor
FEET X 0.3048 = METRES



MODIFICATION TABLE

RECORD OF ALL ADDITIONS OR CHANGES TO THE PLAN

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PLAN NUMBER

LP 2805

AFFECTED LAND/PARCEL	LAND/PARCEL IDENTIFIER CREATED	MODIFICATION	DEALING NUMBER	DATE	TIME	EDITION NUMBER	ASSISTANT REGISTRAR OF TITLES
THIS PLAN		APPURTENANCY NOTATION ADDED				2	AD
THIS PLAN		EASEMENTS ENHANCED				3	AD



Road Discontinuance Policy 2024

Record ID			
Policy owner	Governance		
Endorsed by	SLT (internal)		
Endorsed date	6/02/2024	Scheduled review date:	8/02/2028
Publication	Internal only - RMC		
Revision/version number	Version 3.0		

A policy is a broad statement of intent that enables decision making by providing clear direction of what will or will not be done. A policy defines Council's position and role, provides the framework for a consistent approach, and guides decision making. This template contains the minimum requirements; you may need to include additional sub-headings to cover specific policy requirements.

If you are looking to develop an 'approach' document, and/or an action plan, you need a strategy not a policy; please use the 'General strategy' template instead.

1 Policy alignment

The following key priority articulated by "Our Vision" in the Cardinia Shire Council Plan 2021-25 underpins this Policy.

'Cardinia Shire supports the creation of liveable spaces and places'

2 Purpose

The Road Discontinuance Policy (Policy) establishes guidelines for Council when assessing the suitability of an application to Council to Discontinue a Road or Reserve with a view to retain the land or sell the land to an adjoining owner.

3 Scope

The Policy will apply for Council land that is designated as a Road or Reserve, and which is no longer required for that purpose or any other Council purpose and may be considered unused. Council will only consider the Discontinuance of a government Road where there is some significant community benefit or strategic outcome to justify the decision of Council involvement, as the resulting land will revert to the crown.

4 Policy description

4.1 Objectives

All Discontinuance Proposals must be economically viable for Council, otherwise Council will not embark on the proposal.

To provide guiding principles for Council and interested parties to facilitate the Discontinuance and sale of Roads and Reserves.

In the interest of enhancing land usage and improving both public safety and personal security, Council supports the Discontinuance and sale of Roads and Reserves which are no longer reasonably required for public use.

To ensure they are dealt with in a manner that is impartial and consistent, the Policy establishes principles for consultation, achieving an equitable return and ensuring an opportunity for better utilisation of such land.

4.2 Background

Council is supportive of the Discontinuance of Roads and Reserves and the sale of the land if such land is not required for the following purposes:

- access;
- drainage;
- forming part of the assets of any Statutory authority including Melbourne Water, South East Water, Yarra Valley Water, Telstra, Citipower, Comdain Gas, APA and Ausnet, etc.;
- Road to be constructed and maintained by Council;
- strategic value to Council either now or potentially in the future; or
- generally required for municipal purposes.

If such land is not required for the above reasons, it will be considered in accordance with this Policy.

4.3 Definitions

In this Policy the following definitions apply:-

‘DISCONTINUANCE’ means the exercise of power under Clause 3 of Schedule 10 of the Act in relation to a Road which is effected by a notice published in the Government Gazette and / or the removal of reserve status in relation to a Reserve under section 24A of the Subdivision Act 1988.

“LAND” means the site which was formally a Road or Reserve, which has been Discontinued.

“LGA 1989” means the *Local Government Act 1989*.

“LGA 2020” means the *Local Government Act 2020*.

“ROAD” is as defined in Section 3 of the *Local Government Act 1989* (LGA 1989). The term “road” includes, but is not limited to, a right of way, laneway, street or footpath, either used for vehicular or pedestrian access, or both.

“RESERVE” means a reserve set aside for drainage and to mitigate flood levels, or some other minor reserve such as a tree reserve and does not include reserves set aside for recreational or open space purposes.

4.4 Legislative Requirements

Various relevant legislation defines the processes to be carried out for the sale of land, but the following specific sections are relevant to the sale of such local government property:-

- *Section 114 of the Local Government Act 2020 (LGA 2020)* provides the power for Council to sell land. This section includes requirements to carry out community engagement.
- *Section 206 and Clause 3 of schedule 10 of the LGA 1989* provides the authority for Council to discontinue a Road or part thereof and sell it to a third party or retain it for municipal purposes,

furthermore section 223 provides for Council to give public notice and hear submissions received in relation to the proposal to Discontinue and sell Land.

- Section 17(4) of the Road Management Act 2004 required the Road to be removed from Council's Register of Public Roads if applicable as it is no longer reasonably required for general public use.
- Under section 7B Limitations of Actions Act 1958 a person cannot claim land by adverse possession in respect of Council titled land, this includes roads. Not all Road or Reserve property is held in Council name.
- Council also has the power under Section 24A of the Subdivision Act 1988 to initiate procedures to remove the reserve status and vest in itself all or part of a minor reserve, which will allow for it to sold to a third party.

4.5 Council's role

Council may initiate a Discontinuance or respond to an application from interested parties in relation to such land.

The achievement of the objectives of this Policy will:

- 4.5.1** reduce Council's long term financial and legal liability for this land (i.e. maintenance, cleaning, public liability);
- 4.5.2** improve local amenity for residents (e.g. increasing security of property by elimination of access points);
- 4.5.3** formalise existing occupation of Roads and Reserves, providing a clearer control of the land and allocation of obligations; and
- 4.5.4** provide additional revenue generated from the sale of land and the reduction in legal and financial liability.

4.6 General principles

The following general principles will apply for the Discontinuance and sale of Roads or Reserves:

- 4.6.1** Council will encourage the Discontinuance and sale of Roads or Reserves that are not being used for pedestrian or vehicular access or are no longer required by Authorities or for other strategic and public use.
- 4.6.2** Council discourages the unauthorised occupation of Roads or Reserves and may take steps to remove such illegal occupation.
- 4.6.3** Council will only sell Discontinued Roads or Reserves to abutting property owners.
- 4.6.4** Council or its Solicitors shall recover all costs incurred in the application of the Policy.
- 4.6.5** Council reserves the right to retain any Discontinued Road or Reserve. This land may be retained to meet a strategic need or sold at some point in the future in accordance with the Policy.

- 4.6.6** Council has the right to place an easement or covenant on or over Discontinued Roads or Reserves in order to protect existing rights or future requirements.
- 4.6.7** Council will require any Discontinued Road or Reserve that is purchased to be consolidated with the abutting land title within six months of the purchase of the land.
- 4.6.8** Council will not assist with adverse possession claims over Roads and Reserves and reserves the right to contest such claims.
- 4.6.9** The owner(s) of any property in occupation of the land may be directed to remove all buildings and obstructions from the land immediately, as is Council's right as owner of the land.

4.7 Division of land

- 4.7.1** Council will offer Discontinued Roads or Reserves equally to abutting owners, except where:
- 4.7.2** the land has been proven to have been exclusively occupied and fenced for more than 15 years in which case it will be offered directly to the occupier; or
- 4.7.3** the land cannot be allocated due to the location of assets, in which case the boundary will be established to take account of the assets.
- 4.7.4** If an abutting property owner does not wish to take up Council's offer to purchase the land, then that portion shall be offered to other abutting or adjoining property owners when appropriate.
- 4.7.5** Council will not proceed with a Road Discontinuance and sale that creates landlocked land.
- 4.7.6** Where no agreement can be reached between the parties for the purchase of any portion of land, the land shall remain vested in Council until such agreement can be reached.

4.8 Financials

4.8.1 Sale of Land

Council will sell all Discontinued Roads and Reserves at market value, as determined by a valuer appointed by Council.

If continuous exclusive occupation can be demonstrated of the Road or Reserve in excess of 15 years the purchase price may be set within a range to a maximum discount of 20% of the current market value.

4.8.2 Application Fee

Council will charge a non-refundable application fee to those who submit an application form. This fee is determined on an annual basis in accordance with the Local

Government Act and Council's Fees and Charges Schedule. However, if the matter proceeds to a sale it will contribute to the total sale price.

4.8.3 Costs

Costs associated with the Discontinuance and sale of the Roads or Reserves are to be shared by applicants. This will include costs such as:-

- Legal fees and duties;
- Public notice;
- Government Gazette notice;
- Survey costs;
- Title registration costs; and
- Valuation fees.

4.8.4 Asset relocation

The relocation or replacement of any assets within a section of land, will be the responsibility of the purchaser. These will include the following:

- Statutory authority assets including Melbourne Water, South East Water, Yarra Valley Water, Comdain Gas, Telstra, Ausnet, APA or Citipower etc.
- Replacement drainage or relocation of drainage, if required.

Bluestone Pitchers (if any) or other re-useable materials remain the property of the Council and Council may require the removal and return to Council.

4.8.5 Transfer of Title

The purchaser is responsible for their role in the PEXA (Property Exchange Australia) transfer process and payment of all stamp duty and lodgement fees. Professional services via legal practitioner or conveyancer will be required to facilitate the lodgement of the PEXA Transfer and associated documentation.

4.8.6 Terms payment

The full purchase price shall be paid to Council at the time of settlement, except in extraordinary circumstances. The transfer of land shall not be passed on to the purchaser until the purchase price plus all costs or additional amounts are paid in full.

4.9 Authority

The Governance Manager will be responsible for the implementation and management of the Policy and the relevant procedures.

The Senior Leadership Team may be called upon to resolve issues that may arise from the application of the Policy.

4.10 Sunset Clause

The Policy will be reviewed in four years.

4.11 Responsibilities

Councillors and Senior Management have responsibility to promote the principles of the Policy and Council are responsible to administer the Policy.

5 Compliance

Council will ensure Compliance with the Policy by means of internal referrals and external referrals to various Authorities, appropriate public consultation and implementing necessary measures available with Land Use Victoria and related Statutes.

5.1 Recourse for non-compliance

By applying a consistent approach to assessing the suitability of an application there is less risk of inequity to residents and failure to suitably complete the application.

6 Related documents

Type of document	Title and/or RMC link
Commonwealth/Victorian legislation	Local Government Act 1989 Local Government Act 2020 Subdivision Act 1988 Planning and Environment Act 1987 Road Management Act 2004 Limitations of Actions Act 1958 Transfer of Land Act 1958
Strategic directions paper	(If developed)
Policies	Community Engagement Policy
Strategies	Property Strategy
Guidelines	Local Government Best Practice Guidelines for the Sale and Exchange of Land
Procedures	



FUTURE DIRECTIONS PLAN 2022



Acknowledgement of Country

The Cardinia Creek Regional Parklands are located on the traditional lands of the Bunurong people. We pay respects to their Elders past and present. We acknowledge the deep spiritual connection to Country held by traditional custodians and support this in ongoing parkland planning.



Cardinia Creek artwork by Lakeisha Clayton, Bunurong, Munanjali and Muthi Muthi woman

'This piece is about people gathering near water, both fresh and salt. It is about Bunurong people being within the landscape and joining together in celebration' *Lakeisha Clayton, March 2022*

Executive summary

Cardinia Creek Regional Parklands

The Cardinia Creek Regional Parklands (the Parklands) will encompass more than 600 ha of parkland from Beaconsfield to Clyde on both sides of Cardinia Creek.

The Parklands includes and links much loved existing parks including Cardinia Creek Regional Park and Grasmere Wetlands, Acoonah Park, Beaconsfield Flora and Fauna Reserve, Beaconsfield Recreation Reserve, Beaconsfield Park, Manna Gum Park, Mick Morland and Bob Burgess Reserve.

Traditional Owners

The lands and water of the Cardinia Creek Regional Parklands are part of the traditional Country of the Bunurong, a custodianship that endures today. Cardinia Creek is very significant to Bunurong people, and they have asked that it be protected for future generations.

The name 'Cardinia' derives from 'Kar Din Yarr', Kulin language for 'looking at the rising sun' and 'sunrise'.

This place is considered by Elders to have important spiritual significance due to its direct connection to gathering places, ritual places and ritual journeys and is connected to numerous intangible aspects of Bunurong heritage.

The Parklands will be a space for Bunurong to continue custodianship of Country, practise culture, share stories, protect significant archaeological places, and apply biocultural practices and land management.

Future Directions Plan 2022

The Cardinia Creek Regional Parklands Future Directions Plan 2022 (the Plan) sets out a vision, principles and directions for progressive parklands establishment, expansion and management to be achieved by 2040.

The vision is:

The Cardinia Creek Regional Parklands is a connected parklands providing distinct experiences for visitors to recreate and engage with the natural environment while conserving the cultural and ecological values of Cardinia Creek, its floodplain and open spaces for future generations.

The Plan recognises and embeds the rights and values of the Traditional Owners, the Bunurong people, in the planning and management of the Parklands. It responds to critical drivers including the continued urban expansion in the region, the pressing need to mitigate climate change, protect and enhance biodiversity, and contribute to improved community health and wellbeing.



The Parklands will provide many benefits and the Plan focuses on five objectives: healthy country, healthy ecosystems, healthy people, resilient communities, and collaborative governance.

The Plan is centred around five interrelated themes – *identity, biodiversity, access, water and experience*. The themes collectively define the Parklands character and guide the future directions, strategies and actions for management of the Parklands into the future.

The Plan is a high-level strategic plan. The Precinct Structure Plans (PSPs) remain the key plans that guide future use, subdivision and development of land around the Parklands. This includes stormwater assets, bridges, trails and interfaces with development. Design for land that will be transferred to the Parklands will be based on site specific analysis and be generally in accordance with existing and pending PSPs.

Identity

Cardinia Creek was an important travel corridor for the Bunurong people as they travelled from Western Port to sheltered areas in the uplands during winter when the flats were flooded. This was part of 'living with the seasons' and consequently the area was an important cultural hub.

Inspired by the travel routes of the Bunurong, the changing landscapes of the Parklands is celebrated with four character identities: uplands, urban refuge, wetlands, and floodplains.

These identities help tell the story of landscape and place, past and future, while also helping to understand the different management strategies that apply in different areas of the 18 km long Parklands. Sense of place, the relationship between people and the Parklands, will be celebrated through design, planning and management. The Parklands will be a safe, inviting place for community members of all abilities, genders, and cultural backgrounds.

Water and Biodiversity

The Parklands hold an important story of water and is a critical location for the ongoing protection of biodiversity. The character of the Parklands is interlinked with Cardinia Creek and its floodplain, which connect the Dandenong Ranges with the Ramsar-listed Western Port and Yaringa Marine National Park.

Although Cardinia Creek and its tributaries have been altered substantially over time, they retain a natural appearance in many locations and provide habitat for native fauna such as Australian Grayling, Dwarf Galaxia, Growling Grass Frogs, and a variety of important native birds. Waterbodies provide refugia for native animals during dry spells, which will increase as the climate changes. The Plan supports waterway health and the investigation of new waterbodies and revegetation areas that will improve flora and fauna outcomes.

Linking open spaces and supporting wildlife protection, enhancement and movement are important to protect biodiversity values that remain in this critical corridor.

Experience and Access

As a regional open space, the Parklands support a wide range of activities with a focus on immersive experiences in nature and opportunities to be active in nature.

The creek corridor and its large, open spaces present opportunities to connect people with the natural environment through learning and education, volunteering, passive sensory experiences, interaction with wildlife and physical activity. Sporting activities will continue at Beaconsfield Recreation Reserve, Mick Morland Reserve and Akoonah Park.

Future planning for the Parklands has responded to the overwhelming interest from the community for

opportunities to walk, experience nature and meet with friends and family.

The Plan supports:

- increased access to nature for the diverse communities in Cardinia, Casey and beyond to support community health and wellbeing. Walking loops will be created and a continuous regional walking and cycling trail along the creek will be progressively developed that will connect to other regional trails. Proposed trails will be developed in a way that protects biodiversity and cultural values
- new visitor facilities in the Cardinia Creek Regional Park including a new loop trail and viewing area at the Grasmere Community Gardens Wetlands. Investigations into a new main visitor node and upgrade of facilities north of Inglis Road that will include revegetation, trails and consideration of an informal horse ride-out area.
- traffic and trail improvements to support pedestrian access across Inglis Road to Grasmere Creek Picnic Area and to provide east west connection between Beaconsfield Flora & Fauna Reserve and Grasmere Community Gardens Wetlands
- provision of more and improved equestrian trails
- support for important existing commercial and community activities occurring within the Parklands, such as the annual agricultural show, trailer camping and markets at Akoonah Park, and well-used and loved community sports and recreation facilities
- enhancement of Bob Burgess Reserve to better integrate with adjacent shops and upgrade of Beaconsfield Recreation Reserve for ongoing sporting facilities
- support community involvement, education and volunteering experiences
- More and improved visitor facilities throughout the parklands to cater to people of all abilities, genders, and cultural backgrounds, including seating, water fountains, toilets, areas for play, and shade, as well as signage, wayfinding, and safe, accessible connections to nearby open spaces

Collaborative Governance

The Future Directions Plan has been developed by the Cardinia Creek Regional Parklands Partners. The Partners include Traditional Owners and ongoing public land managers: Bunurong Land Council Aboriginal Corporation, Parks Victoria, Melbourne Water, City of Casey, Cardinia Shire Council, and the Department of Environment, Land, Water and Planning.

The Parkland Partners will work together to develop the Parklands collaboratively in line with the vision, principles and management zones set out in the Plan.

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This document has been drafted by Mosaic Insights and REALMstudios
on behalf of the Cardinia Creek Regional Parklands Partnership Group

1 Introduction

The Cardinia Creek Regional Parklands (the Parklands) will encompass more than 600 ha of parkland from Beaconsfield to Clyde on both sides of Cardinia Creek. First reserved in 1994 for future public open space, the Parklands are growing to provide important ecological, cultural and community benefits for the region. Development of the previous Future Directions Plan in 2002 by Parks Victoria focused on ensuring ongoing acquisition of land within the park boundary to protect and enhance flora and fauna values, develop trail connections, and provide visitor facilities for public enjoyment.

This Future Directions Plan 2022 (the Plan) refreshes the 2002 Plan. It recognises and embeds the rights and values of the Traditional Owners, the Bunurong people, in the planning and management of the Parklands, and responds to the continued urban expansion in the region. It responds to the pressing need to mitigate climate change, protect and enhance biodiversity, and contribute to improved community health and wellbeing.

The Plan is the basis for design and implementation planning of the Parklands over the next 10-15 years. An overview of the method used to develop the Plan is provided in Appendix 1.



Figure 1. Bob Burgess Reserve, Beaconsfield

1.1 The Parklands Vision

The Cardinia Creek Regional Parklands is a connected parklands providing distinct experiences for visitors to recreate and engage with the natural environment while conserving the cultural and ecological values of Cardinia Creek, its floodplain and open spaces for future generations.

The Cardinia Creek Regional Parklands are located on Bunurong Country. Bunurong Country is a sentient being that Bunurong people belong to. Country needs to be cared for and nurtured, and in turn it can care for and nurture the people that belong to it. In turn however, if it is neglected, so too become its people. Bunurong Land Council Aboriginal Corporation invite the current and future communities of this region to join them in caring for their Country and becoming part of these places¹.

The Parklands provide vital regional ecosystem services such as wildlife habitat, river health, urban cooling, and flood mitigation. The Parklands include a Growling Grass Frog Conservation Area that has been established under Commonwealth legislation to mitigate the impacts of urbanisation on threatened species and communities in Melbourne's Growth Corridors.

The Parklands weave along Cardinia Creek through some of outer Melbourne's most rapidly expanding suburbs in the south-east growth corridor municipalities of Casey City Council and Cardinia Shire Council. Extending from the Harkaway Foothills to the plains of the old Koo Wee Rup swamp, the Parklands are both a connector and a gathering space, providing much-needed open space to adjacent suburbs and access for the regional area to the rich natural, social and cultural values along the creek corridor.

The Parklands (Figure 2) contains some of the region's most loved parks and green spaces (which are described in the next section). As the population in the region increases, the expanded Parklands will be critical to supporting 20-minute neighbourhoods and providing opportunities for connection to nature and culture, recreation, and play for workers and residents from the surrounding residential, commercial and industrial precincts.

The Parklands will be an important link to other significant open spaces and activity centres in the area (Figure 3), including:

- Regional shared use trails including the Great Casey Trail, the Royal Botanic Gardens to Cardinia Creek Trail and the Great Southern Rail Trail
- Commercial activity centres including the Berwick and Beaconsfield townships and emerging town centres
- The Ramsar-listed Western Port
- Regional and National Parks such as Churchill National Park, Lysterfield Park, Dandenong Ranges National Park, Cardinia Reservoir Park, Wilson Botanic Gardens and Royal Botanic Gardens in Cranbourne
- The new Clyde Regional Park and Sports Precinct

Through this Plan, the Cardinia Creek Regional Parklands will reach its potential as a regionally important connector and a destination that brings together people, place, and culture.

¹ Bunurong Land Council, 2022, Bunurong Land Council Aboriginal Corporation Cultural Values Mapping: Cardinia Creek.



Figure 2. The regional context for the Parklands

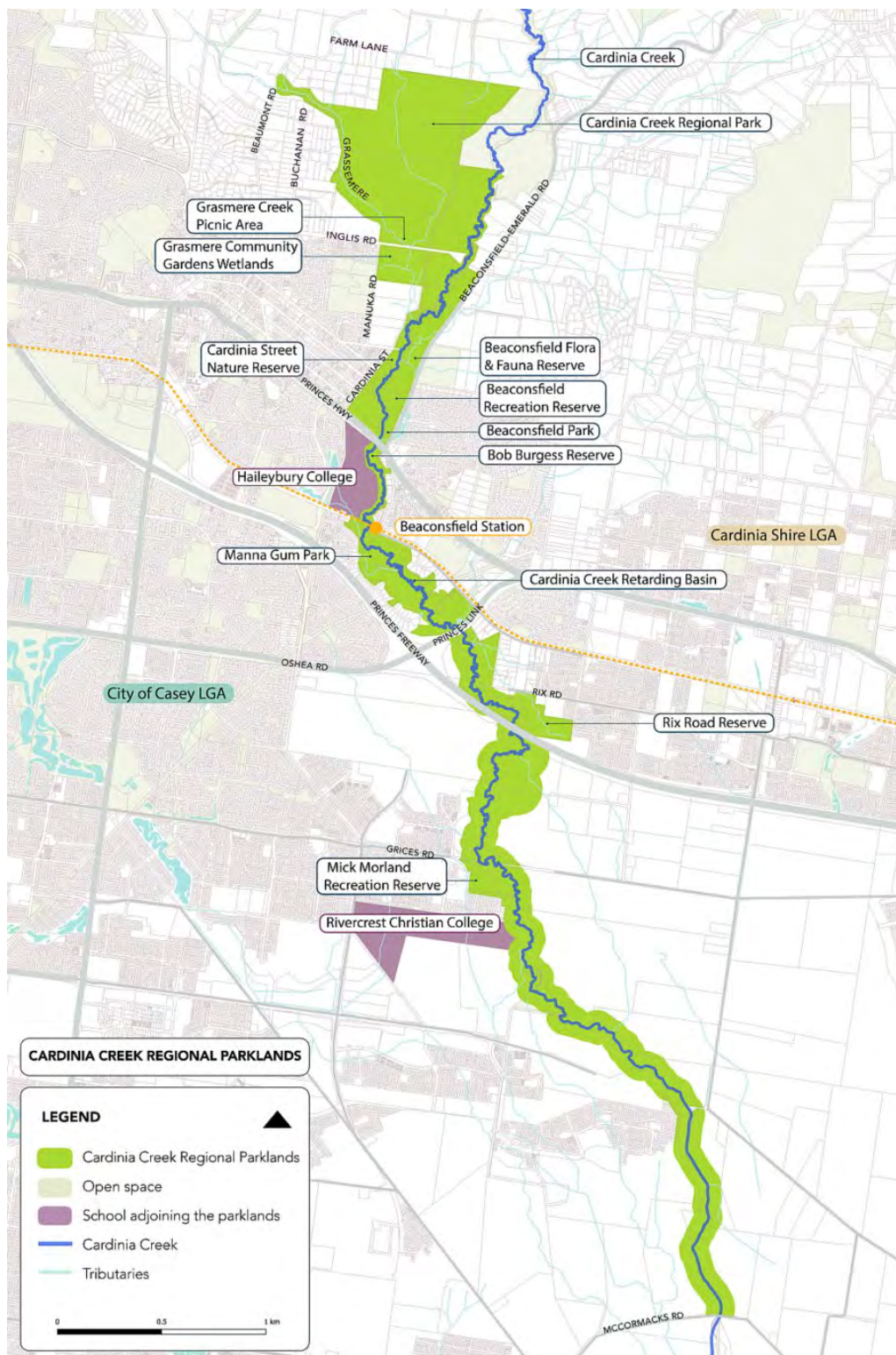


Figure 3. Cardinia Creek Regional Parklands

1.2 Parks within the Parklands

The Parklands encompass many well used and loved parks and open spaces, which include visitor nodes that provide infrastructure to support visitation, such as signage, seating and parking. Information on some of the parks in the Parklands is provided in this section.

Cardinia Creek Regional Park

Located north and south of Inglis Road, this park includes the popular newly constructed stormwater wetland that removes pollutants from Grasmere Creek, provides areas of high value remnant vegetation, and supports biodiversity values including the endangered Dwarf Galaxia. The community can access parts of the 215 ha park via a network of walking trails, allowing visitors to experience nature and expansive rural views, and enjoy picnicking at the Grasmere Creek Picnic Area.

The land is managed by Parks Victoria.



Beaconsfield Flora and Fauna Reserve

Located on the east side of Cardinia Creek, this 25 ha reserve contains high biodiversity values and provides habitat for important native animals including platypus, echidnas, and corellas. The reserve provides a network of walking and cycling paths around Cardinia Creek that enable visitors to be immersed in nature.

The Friends of Cardinia Creek Sanctuary have been central in the care of the bushland areas of this reserve.

The land is managed by Cardinia Shire Council.



Beaconsfield Recreation Reserve

Located east of Cardinia Creek and south of the Beaconsfield Flora and Fauna Reserve, this 5 ha reserve provides a variety of facilities for active recreation, including cricket/football ovals, cricket nets, tennis courts, netball courts, and a half-size basketball court.

The land is managed by Beaconsfield Reserve Committee of Management.



Akoonah Park

Located north of Princes Highway on the west side of Cardinia Creek, this popular park that provides a diverse range of facilities for the Berwick Agricultural & Horticultural Society, equestrian events and recreational facilities for the wider community, and camping facilities. Akoonah Park hosts the annual Berwick show and a weekly farmer's market. This 25 ha park is very popular for walking, with picturesque views of Cardinia Creek, and a separate off-leash dog area.

The land is managed by Akoonah Park Committee of Management.



Beaconsfield Park

This gateway park is well recognised by locals thanks to its distinctive sign that was installed in 1939.

The park provides a leafy respite on a busy intersection, and for many visitors is an important part of an urban nature walk taking in both sides of Cardinia Creek through Akoonah Park, Beaconsfield Flora & Fauna Reserve and Beaconsfield Recreation Reserve.

The land is managed by Cardinia Shire Council.

**Cardinia Street Nature Reserve**

Located just north of Akoonah Park, this popular park includes natural walking areas, the old swimming hole and small children's playground.

The Friends of Cardinia Creek have been central in the care of the bushland areas of this reserve.

The land is managed by Casey City Council.

**Bob Burgess Reserve**

This reserve is located south of the Princes Highway on the east side of Cardinia Creek adjacent to shops and close to the railway station.

The reserve provides 2 ha of natural, cultural and recreational values to the community and is the home of the annual Beaconsfield Carols by the Creek.

The land is managed by Cardinia Shire Council.

**Manna Gum Park**

Manna Gum is a 4 ha park at the northern end of Cardinia Creek Retarding Basin, south of the Beaconsfield Railway Station. It provides an open area of grass with a short loop trail and a picnic rotunda and is used by residents for walking and dog off-leash visits.

The land is managed by Parks Victoria.

**Mick Morland Recreation Reserve**

A 4 ha recreation reserve in Clyde North that includes sports facilities for AFL, cricket, and netball. There is a large multipurpose pavilion, a playground, public art, and landscaping.

The land is managed by Casey City Council.



1.3 The role of the Future Directions Plan

The Plan provides an important decision-making framework for determining appropriate management of the Parklands. More detailed planning to deliver actions, including development of trails and visitor nodes, will be progressively undertaken as land becomes available and visitor demand increases. The main objectives of the Plan are to:

- Set strategic management directions within a transparent framework
- Identify management zones to guide decision making regarding appropriate current and future uses
- Identify key actions for expanding the Parklands.

The Plan has been developed through a collaborative partnership between Bunurong Land Council Aboriginal Corporation and the various ongoing land managers responsible for the management of the Cardinia Creek Regional Parklands. The process for developing the Plan is outlined in Appendix 1. The Partnership Group will be responsible for the implementation of the Plan. The Parklands Partners are:

- Parks Victoria
- City of Casey
- Cardinia Shire Council
- Melbourne Water
- Bunurong Land Council Aboriginal Corporation
- Department of Environment, Land, Water and Planning

Supporting Parkland Partners include:

- Akoonah Park Committee of Management
- Beaconsfield Recreation Reserve Committee of Management

The Plan is a high-level strategic plan. The Precinct Structure Plans (PSPs) remain the key plans that guide future use, subdivision and development of land around the Parklands. This includes stormwater assets, bridges, trails and interfaces with development. Final designs for transfer of land to the parklands will be based on site specific analysis and be generally in accordance with the existing and pending PSPs.

2022 represents twenty years since the initial Cardinia Creek Future Directions Plan was released. In that time, much has been achieved:

- Acquisition of 102 hectares of new parkland and development of new visitor area north of Inglis Road
- Realignment of the Grasmere Creek and creation of the new wetlands and walking tracks
- Reintroduction of Platypus to the Cardinia Creek and habitat and reserves for Growling Grass Frog
- Community planting along Grasmere Creek and Manuka Road Drain
- Revegetation, weed and pest management programs
- Creation of new public open space in growth areas such as Mick Morland Reserve

1.4 Outcomes

The Plan aims to achieve a range of outcomes across five interconnected areas: healthy country, healthy ecosystems, healthy people, resilient communities and collaborative governance.

Healthy country

The Plan recognises that the lands and water of the Cardinia Creek Regional Parklands are part of the traditional Country of the Bunurong, a custodianship that endures today. The plan supports all opportunities for Bunurong people to care for their Country and continue land management practices with other partners.

Healthy ecosystems

The Plan supports regional biodiversity and river health outcomes including habitat for the significant native fauna and flora of the Parklands by protecting, maintaining and enhancing the natural environmental values of the Parklands. Healthy ecosystems also provide important opportunities for people to connect with nature, contributing to improved community health and wellbeing.

Healthy people

The Plan supports a range of inclusive opportunities for active and passive recreation in a natural environment. The Parklands will promote mental and physical health by supporting people to be physically active in their daily life, providing opportunities for people to connect with nature and gain respite from the urban environment, and reducing exposure to urban heat.

Resilient communities

The Plan supports community resilience to climate change and other shocks and stresses. The Plan will help reduce threats from increasing urban heat by promoting the planting of climate-appropriate vegetation species, reducing the impact of storms through good design and maintenance of landscapes and infrastructure, and reducing the impacts of flooding through water sensitive urban design. The Plan will contribute to broader community resilience by supporting stronger social connections, improving community wellbeing, and strengthening understanding and connection to Country.

Collaborative governance

The Plan supports a collaborative governance approach to planning, development and management of the Parklands through clarifying the collective and individual roles of public landowners and managers, and encouraging collaboration, integration and innovative partnerships.

1.5 Community consultation

Community consultation was integral to the development of the Plan. An initial consultation phase occurred in November 2021, where feedback was sought from the public on their existing opinions, interests and use of the Parklands, and their aspirations for future development and planning for the Parklands.

The Plan was drafted to support the cultural values recommendations set out by the Bunurong Land Council Aboriginal Corporation (BLCAC), and following this, the community priorities and values.

The Cardinia Creek Regional Parklands Draft Future Directions Plan was released in May 2022. Community and stakeholders were able to review the Plan from 25 May to 23 June 2022.

The results of the online survey revealed the following support for the commitments outlined in the Cardinia Creek Regional Parklands Draft Future Directions Plan

- 62.5% of people were either very satisfied or satisfied with the draft Vision
- 69% people were either very satisfied or satisfied that the commitments in the draft Plan will help visitors appreciate the importance of Bunurong values and principles
- 75% people were either very satisfied or satisfied with the commitment to protecting biodiversity in the Parklands
- 87% people were either very supportive or supportive of the commitments for shorter walking loops within the Parklands
- 94% of survey participants were either very supportive or supportive of commitments for walking and cycling trails that connect the different areas of the Parklands
- 84% of survey participants were either very supportive or supportive of the commitments for connecting the trail to the regional cycling network.

Three respondents were 'not satisfied'. One because they sought stronger commitments to biodiversity, one because they sought stronger commitments to increased sporting facilities, and one for unclear reasons.

The key points and issues raised in feedback related to:

- Protecting biodiversity values
- Celebrating cultural heritage and Bunurong values
- Enhancing safety, in particular prioritising the high-risk Inglis Road connection
- Supporting a diversity of users and parkland uses
- Improving parkland facilities and landscape elements
- Recognising and providing support for environment groups and volunteers
- Balancing the protection of nature with providing dog off-leash and on-leash areas
- Extending and connecting trails within, and beyond, the parklands
- Improving parkland management

A selection of quotes include:

"Grew up in the area, it's special to be able to walk in nature."

"Up to 16 Swift Parrots were seen feeding in flowering Spotted Gums at Akoonah Park during their winter stayover. I observed these Swift Parrots busily feeding in those Spotted Gums on 5 occasions. Given these birds' official conservation status as endangered it was a special treat to see them here at Akoonah Park."

"Urgent attention must be given to vastly improving public safety at the eastern end of Inglis Road. This area also has very poor and very dangerous trail connectivity. There is a constant significant risk of serious injury being caused to Park walkers, joggers and cyclists. They have no choice but to move themselves onto the roadway of Inglis Road itself whenever traversing the Cardinia Creek bridges."

"Activities to do, puzzles, nice seatings and shelters"

"Equestrian trails that are relatively well sign posted"

"Keen to have some form of outdoor stage in Bob Burgess Reserve for the Carols and other music/performance arts events"

"Definitely engage people from the cycling and trail building community to help and mark trail routes to expand the cycling network."

"Currently no access at Cardinia Creek from Upper Beaconsfield."

"Groups such as the Friends of Cardinia Creek are amazing and do so much to preserve and maintain, particularly the Beaconsfield Flora Fauna Reserve."

Survey results showed strong community interest in walking and nature appreciation in the Parklands, along with a good support for cycling, picnicking, birdwatching and other activities as shown below (Figure 4).

Community requests for AFL/cricket/netball facilities were considered however preliminary assessments revealed that this proposal is not consistent with environmental regulations, access limitations and Bunurong cultural values.

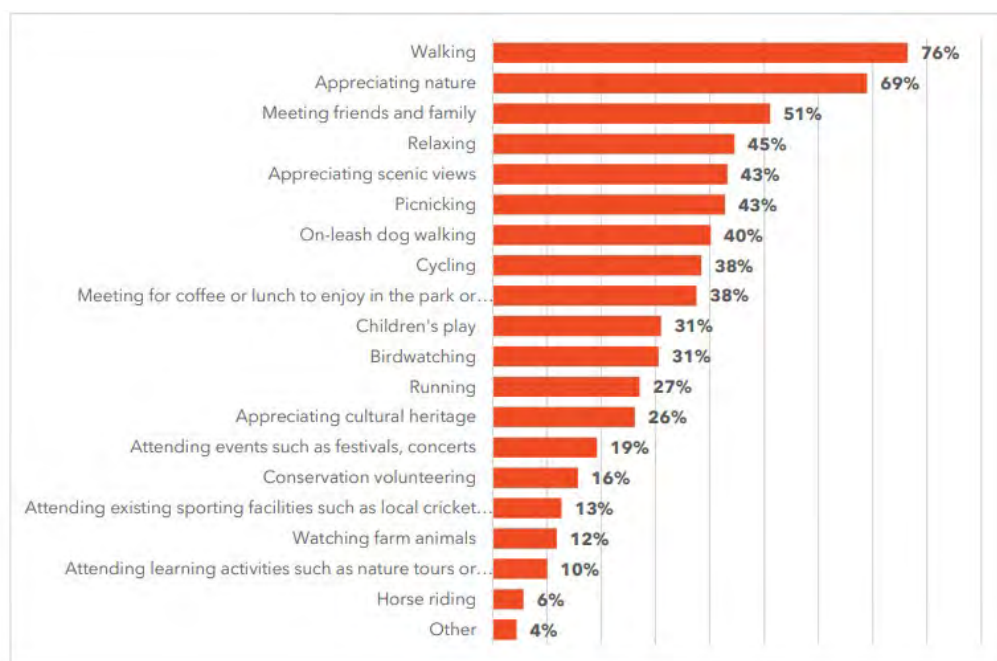


Figure 4. Activities that respondents would enjoy doing in the Cardinia Creek Regional Parklands



Figure 5. Park survey participants at Cardinia Creek Regional Park. Above at Grasmere Creek Picnic Area, north of Inglis Road in November 2021, and below at Akoonah Park in June 2022.

2 Context

2.1 Bunurong values and principles

The lands and water of the Cardinia Creek Regional Parklands are part of the traditional Country of the Bunurong, a custodianship that endures today.

The name 'Cardinia' derives from 'Kar Din Yarr', Kulin language for 'looking at the rising sun' and 'sunrise'.

The Aboriginal Cultural Values of the Bunurong people have been assessed and recorded through the Bunurong Cultural Values Mapping study² undertaken by the Bunurong Land Council Aboriginal Corporation, which is the registered Indigenous Corporation that represents the interests of Bunurong Traditional Owners. Bunurong people define their Aboriginal Cultural Values as:

Aboriginal cultural values are about things that really matter within a culture, like connections and making meanings. Aboriginal cultural values are about respect to the old people and defending what the old people would want, through both traditional and contemporary Bunurong perspectives.

During this assessment, the key themes relating to Bunurong values expressed by Bunurong Elders included:

- People – all people are important in Bunurong Country, but we need to respect, understand, and recognise the past to move forward.
- Place – within Bunurong Country, there are places of significance that are important for connecting community. These places have both tangible and intangible dimensions, within the Cardinia Creek Regional Parklands and the broader cultural landscape there are places associated with important Bunurong spiritual practices.
- Country – Bunurong Country needs to be cared for and needs to be impacted as little as possible, so much has been destroyed, what is left becomes even more important. Rivers and the associated parklands need to be planned in a way that promotes the natural health and cultural flows of the Bunurong people and broader community

The Statement of Significance is an important guiding principle for the Plan, as set out in the Bunurong Cultural Values Mapping study:

Cardinia Creek is very significant to Bunurong people and should be protected for future generations. This is a very rare place, within the broader Bunurong Country as well as within the cultural landscape. Although the place itself is hopefully not going to be developed in the near future, it is only a fragment of a larger water course and wetland that has sustained ongoing and devastating impacts since colonisation. This place holds a very high potential for expanding the known scientific understanding of Bunurong Country due to the known material culture within this place. The ability of this place to be interpreted has been elevated due to the suburban growth surrounding it and the cumulative impacts of this growth. This place is considered by Bunurong Elders to have important spiritual significance due to its direct connection to gathering places, ritual places and ritual journeys and is connected to numerous aspects of Bunurong intangible heritage.

The Plan is further guided by recommendations from Bunurong people:

Protection of Country

- The area remains as undeveloped as possible, as so much development is occurring in the surrounding area, it will be one of the few parks left, this increases its value considerably. This includes allowing the Cardinia Creek, as modified as it is, to run as freely as possible without concrete channelisation.
- Aboriginal cultural values be recognised as a priority over other values for example environmental or recreational values in this area. It is crucial to note that BLCAC are not stakeholders, but rightsholders.
- Elders do not condone the destruction of any part of their Country and the avoidance to any negative impacts on their Country should be the priority for any project.
- Further detailed archaeological survey of the project area is sought before any on ground works take place. BLCAC request that this is conducted in a self-determined fashion.

Land Management

- The return of land to Bunurong people. Whilst BLCAC are building the capacity to manage their Country, having government bodies assist in its management is acceptable, but is not a long-term solution.
- Elders would like to see that any revegetation works involve Bunurong species of significance and (potential) training and employment for BLCAC staff.

Sharing and Growing Cultural Knowledge

- Bunurong biocultural knowledge is used within this project area for interpretation and walking trails etc.
- Bunurong artists be used in regard to design and artwork within the activity area.
- Elders are specifically interested in the use of this space as a teaching and gathering place for the community.
- Further explore the nature of the spiritual journeys and landscape connections (particularly within Cardinia Dam and known Bunurong gathering and ceremonial places) with site visits, further research and on-site recordings.
- BLCAC would also like to further explore the scientific significance of Cardinia Creek. This can be achieved in several ways, including further study of the repatriated objects that have been recovered from within the project area.

2.2 Drivers for change

The Plan responds to key trends influencing the current and future planning of the Parklands.

Traditional Owner Self Determination

Aboriginal self-determination is about Aboriginal people being at the centre of decision-making around the issues that affect their lives. This is a central policy principle of the Victorian Government.

The Bunurong people are an important partner in the planning of the Parklands. Using their own methodology, the Bunurong have set out their cultural values in the Cultural Values Mapping study. This approach to cultural landscape has shaped the Plan.

Environmental protection

Open spaces, waterways and wetlands provide a haven for some of Melbourne's most threatened animal and vegetation communities. The Parklands is home to a wide variety of native fauna and flora, including the rare and threatened Australian Grayling, Dwarf Galaxias and Growling Grass Frogs.

Parts of the Parklands are covered by Commonwealth requirements to protect habitat for nationally threatened species and communities, to mitigate the impacts of urban development.

As urban development intensifies in the south-east growth corridor, the Parklands will be critical in providing habitat for native flora and fauna, and protecting the natural environment from the competing demands of a growing urban population.

Climate change adaptation

Climate change in Greater Melbourne will see increasing average temperatures, more frequent and longer heat waves and increased frequency and severity of bushfires. Droughts and extreme storms will increase, leading to larger and more frequent floods.

Engagement on climate change through the development of the Regional Climate Change Adaptation Strategy found that participants were most concerned about the impact of climate change on the natural environment (48%) and

that *protecting and managing our water supply and protecting and providing access to our natural environment* were two of the top three focus areas of highest concern for participants³. The Regional Climate Change Adaptation Strategy highlights the increasingly important role that regional open spaces like the Parklands will play in improving climate resilience.

Green spaces in the Parklands will help alleviate increasing temperatures and heat waves through the process of evapotranspiration and the provision of shaded places of respite. The Parklands will play a vital role in cooling the surrounding urban areas (some of which are highly vulnerable to urban heat), contributing to landscape and community resilience to climate change.

Continued urban development in areas adjoining the Parklands will create higher ambient temperatures, otherwise known as the 'urban heat island' effect⁴, meaning the cooling effect of open and green spaces will become more important.

Approximately 50% of the Parklands is currently shaded by tree canopy, which contributes to its natural cooling effect. Native trees also provide important habitat for native animals, particularly birds. Tree planting will need to consider the potential impacts on habitat of native fauna that need open habitat areas, in particular Growling Grass Frogs.

An expanding Parklands

A significant proportion (but not all) of land in the Parklands is publicly owned (Figure 6). Recent government commitments and legislative requirements will see approximately 196 ha – an additional 32% – of private land transferred into the Parklands over time, with the aim of improving community and environmental outcomes. The Plan informs the primary purpose of all land within the Parklands to assist with identifying appropriate future land managers and management actions.

³ Regional Adaptation Stakeholder Committee. (2021). Greater Melbourne Regional Climate Change Adaptation Strategy. Greater Melbourne: Department of Environment, Land, Water and Planning.

⁴ Melbourne Water. (2021, November 17). Urban cooling. Retrieved from Melbourne Water: melbournewater.com.au/water-data-and-education/environmental-issues/enhancing-liveability-our-commitment/urban-cooling

Community health and wellbeing

The COVID-19 pandemic highlighted the importance of public open space in increasing people's capacity to cope during times of personal and community stress and restricted movement. COVID-19 also emphasised the inequity of access to green spaces in urban areas, with research published during the Melbourne COVID-19 lockdowns illustrating the large disparity in access to open space within walking distance of their homes across Greater Melbourne⁵.

Research has accumulated in recent decades on the benefits of open space to health and wellbeing, and the inter-generational impacts of lack of access to open space for low-income households and communities⁶.

The expanded Parklands will play a role in addressing both chronic health issues and public health shocks such as COVID-19 by providing the local community with access to green spaces to immerse in nature, connect with other people, and engage in recreation to support individual and community wellbeing.

Diverse and changing communities

The City of Casey is made up of diverse social and cultural communities. Most residents have both parents born overseas (compared to 46% in Greater Melbourne and 39% in Victoria) and more than a third speak a language other than English at home⁷. Cardinia Shire is one of the fastest growing regions in Australia, with population projections indicating a more than doubling of residents between 2016 and 2041, to approximately 200,000 people⁸. Much of this growth is occurring within the catchment of the Parklands, with large numbers of new residents from within Victoria, interstate and overseas.

Age composition across the region is also changing. Between 2016 and 2031, Cardinia is expected to see a significant increase in the pre-workforce aged population (73%)⁹, while the largest increase in population for Casey will be people of retirement age (92%)¹⁰.

It is important that in planning for an expanded Parklands, facilities, activities and uses appeal to a diverse audience and cater for people of all abilities, ages, genders, and backgrounds.

⁵ Eddie, R., & Goodwin, S. T. (2020, October 9). Half a million Melburnians can't easily walk to a park. Could schools fill the gap? Retrieved from The Age: [theage.com.au/national/victoria/half-a-million-melburnians-can-t-walk-to-a-park-could-schools-fill-the-gap-20201006-p562ep.html](https://www.theage.com.au/national/victoria/half-a-million-melburnians-can-t-walk-to-a-park-could-schools-fill-the-gap-20201006-p562ep.html) (Mosaic Insights, 2020)

Sharifi, F., Stone, W., Nygaard, C., & Levin, I. (2021, November). Urban equality: equity of access to green space in Melbourne. Retrieved from Cities People Love: citiespeoplelove.co/article/urban-equality-equity-of-access-to-green-space-in-melbourne

⁶ Sharifi, F., Nygaard, A., Stone, W. M., & Levin, I. (2021). Accessing green space in Melbourne: Measuring inequity and household mobility. Landscape and Urban Planning. Retrieved from sciencedirect.com/science/article/abs/pii/S0169204620314882
Kendal, D., Lee, K., Ramalho, C., Bowen, K., & Bush, J. (2016). Benefits of Urban Green Space in the Australian Context: A synthesis review for the Clean Air and Urban Landscapes Hub. Melbourne: University of Melbourne.

Richardson, E. A., Pearce, J., Mitchell, R., & Kingham, S. (2013). Role of physical activity in the relationship between urban green space and health. Public health, 127(4), 318-324.

Van den Berg, A. E., Maas, J., Verheij, R. A., & Groenewegen, P. P. (2010). Green space as a buffer between stressful life events and health. Social science & medicine, 70(8), 1203-1210.

⁷ Australian Bureau of Statistics. (2017). Casey (C). Retrieved from 2016 Census QuickStats:

quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA21610#cultural

⁸ .id. (2022a). Cardinia Shire population forecast. Retrieved from .idcommunity: forecast.id.com.au/cardinia/population-summary

⁹ .id. (2022b). Cardinia Shire population forecast. Retrieved from .idcommunity: forecast.id.com.au/cardinia/population-age-structure

¹⁰ .id. (2022c). City of Casey population forecast. Retrieved from .idcommunity: forecast.id.com.au/casey/population-age-structure



Figure 6. Public and private land ownership within the Parklands

2.3 History and heritage

The Cardinia Creek Regional Parklands are located on the lands of the Bunurong people, and most likely within the clan area of the Mayone-bulluk translating to 'people of the swamp'.

The Bunurong people, as traditional custodians of the land for thousands of years, connected with the area as a 'place of ritual, of food, of meeting and gathering'.

Cardinia Creek was an important travel corridor for the Bunurong people as they travelled from Western Port to sheltered areas in the uplands during winter when the flats were flooded. This was part of 'living with the seasons' and consequently the area was an important cultural hub.

European settlement of the area from the 1830s onwards took advantage of the richness of the waters of Cardinia Creek and surrounding land, initially for grazing, which continues in some areas of the Parklands to this day. Runs were established along the Cardinia Creek during this period, including Berwick Station, the Cardinia Creek run and the Panty Gurn Station, fronting onto Cardinia Creek, becoming the eventual sites of the Berwick and Beaconsfield town centres¹¹.



Cardinia Creek (1972) at Clyde North/Officer (Heather, 2013)

In 1848, Alexander Patterson acquired 'St Germain's' Station on Cardinia Creek, which consisted of nine square miles of good country with a frontage to Koo-Wee-Rup Swamp. The area was a favourite camping ground of the Bunurong tribe. Their name for the place was 'Barnibyrnong', which means 'the haunt of the ring-tailed opossum'.

Intensive farming in the area was often hindered by the dense vegetation and regular flooding of the extensive swamplands. From the 1870s efforts were made to drain the Koo-Wee-Rup Swamp to support farming activities and enable easier travel between Melbourne and Gippsland¹². The resulting drainage network failed to prevent major floods, while accelerating soil compaction and collapse, and increasing channel erosion, runoff, and sedimentation in the lower parts of the system. Nevertheless, the land remained popular for farming, the area south-east of the Parklands becoming the potato capital of Victoria, providing essential supplies during both World Wars.



Article from The Argus, 1877 'Opening of the Gipps Land Railway' (The Argus, 1877)

It is during these decades that the displacement of the Bunurong people was completed as they lost access to their traditional lands and travel corridors.

¹¹Context Pty Ltd. (2004). Thematic Environmental History (Post European Contact). City of Casey. Retrieved from casey.vic.gov.au/sites/default/files/public/userfiles/City%20%26%20Council/About%20Casey/Thematic_Environmental_History_of_Casey_v16_Mar05%5B1%5D.pdf

Beaconsfield Progress Association. (2022). Beaconsfield History. Retrieved from Beaconsfield Victoria Australia: beaconsfield.org.au/beaconsfield-history

The Argus. (1848, September 29). Claims to Leases of Crown Land. The Argus, p. 4. Retrieved from trove.nla.gov.au/newspaper/page/180816?zoomLevel=3&&searchTerm=%20Gardiner&searchLimits=l-decade=184|||/-title=The+Argus+%28Melbourne%2C...%7Ctitleid%3A13

¹² Heather. (2013, March 20). Creeks and Rivers. Retrieved from Casey Cardinia - links to our past: caseycardinialinkstooourpast.blogspot.com/2013/03/creeks-and-rivers.html

Berwick high street image source: Unknown. (1962). Cities and towns - High Street at Berwick, Victoria. National Archives of Australia.

Establishment of the Gippsland Railway in 1877¹³, including the Beaconsfield Railway station, connected the areas surrounding the Parklands with Melbourne and Gippsland, which enabled further tourism and growth of the area's townships. The influence of this agricultural occupation was experienced not only in terms of economy and industry but also the landscape character and community focus. The Mornington Farmers' Society is one of the oldest in Australia, established in 1856, and was a focal point for the community in the district. In 1951, 15 acres of land directly fronting the Cardinia Creek was reserved for the purpose of recreation and as a showground for the society.

The passing of Land Acts in the 1960s allowed for selection of land and establishment of smaller lots, leading to take up of a diverse range of agricultural activities including fishing, horse breeding, orcharding and dairying. These and other intensive forms of agriculture became major occupations in the area.

Cardinia Reservoir was completed in 1973 as part of a large construction program to increase the security of the drinking water supply to Melbourne's south-eastern suburbs. A series of pipelines were constructed to distribute drinking water from the reservoir, which led to creation of pipe tracks including those running through the Parklands. Water from the desalination plant at Wonthaggi connects into the Melbourne Water supply system at Berwick and then flows to Cardinia Reservoir or directly into the water supply system.

The Ash Wednesday bushfires in 1983 burned a significant area of the Cardinia Creek catchment north of the Parklands. The fires killed more than 20 people in Upper Beaconsfield and had widespread impacts on vegetation and wildlife.

In 1994, the neighbouring municipalities of the City of Casey and Cardinia Shire were established, with Cardinia Creek forming the east-west boundary. Over the past two decades, both areas have experienced significant growth in residential and industrial development, forming the farthest area in the south-east growth corridor for Greater Melbourne designated by the Victorian Government.

Reserved for future public open space in 1994, Melbourne Parks and Waterways opened Manna Gum Picnic Area within the Cardinia Creek Retarding Basin. The State Government began acquiring the first large properties for the parklands on Inglis Road and Parks Victoria published the Cardinia Creek Future Directions Plan in 2002 in recognition of significant population growth creating demand for additional public open space within the Berwick and Beaconsfield areas. The Parklands now contains a range of natural and semi-natural environments enjoyed by residents and visitors.

¹³ The Argus. (1877, October 6). Opening of the Gipps Land Railway. *The Argus*, p. 8. Retrieved January 5, 2022, from trove.nla.gov.au/newspaper/article/5940167?searchTerm=railway%20berwick&searchLimits=l-title=%7C13||l-decade=1877||l-year=1877

2.4 Strategic policy and planning

Multiple state and local government policies and programs give direction to the future planning, management and use of the Parklands. The five key strategies that strongly influence the Plan are described below. The full list of strategies, plans and policy commitments reviewed in preparing the Plan are listed in Appendix 2.

Open Space for Everyone

The Victorian Government's strategy Open Space for Everyone (2021) provides the strategic framework that guides the planning, acquisition, design, management, use and maintenance of the Melbourne metropolitan open space network. The strategic framework is shown below.



The strategy is supported by a series of actions, two of which relate specifically to Cardinia Creek Regional Parklands:

- Progressively acquire parcels of priority Public Acquisition Overlay (PAO) land - land reserved for public use of Cardinia Creek parklands to revegetate them, protect riparian areas and connect trails
- Develop a Plan (this Plan) to deliver infrastructure to create better facilities, linkages and access.

Protecting Victoria's Environment - Biodiversity 2037

Protecting Victoria's Environment - Biodiversity 2037 presents a long-term vision for Victoria's biodiversity, supported by two goals: *Victorians value nature* and *Victoria's natural environment is healthy*. Contributing targets for pest and weed control, revegetation and new permanently protected areas are set out as critical for delivery of state-wide biodiversity commitments.

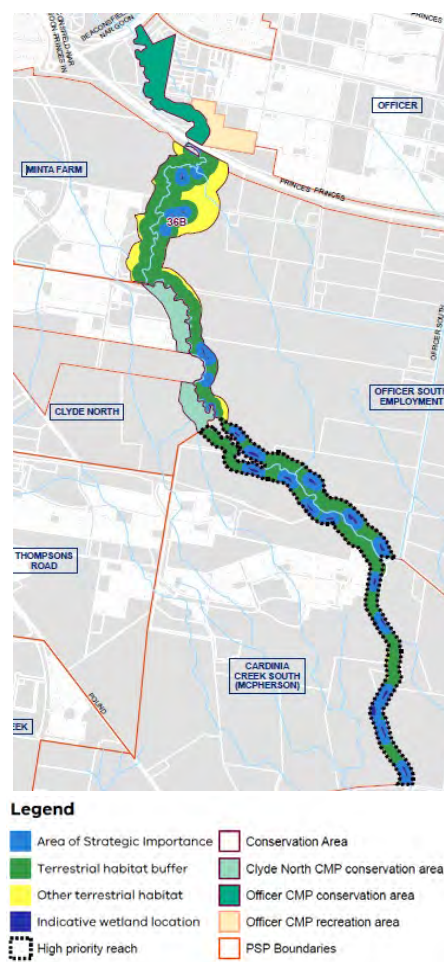
A commitment to connecting people to nature is recognised as a central contribution to the protection of biodiversity. This is crucial to the target of five million Victorians acting to protect the natural environment. The Plan supports these Biodiversity 2037 goals.

Melbourne Strategic Assessment Program

The Melbourne Strategic Assessment program implements the Victorian Government's commitments to protecting Matters of National Environmental Significance from the impacts of urban development in Melbourne's growth areas. This includes protection and enhancement of habitat for Growling Grass Frogs, threatened fish species and migratory birds. The program commitments form conditions of Commonwealth approvals under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act).

The Cardinia Creek Regional Parklands environmental protection requirements include:

- For Clyde North and Officer Precinct Structure Plans (approved prior to March 2012) the requirements are set out in a precinct specific Conservation Management Plan. These plans identify the species and habitat to be protected, as well as where and how conservation requirements will be implemented.
- All other precincts are covered by the Biodiversity Conservation Strategy for Melbourne's Growth Corridors, 2013 (BCS). This includes Conservation Area 36 Growling Grass Frog within the Cardinia Creek Regional Parklands boundary. The BCS identifies Growling Grass Frog, Australian Grayling and Dwarf Galaxias and migratory bird species as species of national and state significance requiring protection within the parts of the Cardinia Creek Regional Parklands. The Growling Grass Frog Masterplan (2017) provided further detail on priorities for existing and potential new wetland locations. The southern portion of Cardinia Creek Regional Parklands is identified for an important cluster of new habitat wetlands.



Parts of the Parklands designated as Conservation Areas under the Melbourne Strategic Assessment program is to be managed primarily for these values, with low impact passive recreation and compatible stormwater management infrastructure proposals subject to DELWP approval.

Healthy Waterways Strategy 2018-28

Cardinia Creek forms the spine of the Parklands and performs vital roles in sustaining native biodiversity, connecting people with nature, cooling the environment and as a culturally significant place for Bunurong people. Melbourne Water's Healthy Waterways Strategy 2018-28 (2018) sets a long-term framework for managing the health of rivers, wetlands and estuaries in the Port Phillip and Western Port region. The vision specific to the Western Port catchment, of which Cardinia Creek is a part, is that: *Waterways and bays are highly valued and sustained by an informed and engaged community working together to protect and improve their value*

The strategy sets out management goals for the catchment, which have directly informed the Plan: stewardship of waterways by the community, celebration of Indigenous cultural and European historical legacies, enabling waterways to perform as important biolinks, managing waterways for instream habitats, ecological resilience and flood mitigation and their social values, establishing water re-use systems, improving flow management of waterways, and managing impacts of urbanisation on water quality and sediment to reduce impacts on the Western Port ecosystem.

Precinct Structure Plans

Since the expansion of the Urban Growth Boundary in 2010, the Victorian Government's South East Growth Corridor Plan (2012) and precinct structure planning, has supported large-scale residential, commercial, and industrial development in the areas surrounding the Parklands. These plans have direct impacts on future management of the Parklands through:

- Introducing significant numbers of residents and workers in surrounding suburbs
- Influencing the timing of release of land for future open space into public ownership
- Development of local and regional open space adjacent to the Parklands
- Planned and proposed modifications to the existing road network that will influence connectivity and access to and through the Parklands
- Establishing residential, commercial, and industrial interfaces that will influence the character and visual amenity of the Parklands

The PSPs that adjoin the Parklands are:

- Officer Precinct Structure Plan (amended Nov 2019)
- Minta Farm Precinct Structure Plan (amended April 2021)
- Clyde North Precinct Structure Plan 2011
- Thompson Road Precinct Structure Plan 2014
- Cardinia Creek South (McPherson) Precinct Structure Plan 2018
- Cardinia Creek South Part 2 Precinct Structure Plan (pending)
- Officer South Employment Precinct Structure Plan (pending)

The above PSPs have been incorporated into planning schemes and are the key statutory plans that guide future use, subdivision and development. The Cardinia Creek Future Directions Plan is a supporting document to help guide future design of the Parklands.

The Officer South Employment PSP and Cardinia Creek South Part 2 PSP have not yet been developed. These pending PSPs will provide further clarification of the Parklands boundary and will consider the objectives of the Cardinia Creek Regional Parklands Future Directions Plan.



Figure 7. Extract from the South East Growth Corridor Plan

3 The Parklands Plan

The Cardinia Creek Future Directions Plan sets out principles and direction for progressive parklands expansion, establishment, and management to be achieved by 2040. The Plan provides a vision, outcomes across five interconnected areas, five themes that define the Parkland character, future directions for each theme, high-level strategies, and more detailed actions.

Vision

The vision for an expanded Cardinia Creek Regional Parklands is:

The Cardinia Creek Regional Parklands is a connected parklands providing distinct experiences for visitors to recreate and engage with the natural environment while conserving the cultural and ecological values of Cardinia Creek, its floodplain, and open spaces for future generations.

Implementing this plan will expand the Parklands to stretch along more than 18 km on both sides of the Cardinia Creek and provide more than 600 ha of open space from Beaconsfield to Clyde.

The Parklands will be a space for Bunurong to continue custodianship of Country, practice culture, share stories, protect significant archaeological places, and apply biocultural practices and land management.

The Parklands will continue to protect existing environmental values and create new opportunities for environmental management, such as establishing protected Growling Grass Frog habitat.

The Parklands will play a regional role in providing open space to the south-east metropolitan catchment as well as connecting key open space and biodiversity values within the creek corridor.

The expansive nature of the Parklands and its protected natural setting will strengthen community and landscape resilience to climate change.

Local residents and regional visitors will be better connected to the creek, tributaries and wetlands, nature trails, green open spaces, and areas for passive and active recreation, with opportunities to immerse in nature and learn about the natural environment.

Visitors will be able to safely enjoy the Parklands with diversity and inclusion at the heart of its future management.

The Parklands will continue to be managed through co-operative governance between the ongoing land managers and Bunurong Land Council.

Themes

The Future Directions Plan for the Parklands has five themes:

- Identity
- Biodiversity
- Access
- Water
- Experience

The following section outlines the existing context and planning for the Parklands across the five themes, and their contribution to the Plan outcomes. The strategies within each theme will guide implementation of the Plan.

The themes and outcomes that underpin the Plan are illustrated below (Figure 8), which demonstrates how the themes connect to and will achieve the outcomes across healthy country,

healthy ecosystems, cooperative governance, and resilient climate and communities. Specific actions under each theme are provided in Section 5.

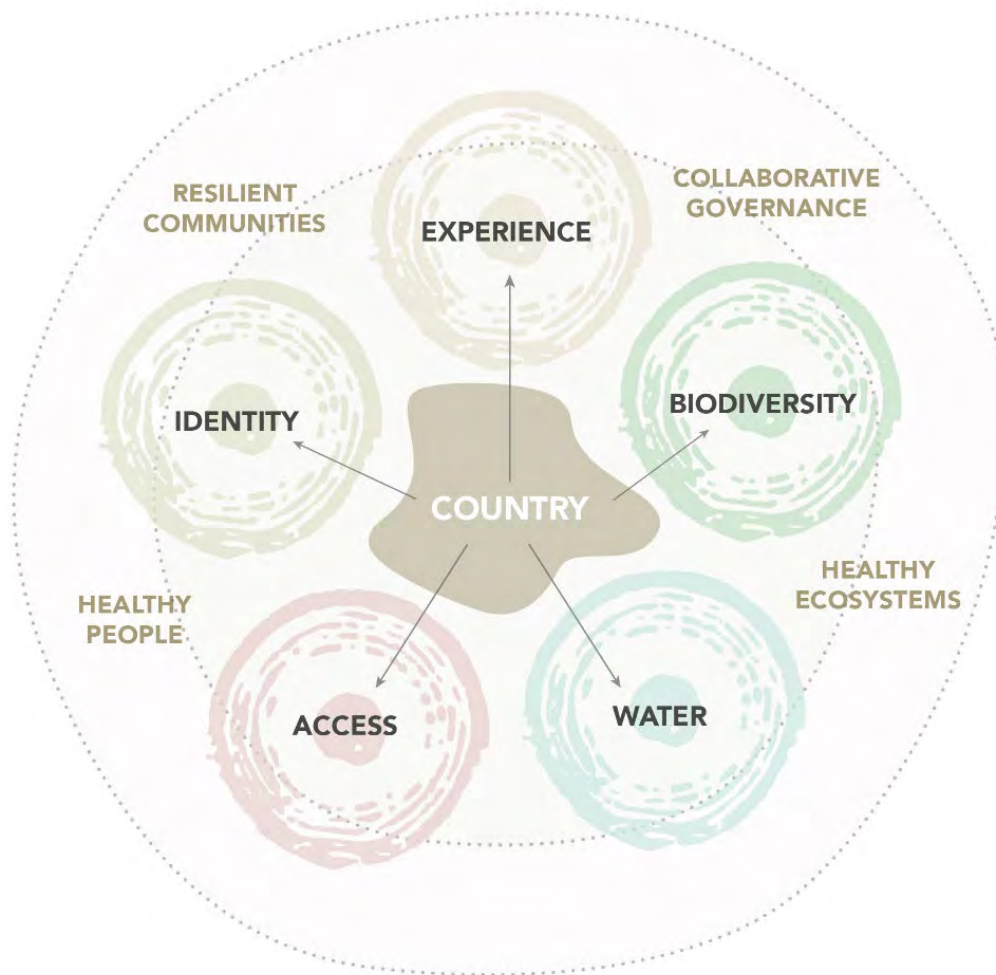


Figure 8. The interrelated outcomes and themes for the Future Directions Plan. The outcomes are linked to management strategies for each theme in the following section.

3.1 Identity

A key aim of the Plan is to create a cohesive identity for the Parklands that recognises its significant contribution to biodiversity, history, and sense of place for the region.

The return of a strong Bunurong identity is important. Inspired by the travel routes of the Bunurong, the changing landscapes of the Parklands is celebrated with four character identities: uplands, urban refuge, wetlands, and floodplains. These identities help tell the story of landscape and place, past and future, while also helping to understand the different strategies that apply in different areas of these 18 km long parklands.

Sense of place, that is the relationship between people and the Parklands, will be celebrated through design, planning and management. Use of local materials in Parkland infrastructure is encouraged where possible to reinforce the sense of place.

The Parklands will be a safe, inviting place for community members of all abilities, genders, and cultural backgrounds. There will be increased community awareness and stewardship of the parklands.

Future planning will provide viewpoints that allow visitors to appreciate the beauty of both the natural scenic qualities of the area, founded on its topography and geomorphology, and the pastoral scenes developed through more than a century of farming. From the rolling hills and forested areas, riparian and creek views that emphasise the beauty of the original Bunurong landscape to the hedgerows, windbreaks, tree rows and clusters of farm buildings and mature exotic trees of the significantly altered pastoral landscape, visitors will have access to many inspiring vistas throughout the Parklands¹⁴.

The Cardinia Creek corridor has high archaeological significance, within and adjacent to the Parklands, including dozens of important Bunurong places. Through interpretive signage, ongoing management and programming, these places and their histories will be celebrated and protected for future enjoyment by visitors. Ongoing Bunurong culture will be supported through interpretation of certain Bunurong places of significance, inclusion of possible gathering places, Bunurong art, biocultural practices, and possible joint or actual land management.

The Parklands will apply a consistent approach to materials and design, including signage, wayfinding and marketing that recognises the Parklands as one, while emphasising the unique characteristics of the various spaces within it. This collective approach to identity will support tourism and raise awareness of the Parklands as a regional destination.

Parkland infrastructure, such as visitor nodes, gathering places and programming, will support and encourage community members to engage with one another in protecting, enhancing, and valuing the Parklands - whether through recreation groups, historical groups, volunteer, or environmental organisations.

¹⁴ Cardinia Shire Council. (2022). Key periods in Cardinia Shire's history. Retrieved January 10, 2022, from Cardinia: cardinia.vic.gov.au/info/20007/your_shire_and_council/737/key_periods_in_cardinia_shires_history#section-2-pastoral-era-and-land-settlement--1838--c1870-

FUTURE DIRECTION - IDENTITY

The Parklands identifies as Bunurong Country and reflects the diverse landscapes from uplands, urban refuge, wetlands to floodplains. The Parklands celebrates the past, present and future stories of the place and its communities. A strong identity is supported through coordinated use of materials, design, and branding.

STRATEGIES

- Aboriginal cultural values to be recognised as a priority
- Enable visitors to learn about Bunurong history, landscape, and ongoing cultural practices
- Provide for scenic views and visual connection to the landscape
- Respect historical and contemporary sites of significance through design, maintenance, and interpretation
- Develop and communicate a cohesive brand for the Parklands
- Use materials and design to complement local character and defining features of the Parklands

IDENTITY OUTCOMES	Healthy Country	Healthy Ecosystem	Healthy People	Resilient Communities	Collaborative Governance
Bunurong values are embedded in Parklands planning	x	x	x	x	x
Recognition and celebration of history and culture	x		x		x
Increased community awareness and stewardship of Cardinia Creek Regional Parklands	x	x	x	x	x

Figure 9 illustrates key aspects of the Parklands (including the four character zones) that define its identity.

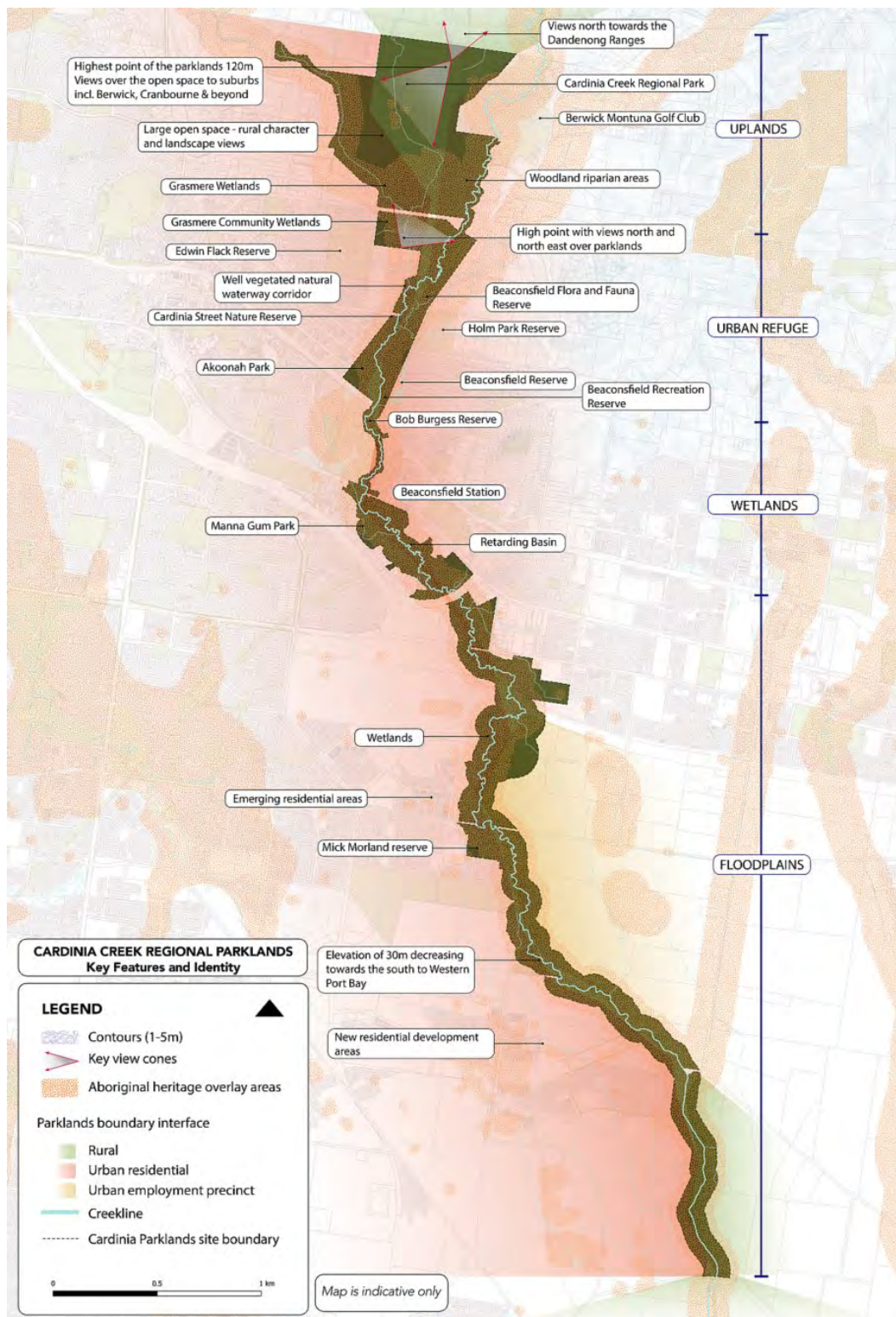


Figure 9. Key features that define the identity of the Parklands

3.2 Biodiversity

The Cardinia Creek Regional Parklands encompass a range of habitats and natural environments that support diverse flora and fauna including birds, mammals, amphibians, fish, and crustaceans. This biodiversity is found in both existing public parks and reserves such as the Beaconsfield Flora and Fauna Reserve and across other private and public land. Native vegetation along the river corridor is primarily Swampy Woodland, Riparian Forest and Swampy Riparian Woodland, as well as more open, grassy and wetland vegetation, with smaller areas of other forest and woodland vegetation types. Extensive areas of exotic vegetation are found in the southern half of the Parklands.

In the Cardinia Creek Regional Park (north of Inglis Road), the wide expanse of riparian and floodplain areas offers an opportunity to support biodiversity across a larger area of connected habitat with appropriate revegetation and management. Substantial progress has been made in this area establishing wetlands and revegetation areas, as well as protecting existing habitats. Birdwatchers enjoy winter sightings of the endangered Swift Parrot in the Spotted Gums of Akoonah Park, emphasising the importance of protecting urban bird habitat within the parklands.

In the central and southern half of the parkland, the importance of instream, streamside and floodplain habitats for threatened species such as the Growling Grass Frog, Australian Grayling, and Dwarf Galaxias has been well documented, with the southern section of the Parklands being a conservation area for Growling Grass Frog under the Biodiversity Conservation Strategy for Melbourne Growth Corridors. Additional habitat values have also been identified for terrestrial biodiversity, including potential dispersal habitat for the Southern Brown Bandicoot and significant waterbirds.

Engagement with Traditional Owners, public and private land managers and volunteers will be crucial to the protection, connection, and restoration of biodiversity in the Parklands. The contribution and knowledge of local environment groups active along Cardinia Creek, such as Cardinia Catchment Landcare, Friends of Cardinia Creek, Southern Ranges Environment Alliance, Cardinia Environment Coalition, Healesville to Phillip Island Nature Link and the Western Port Biosphere Reserve Foundation is central to the ongoing stewardship of the parklands and beyond. An adaptive management approach and careful planning will enable meaningful connection with nature for visitors while protecting and enhancing the sensitive biodiversity values of the Parklands.

A range of threats to biodiversity need to be managed in the Parklands. These range from urban development interfaces, habitat fragmentation, invasive flora and fauna species, destructive impacts from dogs, cats, and feral animals, changed hydrology and water quality from urbanisation, through to impacts of stock access and climate change. The narrower corridor width and more degraded state of riparian environments and vegetation in the southern portion of the Parklands offers an opportunity for incremental revegetation to avoid worsened erosion and provide improved habitat. Careful planning of stormwater management, low-impact recreational access, revegetation and species management will need to consider a diversity of vegetation and habitat types. Further investigation is needed to better understand how and where to establish biolinks across the landscape.

FUTURE DIRECTION - BIODIVERSITY

Biodiversity values are protected and enhanced, providing improved habitats and opportunities for park users to engage with the natural environment.

STRATEGIES

- Establish continuous riparian and biodiversity corridors within and beyond the Parklands
- Care for Bunurong Country to protect and enhance cultural and ecological values
- Protect and enhance high value environmental assets including habitat for Growling Grass Frog, Dwarf Galaxias and significant waterbirds
- Apply adaptive management
- Continue cross-agency pest animal and weed management
- Revegetate for resilience to climate change

- Prevent and manage bushfire at a whole-of-park scale
- Manage appropriate visitor access to conservation areas to provide for nature appreciation activities such as birdwatching
- Partner with volunteers and community groups to support community stewardship

BIODIVERSITY OUTCOMES	Healthy Country	Healthy Ecosystem	Healthy People	Resilient Communities	Collaborative Governance
Community appreciation for ecology and biodiversity	x	x	x	x	
Achieving obligations for protected and regulated flora and fauna	x	x			x
Coordinated environmental management	x	x			x
A resilient and connected regional landscape	x	x	x	x	x

Figure 10 shows the existing biodiversity values and future management actions in the Parklands.

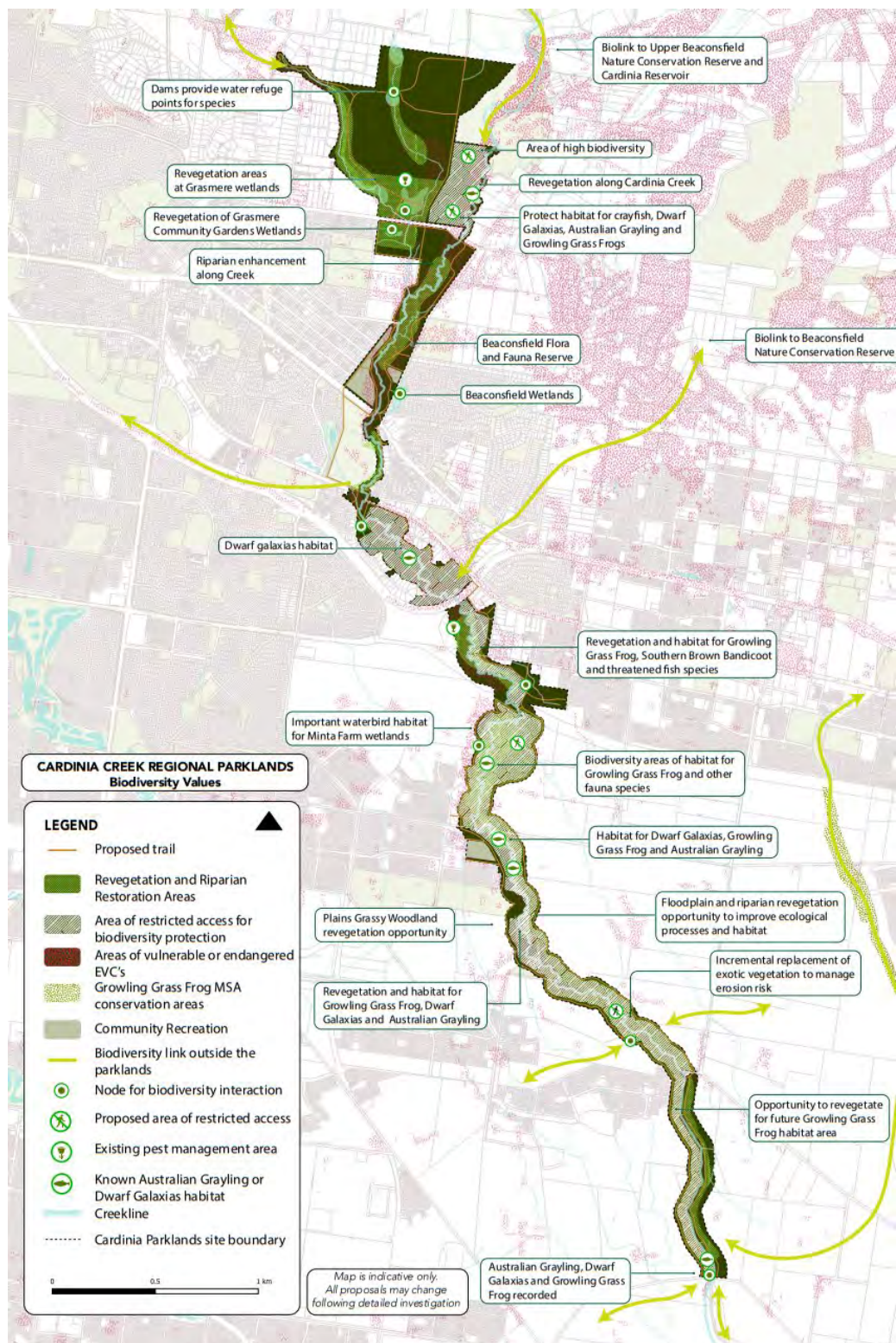


Figure 10. Parkland biodiversity values and future management actions

3.3 Access

Providing access to nature for the diverse communities in Cardinia and Casey is an important element in supporting community health and wellbeing.

The Plan sets out public access improvements to help people enjoy more areas of the parklands. At the same time, there will be priority areas of restricted access designed to protect high value biodiversity and protect people from flood risks. The Plan sets out actions that will help people enjoy views and low risk walks around these areas.

A key action of this Plan is to establish a continuous walking and cycling trail along the creek and a network of trails that link to surrounding communities and other regional trail connections. The proposed trail alignment, including additional creek crossings and potential loops, is shown in Figure 11, along with existing parking, entry points and paths. The proposed trail alignment has been sited to reduce visitor conflicts and negative impacts on the significant biodiversity values within the Parklands.

Access varies along the length of the Parklands. Akoonah Park provides parking for cars and larger vehicles such as horse floats and trailers, whilst the Grasmere Creek Picnic Area and Beaconsfield Recreation Reserve both provide visitor car parking. There is additional on-street parking at the northern end of Cardinia Street and informal parking along the Cardinia Street verge. Cardinia Creek Regional Park (north of Inglis Road) provides shared use and walking paths, and there are popular trail loops within the Beaconsfield Flora and Fauna Reserve.

A key barrier for use of Grasmere Creek Picnic Area is the absence of safe walking access from the south. Crossing Inglis Road was clearly identified by park users as the main safety and access concern within the Parklands. Addressing this access issue is a priority to enhance the use of the Parklands. Opportunities for improving access in this area include safer road crossings, expanded walking and cycling trails, consolidated parking, redesigned entry points and better connections to residential communities, Berwick College, Holm Park Recreation Reserve, Beaconsfield Wetlands, Berwick High Street, and the Beaconsfield activity centre.

The central area of the Parklands encompasses a mixture of existing local parks, including Bob Burgess Reserve and Manna Gum Park, and open spaces that are not yet publicly accessible, such as the Cardinia Creek Retarding Basin. The railway and Beaconsfield Station is a significant barrier to movement through the Parklands and future integration with the planned level crossing removal is a crucial opportunity for increasing access for the region. Other opportunities are safe crossing of Princes Highway, with a preference for a pedestrian underpass, and enhancing Bob Burgess Reserve and Beaconsfield Park as an important green space for residents and visitors to Beaconsfield.

The Cardinia Creek Retarding Basin has significant biodiversity values, and is subject to flooding, so new trails must be located outside habitat areas, and managed in a way that does not impact on ecological values; or present a risk to the safety of visitors or the primary function of the retarding basin.

Land south of the Princess Highway Link is mostly currently inaccessible to the public and will be acquired by the government for future public open space and conservation as part of the precinct structure planning process. Future planning for this area will be coordinated with developers and land managers to ensure appropriate pedestrian, cycling and/or equestrian access, parking and trail design as well as linking into the surrounding residential, commercial, and industrial precincts. It is important to consider access through the Parklands in the planning and design of any new road crossings in the southern area that are identified in the Precinct Structure Plans, including Thompsons Road and Grices Road.

An important link will connect the Parklands to the future Clyde Regional Park and Sports Precinct. There are opportunities to connect other proposed regional trails with the Parklands, including the Great Casey Trail, the Royal Botanic Gardens to Cardinia Creek Trail and the Great Southern Rail Trail.

FUTURE DIRECTION - ACCESS

The Parklands invite enjoyment of open space through visitor-friendly access into and within the Parklands that is safe and welcoming for all residents and visitors. The Parklands are connected by safe crossings and continuous trails and link to other key destinations and trails.

STRATEGIES

- Manage and design access to reduce conflicts and protect cultural and biodiversity values
- Increase opportunities for the public to access and enjoy the Parklands by providing safe creek and road crossings, defined entry points, parking, trails, and paths
- Connect the Parklands to local and regional destinations
- Create a regional shared use trail
- Provide equity of access to people of all abilities. Apply universal design principles to maximise user experience, safety, and comfort

ACCESS OUTCOMES	Healthy Country	Healthy Ecosystem	Healthy People	Resilient Communities	Collaborative Governance
Fair and equitable access that protects environmental assets	x	x	x		x
Safe access to and through the Parklands	x		x	x	x
Surrounding communities and regional visitors can access the Parklands	x		x	x	x

Figure 11 shows the current and future access into and through the Parklands.

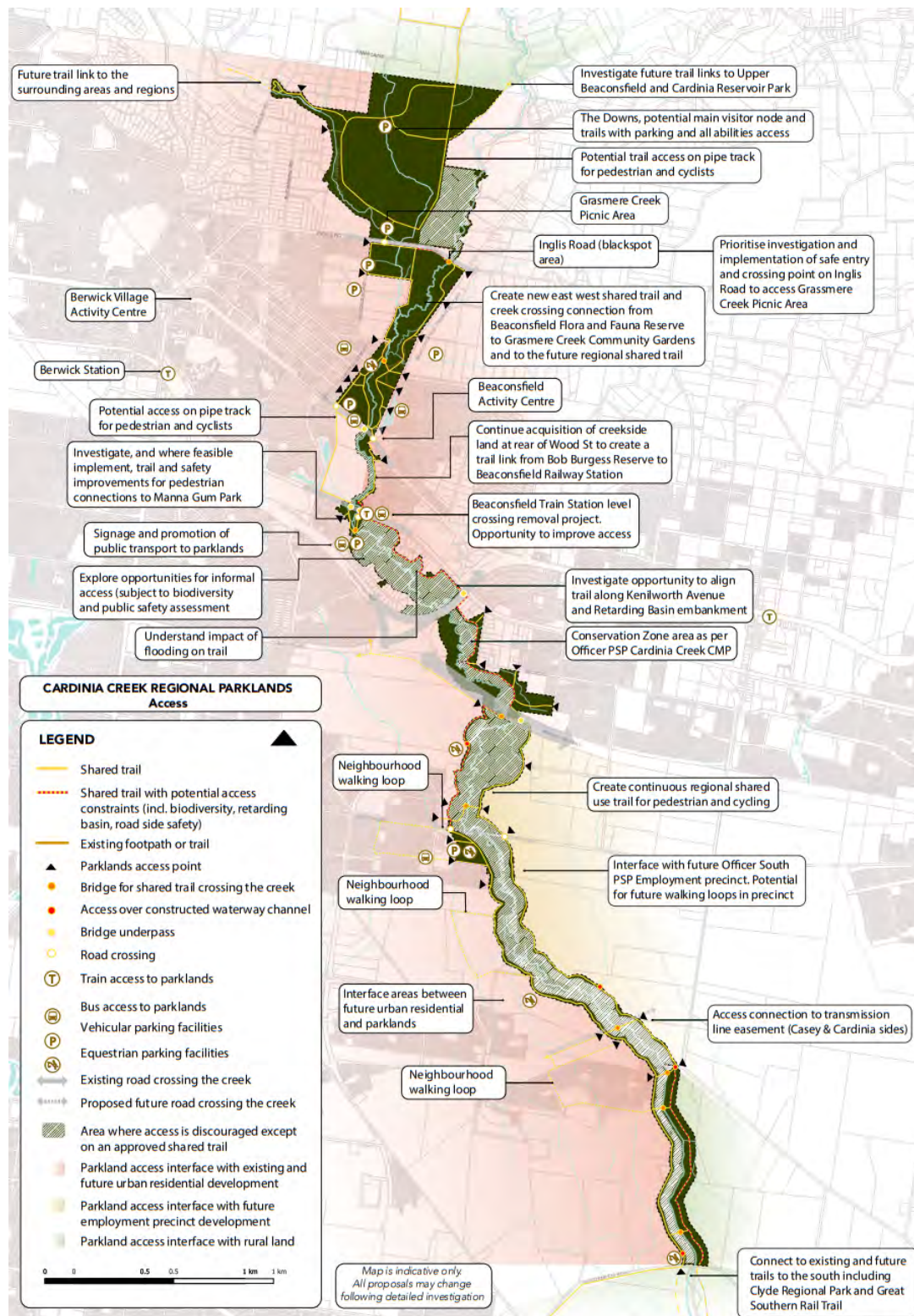


Figure 11. Existing trails and potential future access

3.4 Water

The character of the Parklands is interlinked with Cardinia Creek and its floodplain, which link the Dandenong Ranges with the Ramsar-listed Western Port and Yaringa Marine National Park. Before European settlement, the creek was part of the extensive Koo-Wee-Rup swamp, which was drained to allow agricultural development in the 19th Century. These farmlands are now being developed into urban settlements. Despite these impacts the creek retains habitat for native fauna such as Australian Grayling, Dwarf Galaxia, Growling Grass Frogs, and a variety of important native birds (see biodiversity section for more details on the biodiversity value of the Parklands). Waterbodies provide important refuge for species during dry spells, which will increase as the climate changes.

Although the creek and its tributaries have been altered substantially, they retain a natural appearance in many locations, which provides substantial amenity to the community in locations where they can view or access the waterway. There is a significant opportunity to increase the connection of the community with the waterway and wetlands in the Parklands.

The drainage of the swamp and the clearing of native vegetation from the banks of Cardinia Creek and its catchment have triggered widespread erosion in the creek, which has made the channel deeper and wider (a process known as incision) particularly in the southern area of the Parklands. The erosion threatens instream and streamside vegetation and habitat and left unaddressed, will impact parkland areas and infrastructure including bridges, paths and other park infrastructure located close to the creek. A large erosion control structure (known as the 'drop structure') has reduced creek erosion in the northern area of the Parklands.

The continued management of vegetation and maintenance of existing instream structures is required to ensure Cardinia Creek is a stable, healthy waterway and to enhance the amenity of the Parklands.

The BLCAC would like narrow areas of the parkland corridor to be widened wherever possible enable the creek to meander as naturally as possible. The Bunurong Cultural Values Mapping study explains 'There has been and will be more destruction of Bunurong Country - there are not many natural waterways left now, destroyed mother earth has had enough.' Elders feel 'they have taken away the nature flow - like blood in our veins.'

Urban development of the areas upstream and adjacent to Cardinia Creek has increased erosion and reduced water quality in the creek. As stormwater flows into the creek during rainfall events, sediment and nutrients from urban areas are carried to the waterway. Stormwater rapidly flows to the creek, causing localised flooding and increased flooding in the creek itself. There are opportunities to use areas of open space to create basins and wetlands that will reduce flooding and stormwater pollution and help irrigate green spaces. These will be designed to provide ecological and amenity benefit to the Parklands.

FUTURE DIRECTION - WATER

The role of the Parklands as a connected floodplain and creek system is maintained to support the health of Cardinia Creek and floodplain environment. Water is managed to reduce flooding, supply biodiversity habitat wetlands, support park maintenance, cooling, and greening.

STRATEGIES

- Manage Cardinia Creek to improve river health and support Parkland amenity
- Expand capacity of the Parklands to:
 - Treat urban stormwater runoff and reduce erosion impacts and localised flooding
 - Harvest stormwater for irrigation and for biodiversity habitat wetland supply needs
- Connect, create, and reshape wetlands for habitat protection and recreation
- Provide access for park users to enjoy and engage with water
- Investigate and manage any flooding impacts from recreational and access infrastructure particularly at Cardinia Creek Retarding Basin

WATER OUTCOMES	Healthy Country	Healthy Ecosystem	Healthy People	Resilient Communities	Collaborative Governance
Parklands is managed as a floodplain	x	x			x
A healthy Cardinia Creek	x	x		x	
Increased community appreciation for water	x	x	x		

Figure 12 shows the current and future water management in the Parklands.

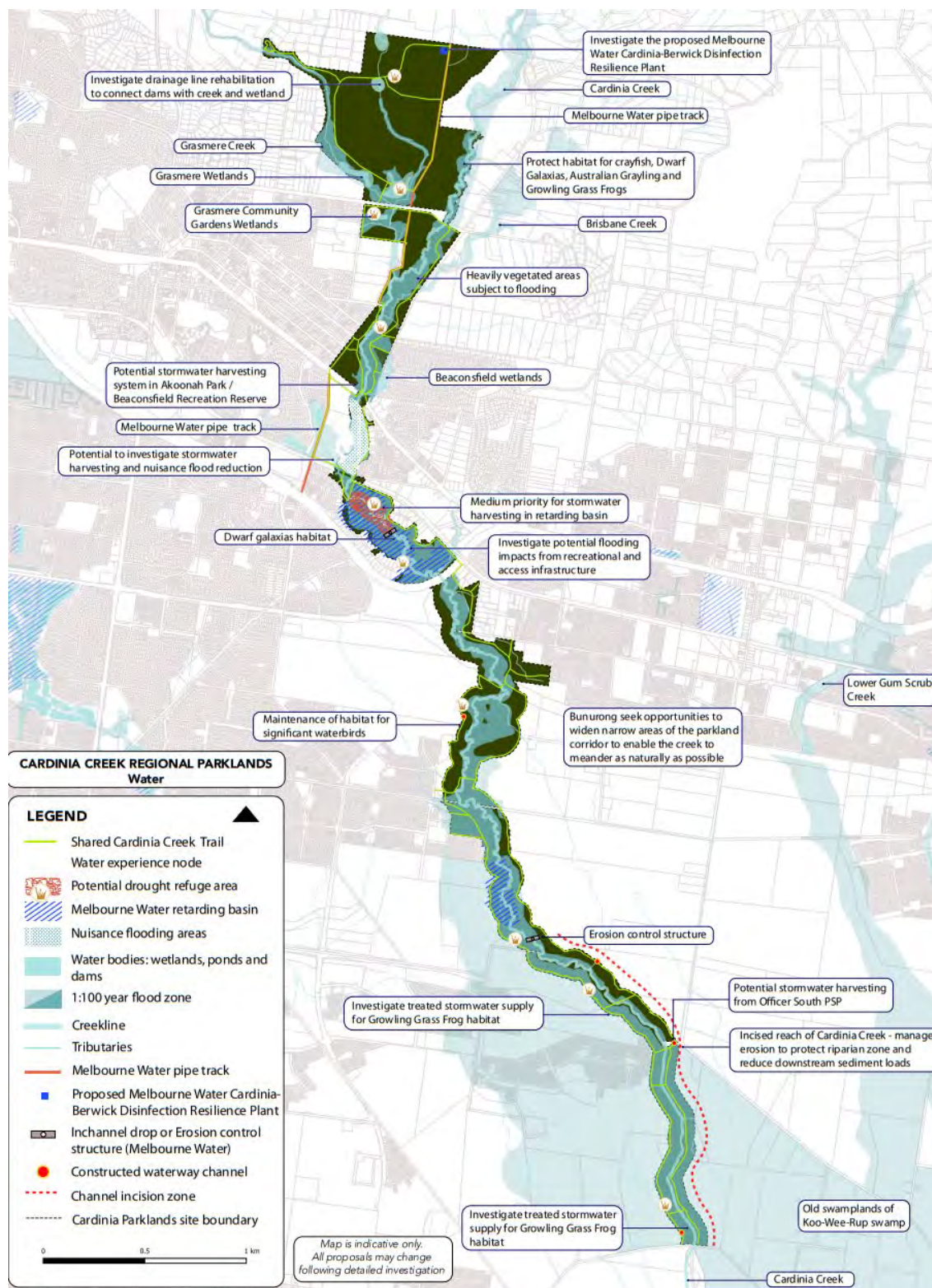


Figure 12. Existing water-related values and future management actions

Cardinia Creek Regional Parklands Future Directions Plan

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3.5 Experience

Existing experiences found within the Parklands focus primarily on nature-based recreation, appreciating nature, formal recreation and sports, and social interaction and community events.

As a regional open space, the Parklands must support a wide range of activities with a focus on providing immersive experiences in nature and opportunities to be active in nature. The creek corridor and its large, open spaces present substantial opportunities to connect people with the natural environment through learning and education, volunteering, passive sensory experiences, interaction with wildlife and physical activity. There are significant opportunities for the community to benefit from walking, cycling, volunteering, and playing in a natural environment.

Future planning for the Parklands has responded to the overwhelming interest from the community for opportunities to walk, experience nature and meet with friends and family by:

- Maximising opportunities for education and interpretation of the Bunurong values in the Parklands through the commissioning of Bunurong artwork, interpretive signage, and cultural awareness posters
- Creating opportunities for Bunurong people to apply cultural practices and connections within the Parklands
- Expanding the visitor experience in the existing Regional Park by planning for:
 - A new visitor node north of Inglis Road at the area known as The Downs
 - Grasmere Community Gardens Wetlands and loop path
 - Investigate informal horse ride out facility along northern park boundary whilst supporting ecological and cultural values
- Celebrating the significant value of Akoonah Park, which provides a unique range of services to the community
- Expanding visitor opportunities within the Cardinia Creek Retarding Basin
- Establishing new visitor nodes at Rix Road Reserve and Bob Burgess Reserve, where there is an opportunity to activate the space by integrating commercial offerings and improving access
- Creating the continuous regional shared trail for walking and cycling and growing the path networks to support journeys of different lengths and difficulties, and providing a variety of experiences. Support canopy opportunities along walking trails for shade and nature connection.
- Investigating equestrian trails along the east and west side of the southern area of Parklands
- Investigating equestrian trails in the north that link to potential new ride-out facility
- Creating experiential learning opportunities including points of interest and educational signage along the regional trail, education spaces for larger school and community groups and investigate opportunities to integrate QR codes and other digital engagement methods
- Delivering visitor facilities to support a wide variety of appropriate facilities that cater to community members of all abilities, genders, and cultural backgrounds, including seating, water fountains, toilets, areas for play, and shade, as well as signage, wayfinding, and accessible, safe connections to surrounding open spaces

The Plan recognises the important existing commercial and community activities occurring within the Parklands, such as the annual agricultural show, trailer camping, and markets at Akoonah Park, and well-used and loved community sports and recreation facilities. In future, the Parklands will support this through concentrating commercial and larger social gatherings in community recreation nodes.

FUTURE DIRECTION - EXPERIENCE

The Parklands attracts visitors from the local and broader regional catchment, with spaces that support individual and collective enjoyment of nature-based recreation. Community facilities and infrastructure are provided at different scales to respond to a diversity of cultural and social needs.

STRATEGIES

- Enable experiences across the Parklands are safe, diverse and inclusive
- Design loops and nature trails with clear start and end points for visitors
- Establish a connected horse-riding trail
- Define nodes for individual and collective nature-based recreational, educational and tourism activities.
- Strengthen connections to adjacent active open spaces, parks with play spaces and activity centres
- Increase tree canopy, where appropriate, along trails and at nodes to provide shade and promote walking and cycling
- Deliver and support programs and activation to attract residents, workers, and visitors

EXPERIENCE OUTCOMES	Healthy Country	Healthy Ecosystem	Healthy People	Resilient Communities	Collaborative Governance
Park visitors engage in a diversity of activities	x		x	x	x
Facilities, including trails, shelters, and facilities, support informal nature-based recreation	x	x	x	x	x
Community connections, volunteering and social interaction are supported	x		x	x	x

Figure 13 shows existing and future experiences and supporting infrastructure in the Parklands. Figure 14 shows the existing tree canopy cover throughout the Parklands.

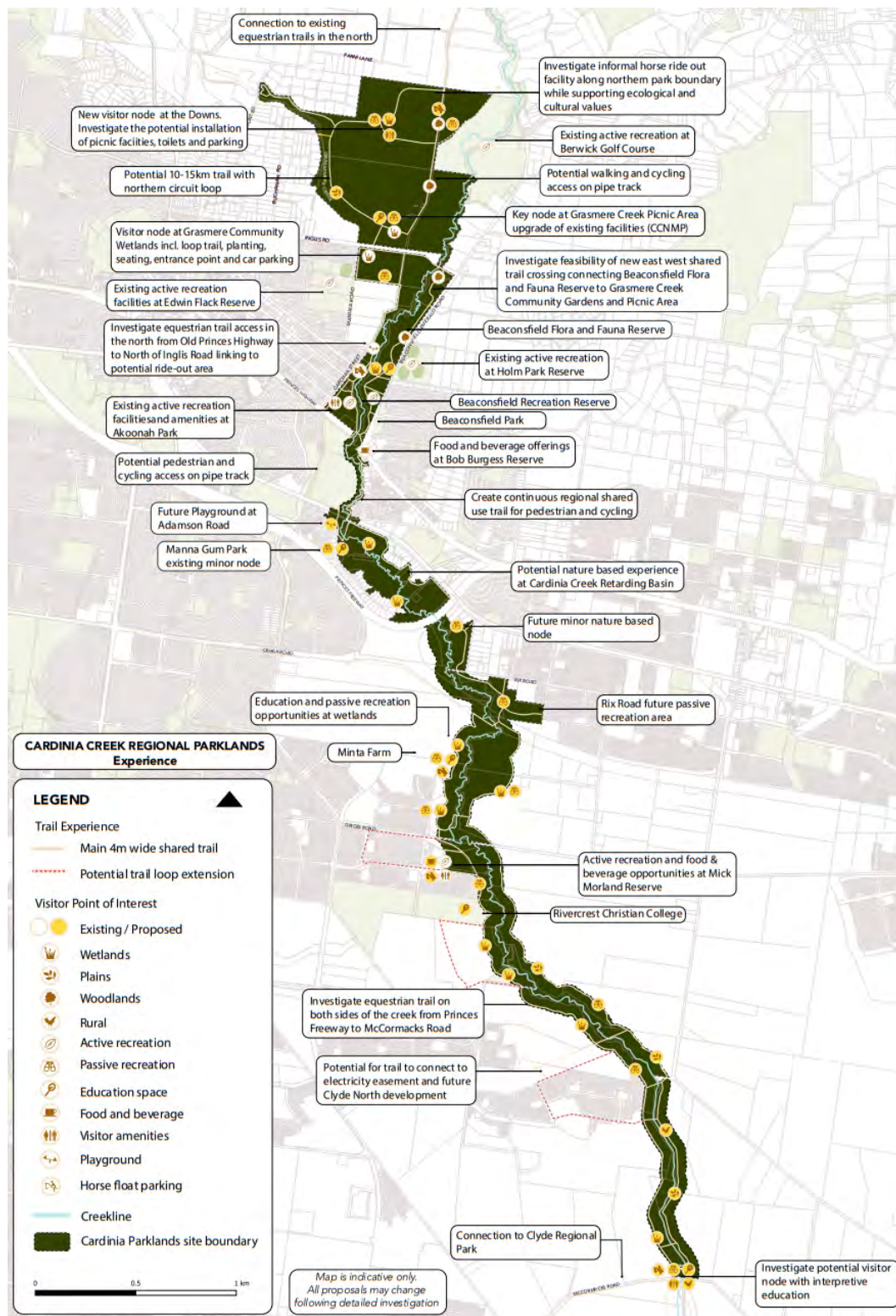


Figure 13. Existing and future experiences and activities

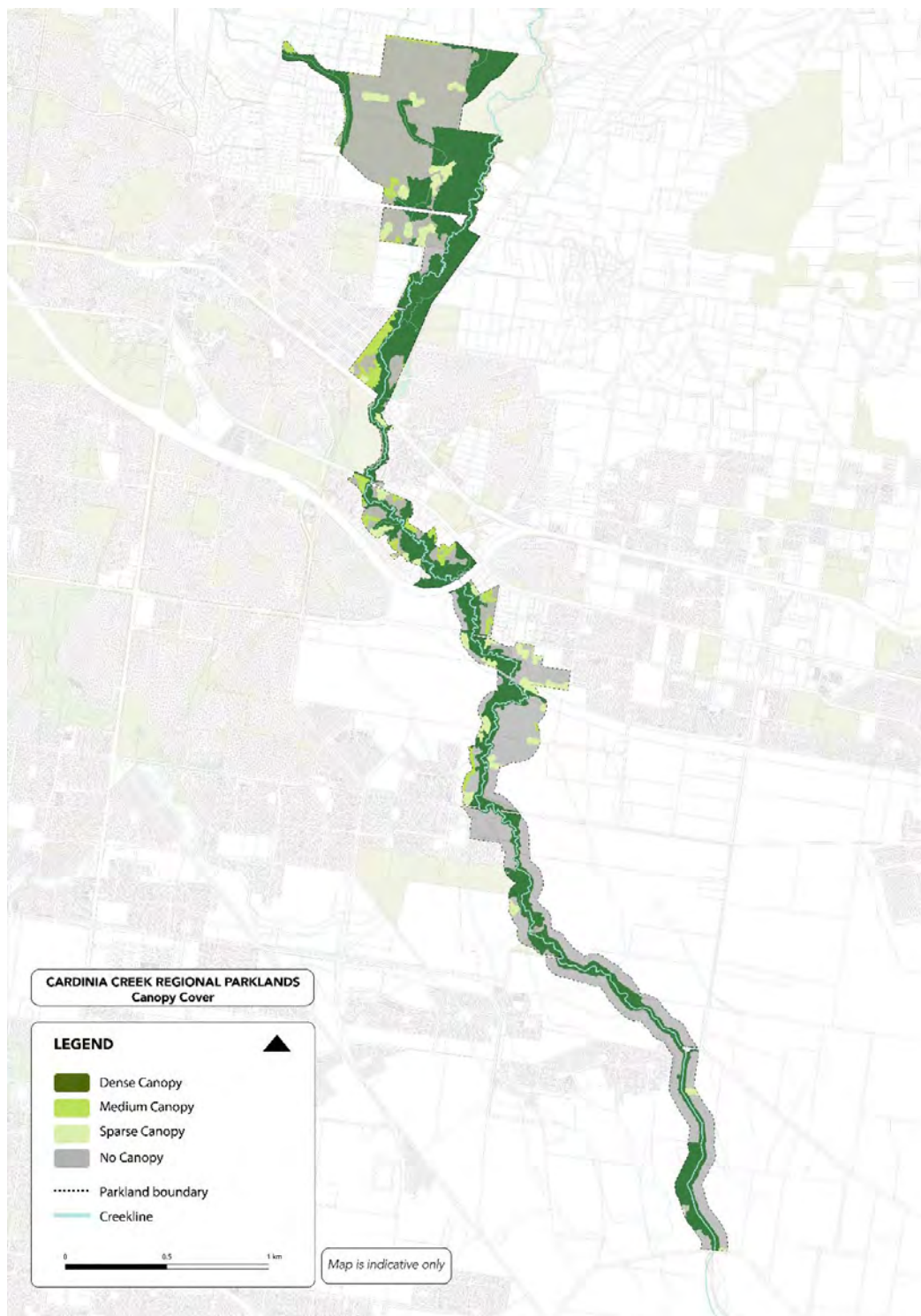


Figure 14. Approximately 50% of Cardinia Creek Regional Parklands has canopy cover.
Data from Vicmap Vegetation - Tree Density data from 2021
(<https://www.land.vic.gov.au/maps-and-spatial/spatial-data/vicmap-catalogue/vicmap-vegetation>)

4 Governance and management zones

4.1 Governance

Collaborative governance is one of the four core outcomes of the Plan. It means that the agencies and land managers will work together on the planning and management of the Parklands through clarifying the collective and individual roles of public landowners and managers and encouraging collaboration, integration and innovative partnerships.

Having participated and collaborated on the development of the Plan all land managers have committed to its vision and themes. With this shared vision, land managers will continue to manage and make decisions about their own land and work with others on joint outcomes.

The land managers are Parkland Partners and will continue to meet as a Parkland Partnership Group to deliver the Plan, deliver joint projects, work through shared issues, apply adaptive management, guide and monitor parkland expansion, communications and connections, and provide consistent input for adjacent development.

The Parkland Partners include Parks Victoria, Melbourne Water, City of Casey, Cardinia Shire Council, Department of Environment, Land, Water and Planning, and Bunurong Land Council Aboriginal Corporation.

Committees of Management are important Parkland Partners and due to their voluntary nature are classified as Supporting Partners to enable their contribution to best support their available capacity to deal with wider parklands issues. Akoonah Park and Beaconsfield Recreation Reserve are current Committees of Management within the Parklands.

It is acknowledged that some Parkland Partners that do not have base funding. The Open Space for Everyone Strategy recognises the need to develop funding models to ensure meaningful partnerships with Traditional Owners to achieve Caring for Country, and to explore new funding models to better support integrated management models.

4.2 Management zones

The management zones in the Parklands are a tool for the land management partners to achieve the collaborative governance outcome. Management zones reinforce the identity and role of areas in the Parklands. They are a decision-making tool to help reach consensus and manage potential conflicts between the Partnership Group, including:

- Priorities for use and management of land
- Appropriate future land managers
- Reservation purpose and regulations

The Parklands extent may vary in response to future detailed site specific analysis. Any parkland boundary change will only be supported if the alternative boundary ensures biodiversity, cultural and visitor access values remain protected and is generally in accordance with the endorsed Precinct Structure Plans (PSP). The pending Officer South Employment PSP will consider the visions and objectives of this Plan (and the Plan may need to be updated following the PSP completion).

The management zones for Cardinia Creek Regional Parklands are shown in Figure 15 and described below.

Table 1 Management zone descriptions

Zone	Description
Conservation	Primarily for the protection, maintenance, and enhancement of significant environmental and cultural values, while promoting the enjoyment of these areas to appreciate, learn from and experience nature.
Conservation and Recreation	Balancing the protection, maintenance, and enhancement of environmental and cultural values while enabling nature based recreation. Recreation activities in this zone includes passive activities such as picnicking and scenic viewing, and 'active in nature' activities such as walking, cycling and children's play.
Community Recreation	Provision of a wide range of structured recreation and sport opportunities and events that cater to community and group activities.
Special Use Zone 1 - Retarding Basin	An area of restricted access focusing on improved water/flood management and protection of biodiversity values. Nature-based recreation supported only where public safety and primary purpose of the Retarding Basin to reduce downstream flood risk is not compromised.
Special Use Zone 2 - School	An area of restricted access that supports educational activities while maintaining cultural and biodiversity values of the parklands. Trail access supported where student and public safety is not compromised.
Overlays	Overlays provide additional information on specific attributes of the land that may constrain or impact future planning in the nominated area. <ul style="list-style-type: none"> • Pipetrack - Areas covered by this overlay must maintain and protect water supply for the region • Floodplain - Areas covered by this overlay must facilitate and respond to the function of the channel and floodplain

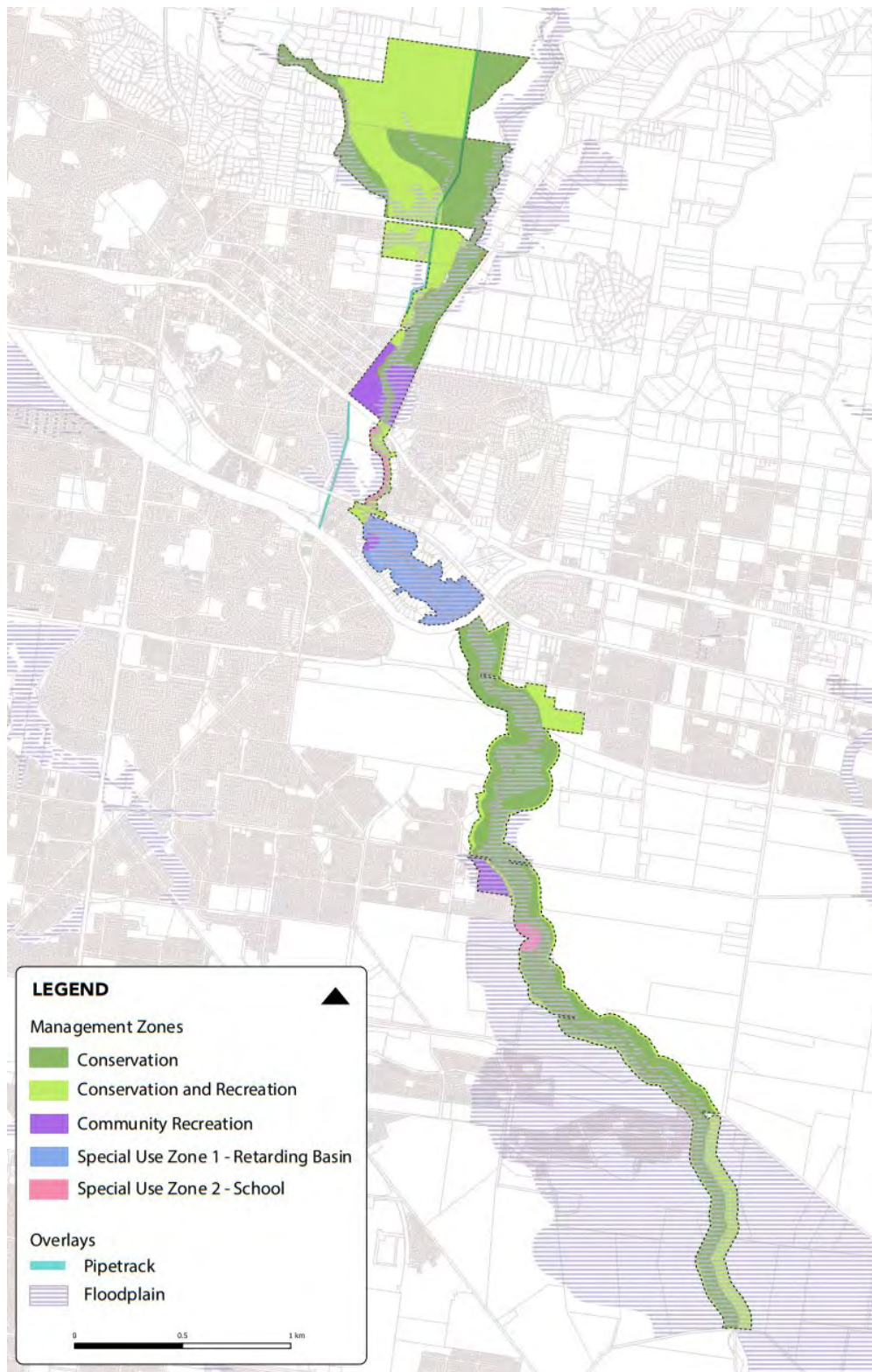


Figure 15. Parkland Management Zones

Cardinia Creek Regional Parklands Future Directions Plan

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5 Implementation

The actions in the Plan have been developed by the Parkland Partners and reflect the priorities and aspirations of the land managers.

Action	Theme
1. Protect and enhance Bunurong cultural values as a priority. Celebrate and share cultural connections through interpretation and applying biocultural knowledge, artwork by Bunurong artists and potential teaching and gathering places for the Bunurong community.	Identity
2. Ensure future development or easements within and adjacent to the Parklands do not impact on cultural and environmental values, park views, and experiences. Gradually phase out agricultural land uses to enable cultural, environment and parkland experience outcomes.	Identity
3. Develop a branding strategy for the Parklands that supports sense of place, cultural values, wayfinding and increased community awareness and stewardship of the Parklands. Review the node names to help visitors easily identify different visitor areas within the Parklands. Request Bunurong names as a priority.	Identity
4. Protect, maintain and enhance biodiversity values. Undertake weed and pest species management and focused ecological restoration works throughout Parklands. Plant Bunurong species of significance, and where possible, undertake direct ecological land management by Bunurong Land Council Aboriginal Corporation for potential areas such as north of Inglis Road. Bunurong Land Council Aboriginal Corporation, 2022, Bunurong Cultural Values Mapping: Cardinia Creek (Table 5)	Biodiversity
5. Implement habitat obligations to protect nationally-significant species such as Growling Grass Frog as per the Biodiversity Conservation Strategy for Melbourne's Growth Corridors 2013, Officer and Clyde North PSP Conservation Management Plans, and Growling Grass Frog Masterplan 2017	Biodiversity
6. Implement adaptive management strategies for species and ecosystems to help respond to the identified threats and impacts of climate change and extreme events.	Biodiversity
7. Progressively implement the regional shared use walking and cycling trail and other new trails to provide visitor access and enjoyment, safety, shade while protecting natural and cultural values. Priorities for construction of walking and cycling paths include along and adjacent to the Melbourne Water Pipetrack, at the rear of Woods St properties, and in new development areas. All trail construction is dependent on detailed assessment and design to ensure feasibility.	Access
8. Progressively resolve pinch points that limit safe and comfortable walking and cycling access. This includes addressing: <ul style="list-style-type: none"> - priority safety issues at Inglis Road <ul style="list-style-type: none"> - a new east west shared trail and creek crossing connection from Beaconsfield Flora and Fauna Reserve to Grasmere Creek Community Gardens - a safe north south crossing over Inglis Rd from Grasmere Creek Community Gardens to Grasmere Creek Picnic Area - safety and access improvements around Manna Gum Park and Beaconsfield Railway Station. Maximise opportunities arising from the Beaconsfield Level Crossing Removal. 	Access
9. Investigate and implement opportunities to improve access <ul style="list-style-type: none"> • with other open spaces nearby to the Parklands including Clyde Regional Park, Cardinia Reservoir Park, Holm Park, transmission line easement • with regional trails such as the Great Southern Trail 	Access

10. Celebrate the story of the creek and floodplains in parkland planning through interpretive design and signage installation. Share the role of Cardinia Creek as an important travel corridor for the Bunurong People.	Water
11. Advocate for greater stormwater protection outside of the Parklands to prevent further loss of parkland area to creek erosion, and widening of narrow areas of the Parkland corridor to enable the creek to meander as naturally as possible. Minimise stormwater pollution to the creek and Westernport and undertake protection and preservation works to support threatened species in Cardinia Creek.	Water
12. Investigate integrating constructed wetlands into the Parklands to provide amenity value, habitat and stormwater pollutant removal, while ensuring access is not compromised. Where feasible, undertake design and construction.	Water
13. Develop and expand regional park-scale visitor experience at Cardinia Creek Regional Park north and south of Inglis Road through the creation of two new visitor nodes to enable greater accessibility, longer stays and opportunities for the community to actively connect with and appreciate natural and cultural values. Planning for the regional park will also apply landscaping to support climate resilience and biodiversity.	Experience
14. Develop and expand visitor facilities at key nodes. Include priority enhancements for <ul style="list-style-type: none"> • active sporting facilities at Beaconsfield Recreation Reserve • visitor experience at Beaconsfield Park • visitor experience at Mick Morland Reserve 	Experience
15. Investigate and implement opportunities to integrate open space with adjacent commercial uses by enhancing visitor experience at Bob Burgess Reserve	Experience
16. Progressively implement viewing areas to support visitor enjoyment, safety and the protection of natural and cultural values. Construct viewpoint at Cardinia Creek Regional Park south of Inglis Rd.	Experience
17. Contribute to a quality visitor experience by highlighting unique and precious natural and cultural features. Implement integrated and place specific interpretative and wayfinding signage throughout the Parklands. Incorporate new node names and branding arising from Action 3.	Experience
18. Progressively implement equestrian infrastructure including: investigate connecting trails and provision of a horse ride out area in the northern Parklands; coordinate project management of risk assessments, trail connections, design, approvals and construction in the southern Parklands.	Experience
19. Support active volunteer groups and community programs working to support shared ecological, cultural and community wellbeing outcomes	Experience
20. Establish the Cardinia Creek Regional Parklands Partnership Group as an ongoing collaboration to be reviewed every three years	Governance
21. Progressively secure the transfer of private land within the Parklands boundary to public ownership including land within the Biodiversity Conservation Area	Governance

Appendices

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Appendix 1 Future Directions Plan method

The Future Directions Plan has been developed by the Mosaic Insights and REALMstudios team on behalf of the Parklands Partnership Group, whose members are:

- Parks Victoria
- City of Casey
- Cardinia Shire Council
- Melbourne Water
- Bunurong Land Council
- Department of Environment, Land, Water and Planning

Supporting Partners are

- Akoonah Park Committee of Management
- Beaconsfield Recreation Reserve Committee of Management

The draft Plan was developed with significant input from the Project Partners at each stage. Workshops and meetings with the Partners, community groups, developers and other interested parties provided valuable insights into the priorities, challenges and opportunities for the Plan.

The community were engaged through face-to-face interviews and online surveys. The findings of the community consultation are summarised in the Cardinia Creek Regional Parklands Plan Refresh: Engagement Summary Report (2022).

An overview of key phases is provided below.

Phase	Overview
Phase 1. Project planning	The first phase of the project focussed ensuring key stakeholders were identified and confirming a roadmap for delivering the Plan.
Phase 2. Background review and opportunities analysis	<p>In this phase, all previous work on the project area (including the 2002 Future Directions Plan) was reviewed. Information was gathered from the Project Partners and a range of other sources and used to create maps that captured the current ecological, cultural and social conditions of the Parklands and its surrounds.</p> <p>The Partners were closely involved in confirming the themes and priorities for the Parklands to inform community engagement.</p>
Phase 3. Community engagement Nov 2021	In this phase, the community was consulted on the Plan through a mixture of online surveys, information sessions and face-to-face intercept surveys. The primary purpose of this round of engagement was to generate interest and collect ideas from the community that could be included in the Plan.
Phase 4. Future Directions Plan – drafting and consultation	<p>Bunurong Cultural Values Study for Cardinia Creek was received and informed the key direction of the Draft Plan. Drawing on Phase 3 feedback from community and stakeholders, the Plan was developed.</p> <p>The Draft Future Directions Plan was released, and stakeholder and community feedback gathered in May-June 2022.</p>
Phase 5 Finalising Future Direction Plan	Adapted Future Directions Plan to account for stakeholder and community feedback. All Partners endorse their role in the Plan, and the Parkland Partnership Group endorses the Final Plan.

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Appendix 2 Strategic document review

Existing strategies, plans and policy commitments of Federal, State and Local Government and Parklands Partners were reviewed to inform parklands planning.

The background review was critical in understanding the opportunities and constraints for parkland planning, and directly informed the Plan. A list of the documents is provided below.

Organisation	Document
Bunurong Land Council Aboriginal Corporation	Bunurong Cultural Values Mapping: Cardinia Creek 2022
Parks Victoria	Cardinia Creek Regional Parklands Future Directions Plan 2002
	Managing Country Together Framework 2019
	Parks Victoria Corporate Plan 2020-24
	Cardinia Creek North Parklands Masterplan
	Grassmere Wetlands Community Gardens Concept Plan
	Visitor Experience Framework
	Cardinia Creek Riparian Vegetation Mapping 2012
	Healthy Parks Healthy People Framework 2020
	Shaping Our Future' - Parks Victoria - Strategic Plan
	Volunteering in parks - Vision for the future
	Historic Places Strategic Framework and Action Plan 2019-2022
	Draft Land Management Strategy 2021
	South East Conservation Action Plan (Draft)
	City of Casey Council Plan 2021-25
City of Casey	City of Casey Long-term Community Vision 2031
	City of Casey Municipal Public Health and Wellbeing Plan 2017-2021
	City of Casey Planning Scheme
	City of Casey Open Space Strategy 2015
	City of Casey Sport and Physical Activity Strategy 2021 - 2025
	Casey Cardinia Visitation Strategy 2017 - 2020
	Casey Biodiversity Strategy
	Casey's Southern Urban Rural Interface Design Guide (Nov 2020)
	Integrated Water Management Plan 2011/12
	Leisure Facilities Development Plan Policy 2014
	Western Port Green Wedge Management Plan (April 2019)
	Walk and Ride in Casey Strategy 2019-2041
	City of Casey Sport Cycling Strategy 2014
	City of Casey Equestrian Strategy 2011

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Cardinia Shire Council	Cardinia Shire Council - Council Plan 2021
	Community Vision 2040
	Cardinia Shire's Liveability Plan 2017-29
	Cardinia Planning Scheme
	Cardinia Open Space Strategy
	Cardinia Biolink Plan 2023-33
	Cardinia Biodiversity Conservation Strategy 2019
	Cardinia Climate Change Adaptation Strategy 2022-33
	Cardinia Shire Council Pedestrian and Bicycle Strategy 2017
	Cardinia Shire Council Equestrian Strategy 2014
	Cardinia Shire Council Integrated Water Management Plan 2015-25
	Cardinia Play Space Strategy 2014
	Cardinia Weed Management Strategy 2019-29
Melbourne Water	Healthy Waterways Strategy (2018-2028)
	Sites of Biodiversity Significance Management Plan for Cardinia Creek Retarding Basin
Victoria Planning Authority	Cardinia Creek South Precinct Structure Plan 2018
	Officer Precinct Structure Plan (amended November 2019)
	Minta Farm Precinct Structure Plan 2018 (amended April 2021)
	Thompson Road Precinct Structure Plan 2014
	Officer PSP Cardinia Creek: Conservation Management Plan 2011 Ecology Australia - Prepared for Growth Areas Authority
	Clyde North Precinct Structure Plan 2011
	Clyde North PSP Cardinia Ck: Threatened Fauna Conservation Management Plan 2011 Ecology Australia - Prepared for Growth Areas Authority
DELWP	Open Space for Everyone: Open Space Strategy for Metropolitan Melbourne (2021)
	Protecting Victoria's Environment - Biodiversity 2037
	Biodiversity Conservation Strategy for Melbourne's Growth Corridors (2013)
	Growling Grass Frog Masterplan for Melbourne's Growth Corridors 2017
	Greater Melbourne Regional Climate Change Adaptation Strategy 2021

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2 October 2023

██████████
Manager Metro Parks and Stat Approvals
Department of Energy, Environment and Climate Action
Via email:

Dear ██████████,

Re: REQUEST FOR CARDINIA SHIRE COUNCIL TO BE APPOINTED COMMITTEE OF MANAGEMENT OF THE LAND AFFECTED BY A PUBLIC ACQUISITION OVERLAY, ██████████ 53-65 WOODS STREET, BEACONSFIELD.

Thank you for your letter dated 5/12/2022 regarding the request for Council to become the future appointed Committee of Management of the land affected by a public acquisition overlay in Woods St, Beaconsfield.

Council recognises the importance of the Woods Street land parcels being acquired to provide high value open space for the environment and the community as identified in the recently endorsed Cardinia Creek Regional Parklands Future Directions Plan (2022).

The request from DEECA and information provided to Council following discussions between Council officers and representatives from the Metro Parks and Stat Approvals in DEECA, was presented to Council for direction.

In response to the request, Cardinia Shire Council respectfully advises that it does not commit to becoming the future appointed Committee of Management for 53-65 Woods Street, Beaconsfield, and the remaining Woods Street Beaconsfield properties until:

- All the remaining Wood St land parcels have been acquired by DEECA through the public acquisition process, as identified as part of the Cardinia Creek Regional Parklands Future Directions Plan.
- Capital funding is provided by the State Government or allocated by Council to construct the trail.
- State Government funding is allocated for park establishment and maintenance over a three-year period for all Woods Street land parcels acquired for the parklands (establishment and maintenance funds for 53-65 Woods Street previously committed by DEECA); and
- DEECA agrees to revoke Council as the Committee of Management for the Beaconsfield Flora and Fauna Reserve.

OFFICIAL - This document is a record of a Council decision or action and MUST be stored to SharePoint or a Corporate system.

This decision has considered financial implications whilst ensuring our community now and into the future will benefit from this important open space. Council continues to be committed to the development of the Cardinia Creek Regional Parklands as a key stakeholder and Project Partner for the implementation of the Parklands Plan.

Should you have any questions or require any further information, please contact [REDACTED], Manager Active and Connected Communities, 5943 4536 or email [REDACTED]

Yours sincerely

A handwritten signature in black ink, consisting of a stylized 'C' followed by a horizontal line and a loop.

Carol Jeffs
Chief Executive Officer

7.3.1 DRAFT COUNCIL PLAN 2025-2029

Responsible GM:	Wayne Mack
Author:	Owen Hardidge, Manager Business Transformation & Customer
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. 5.1.5 Champion the collective values of the community through the Councillors' governance of the shire.

Recommendation

That Council:

1. Endorses (in principle) the Draft Council Plan 2025-2029, and undertake a further phase of community engagement, and
2. Following the completion of the community engagement, receive the outcomes of the further engagement and further consider a final Council Plan to satisfy the requirements of the *Local Government Act 2020* prior to 31 October 2025.

Executive Summary

It is a requirement of the *Local Government Act 2020* that all Councils prepare and adopt a Council Plan prior to the 31st of October in the year following every Council election.

By requiring Council to prepare such a document within 12 months of being elected, every Council must consider the unique circumstances of their municipality, and articulate the strategic direction for the Council term. It is formed by a combination of community input, Councillor views, strategic risks and a careful consideration of what the Council (collectively) wishes to achieve. The Council Plan, once adopted, is a significant reference point throughout the term to guide strategic direction.

The Draft Council Plan (Refer Attachment 1) represents a proposed statement of the objectives, strategies and initiatives for the Council term, informed by the above inputs.

It is recommended that the Draft Council Plan be endorsed and publicly exhibited, with further public comments being considered, prior to the final adoption of the Council Plan (currently anticipated for the October Ordinary Council Meeting).

Background

It is a requirement of the *Local Government Act 2020*, that all Councils prepare and adopt a Council Plan prior to the 31st of October in the year following every Council election. This requirement is set out in section 90 of the *Local Government Act*, and is a critical component of the Integrated Strategic Planning framework regime that underpins the 2020 Act.

The Council Plan (and all integrated strategic planning documents) must “address the Community Vision”, and should be prepared in an integrated way. The documents must take account of the long term financial position of the Council, and the long term asset management obligations of the Council. Other critical documents, including the Public Health and Wellbeing Plan, Planning Scheme and Road Management Plans must also be reviewed

within this timeframe, and the Act anticipates that the Council (in the first year of its term) will consider and develop these documents in a strategic and integrated manner.

The *Local Government Act* requires that annual budget and reporting processes are orientated around the implementation of the Council Plan, and in this way the Council Plan forms the backbone for planning and implementation, without limiting Council's ability to be responsive across all years of the Council term.

By requiring Council to prepare such a document within 12 months of being elected, every Council must consider the unique circumstances of their municipality, and articulate the direction of the Council term. It is formed by a combination of community input, Councillor views, strategic risks and a careful consideration of what the Council (collectively) wishes to achieve.

Council Plan 2025-2029

Councillors commenced working on this draft Council Plan almost as soon as they commenced the term.

This has included facilitated workshops with Councillors to consider initial priorities, context, opportunities and risks that face the municipality.

In the December 2024 Council meeting, Council established a deliberative panel, which comprised representatives of the community, and which was composed to replicate the demographic attributes of the community. This panel was convened over four sessions in February 2025, and invited the panel to:

- a) update the **Community Vision 2040**, and
- b) to describe the panel's views on what the Council "should focus on" during the Council term, and
- c) to provide advice in relation to challenging financial and asset management matters.

The panel outputs were a key, early input into Council's development of the Council Plan. A full report and the updated Community Vision were presented to Council in March 2025 and have informed subsequent discussions (Attachment 2).

Importantly, Council considered the Community Panel focus areas in the development of the five **strategic objectives** that underpin the Draft Council Plan, and this in turn was the focus of community engagement in Stage 1 (Attachment 3).

In parallel to the development of the Council Plan, budget and long term financial information was considered by Council, as well as strategic risks and other contextual information.

The Draft Council Plan (Attachment 1) represents a proposed statement of the objectives and priorities for the Council term, informed by the above inputs.

How to read the Draft Council Plan

The Draft Council Plan describes five **Strategic Objectives** (with supporting statements) which identify the aspirations that guide Council Plan priorities. The **Strategic Objectives** are:

1. **Thriving Communities** - The programs, facilities and places that we support are safe, inclusive, and enhance participation, wellbeing and resilience
2. **Vibrant Places** - We value our well-designed towns and infrastructure that fosters belonging and connections

3. **Adaptive Environments** - We care for our natural environment and support recovery from challenges
4. **Prosperous Economies** - We encourage urban and rural business and local employment to grow
5. **Responsible leaders** - We demonstrate responsible leadership and financial stewardship

Each **Strategic Objective** is supported by specific **strategies**, which articulate the ways that Council will progress towards the **Strategic Objectives**.

Each **Strategic Objective** also includes a list of **major initiatives, projects or work** which will be achieved by the Council during the term, which have been chosen to ensure that Council progresses towards the **Strategic Objectives**.

Finally, each **Strategic Objective** is supported by a suite of **Strategic Indicators**, which are indicators that Council proposes to monitor and report during the term, to determine if we are progressing towards the Strategic Objectives. Some of these indicators directly reflect Council activities and services, and some of the indicators are broad community indicators that are relevant to the **Strategic Objectives**.

Policy Implications

Once the final Council Plan is adopted, it will be the pre-eminent strategic planning document for the Council term. The Council Plan will not include all policy positions, but it will set an agenda for policy and strategy decisions and implementation over the term of the Plan.

The Mayor must report annually on the implementation of the Council Plan (*Local Government Act* s. 100(1)), by presenting the Annual Report, including statements as to the implementation and the results of the Strategic Indicators (*Local Government Act* s. 98(3)).

Financial and Resource Implications

When adopted, the Council Plan will influence the allocation and prioritisation of Council resources by framing annual budget conversations.

The major initiatives and projects referred to in the Council Plan have been anticipated in the Annual Budget 2025-2026, and future resource impacts (for example, major initiatives in years 2, 3 & 4) have also been identified, and will be finalised within each annual budget processes for the respective financial year.

Pursuant to the *Local Government Act*, annual budgets must “ensure that the budget gives effect to the Council Plan (s.94(2)) and contain the major initiatives set out in the Council Plan (s. 94(2)(c)).

Pursuant to section 91 of the *Local Government Act*, the 10 year Financial Plan must include statements describing the financial resources required to give effect to the Council Plan and other strategic plans of the Council.

Climate Emergency Consideration

A significant pillar of the draft Council Plan is Objective 3: “Adaptive Environments” as a strategic objective. Building climate resilience and mitigating the impacts of climate change are identified as core components of this objective, and articulated as a Community Panel “focus area”. Initiatives include the continued implementation of the Climate Change Adaptation Strategy (3.7), and the development and implementation of a Towards Zero Emissions Plan (3.8).

Consultation/Communication

Community engagement has been vital in developing the Council Plan and informing the long-term asset, liveability and financial plans.

In line with the *Local Government Act 2020*, Council established a deliberative engagement panel in February 2025 with a representative panel of community members.

The panel met over four sessions and considered the challenges and opportunities facing Cardinia Shire, informed by a wide range of data and information. This included Cardinia Shire Council's service catalogue and budget, local economy and industry statistics, community health and wellbeing data, Council's advocacy priorities and an overview of Council's asset and financial plan processes. The panel was advised that their input would inform the development of the strategic documents.

During these sessions, the panel updated the Community Vision 2040 which was initially created in 2021. The panel also recommended priorities that the Council should focus on to achieve this vision, and this in turn helped to shape the draft strategic objectives for the next Council Plan.

Broad community feedback was sought on how well the draft strategic objectives respond to the community panel priorities. Of the 177 responses received, all five of the draft strategic objectives received at least 70% support (Strongly Agree or Agree).

Feedback from our community has helped to set the direction of the Council Plan 2025–29 and will inform the long term financial, asset and liveability plans.

Timeline

- **December 2024 – January 2025** – Expression of interest invited and Community Panel selected.
- **February 2025** – Community Panel workshops.
- **March 2025** – Community Panel recommendations considered.
- **April – May 2025** – Broader community feedback invited on the draft strategic objectives.
- **May 2025** – Community feedback considered, draft strategic objectives updates and initiatives developed.
- **July 2025** – Community feedback invited for the draft Council Plan and draft Liveability Plan.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. A Gender Impact Assessment (GIA) has been identified as a requirement for this Council Plan 2025-2029 and will be finalised prior to the adoption of the final Council Plan (anticipated in October 2025).

Attachments

1. Attachment 1 - Draft Council Plan 2025-29 [7.3.1.1 - 36 pages]
2. Attachment 2 - Cardinia Panel Outcomes Report [7.3.1.2 - 26 pages]
3. Attachment 3 - Engagement Summary Draft Council Plan Phase 1 [7.3.1.3 - 17 pages]

Cardinia Shire Council



Draft Council Plan 2025-29

June 2025

Prepared by:

Cardinia Shire Council

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Acknowledgment of Country

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

Cardinia Shire's name is derived from the Boonwurrung

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

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

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

Our inclusivity statement

Cardinia Shire Council encourages a sense of belonging within our shire.

We support an inclusive community comprised of people from diverse backgrounds, including and not limited to Aboriginal and Torres Strait Islander people, people from cultural and linguistically diverse (CALD) backgrounds, those identifying as LGBTIQ+, people of faith, and people of all ages, genders and abilities.

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Executive Summary

The Council Plan 2025–29 is Cardinia Shire Council's key strategic document that will help guide Council's activities and decision making over the four years of the Council term. It sets out our aspirations for how we will respond to community needs and the opportunities and challenges facing Cardinia Shire.

The Council Plan strives to reflect the community's priorities and provides a roadmap for Council to deliver on the long-term Community Vision 2040, which articulates the community's aspirations for what Cardinia Shire will be like in 2040.

The Council Plan is structured around five strategic objectives:

- Thriving communities
- Vibrant places
- Adaptive environments
- Prosperous economies
- Responsible leaders

These objectives have been informed by priorities identified by the Community Panel during the deliberative engagement process. The panel reviewed and updated the Community Vision 2040 and identified a number of key focus areas that have helped to inform the strategic objectives. Under each of these strategic objectives is a series of strategies and initiatives, and how we will achieve them and measure our success.

The Council Plan 2025–29 will also help us to respond to the shire's rapid growth and challenges over the coming years. As one of Victoria's fastest growing municipalities, we welcome three new households to our shire every day and our population is expected to grow by almost 40,000 over the next 10 years. As a result, demand on our community infrastructure and services also continues to increase.

Cardinia Shire Council, along with the broader local government sector, continues to face significant financial sustainability challenges, including rising costs and cost shifting from other levels of government. Council remains committed to delivering the services, projects and infrastructure our community needs, while ensuring we remain financially sustainable in the long-term.

We will also continue to work with all levels of government to advocate for increased support and investment in our shire.

This Council Plan will help us deliver on our commitment to the community and help ensure that our shire remains a vibrant and liveable place that people are proud to call home.

Objectives	Objective statement
Thriving communities The programs, facilities and places that we support are safe, inclusive, and enhance participation, wellbeing and resilience.	With our many partner agencies and community groups, we promote community wellbeing, resilience, and a strong sense of belonging across our diverse and multicultural municipality. We provide opportunities for meaningful engagement and expression, support volunteerism, and maintain safe and accessible places and spaces.
Vibrant places We value our well-designed towns and infrastructure that fosters belonging and connections.	Our vibrant places are built on thoughtful planning that balances growth with the preservation of Cardinia's unique character and natural landscapes. Residents feel a strong sense of belonging and pride in their distinctive local identity. We plan and advocate for the infrastructure that our growing and changing community needs.
Adaptive environments We care for our natural environment and support recovery from challenges.	We take a collaborative approach to environmental stewardship, working alongside community and partners to build climate resilience and mitigate the impacts of climate change. We continuously improve our practices, promote circular economies, and strengthen our collective capacity to respond to environmental challenges.
Prosperous economies We encourage urban and rural business and local employment to grow.	We work to position our shire for long-term investment, attract new industries, encourage innovation, and generate jobs within our community. We balance our unique local history and opportunities, with our role in regional planning.
Responsible leaders We demonstrate responsible leadership and financial stewardship.	We aspire to set the standard for responsible governance through community engagement, service excellence and prudent financial management. Our decisions are transparent and accountable. Through careful resource management and forward-thinking decision-making, we provide for current residents and generations to come.

Welcome from the Mayor

On behalf of Cardinia Shire Council, I'm proud to present our draft Council Plan 2025–29.

This draft plan has been informed by input from our community as part of the initial phases of community engagement, and we're now seeking your input before we formally adopt it.

The Council Plan is our key document that will help guide our direction and decision making for this Council term, outlining how we will deliver on the long-term Community Vision, work towards our key strategic objectives, respond to challenges and leverage opportunities.

I want to thank everyone who has participated in the community engagement activities to date that have helped to shape our new Council Plan, particularly the Community Panel.

The Community Panel played an integral role during the deliberative engagement process to help inform our key strategic objectives. I also thank community members who provided their valuable feedback on these objectives as part of the first round of consultation. Your feedback has helped to set the direction of the updated Council Plan and has informed our key strategies, including the long term financial, asset and liveability plans.

As one of Victoria's fastest growing municipalities, it's important that we plan for our future to ensure our Shire remains a great place to live, work and play. This draft Council Plan outlines our approach to respond to the Shire's rapid growth and challenges over the coming years, while supporting us to deliver on our commitment to the community.

I look forward to an exciting four years ahead as we work together towards achieving our Community Vision, shared goals and creating a Cardinia Shire we can all be proud of.

Cr Jack Kowarzik
Cardinia Shire Mayor 2024–25

Our Council

Cardinia Shire Council is led by interim Chief Executive Officer (CEO) Peter Benazic. Our strategic direction is determined by the elected Council and is managed operationally by our CEO and Executive Leadership Team.

The Executive Leadership Team comprises our CEO, and three General Managers, each of whom leads one of our three groups.

Our role

Australia has three tiers of government: federal, state and local.

Local government is closest to the community and acts as a conduit for the community to influence the decisions that affect them while providing best-for-community services.

The Local Government Act 2020 defines the purpose and responsibilities of local government in Victoria.

The act defines the role of Council “is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community”.

The act sets out overarching governance principles that include prioritizing best outcomes for the community, engaging the community in strategic decision making, and transparency in Council decision making.

You can learn more about the Local Government Act 2020 by visiting www.localgovernment.vic.gov.au

Cardinia Shire Council fulfills its commitments to the Local Government Act 2020 and the community it serves in various ways.

Cardinia Shire at a glance

Our shire

Cardinia Shire is one of Victoria's fastest growing municipalities and is located 55 kilometres south-east of Melbourne's central business district

Spanning an area of 1,280km², Cardinia Shire features three distinct areas.

Our urban areas of Beaconsfield, Pakenham and Officer and our railway towns of Nar Nar Goon, Tynong, Garfield and Bunyip are a mix of traditional country towns and new metropolitan areas. These areas support affordable living and are close to essential services and facilities. They are located near emerging employment areas that deliver a diverse mix of jobs to the shire and access to the metropolitan rail service and V-Line services to regional Victoria.

Our hills area sits at the Dandenong Ranges foothills and is home to country charm villages, including Emerald, Gembrook, Cockatoo and Upper Beaconsfield. The hills offer unique lifestyle living, rolling farmland, adventure, villages to explore and local cuisine to enjoy.

Our southern rural area has rich, productive landscapes that support local farming, food production and rural living across our townships, including Koo Wee Rup and Lang Lang. This part of the shire is home to the Koo Wee Rup swamp and Western Port Bay.

Our community

- An average of three new households move into the shire every day.
- The estimated population is 135,147 as of 2024.
- Cardinia Shire's population is predicted to rise by almost 40,000 over the next 10 years.
- The median age of residents is 34, which is three years younger than that of Greater Melbourne.
- The largest percentage of Cardinia Shire's population are parents and homebuilders aged 35-49 (21%), followed by young people aged 12-24 (16%), and finally the young workforce aged 25-34 (16%).
- Cardinia Shire has a higher proportion of young children aged 14 years and under (23%) compared with Greater Melbourne (18%) and a lower proportion of people aged 60+ (17%) than Greater Melbourne (20%).
- In the 2021 Census, residents who spoke a language other than English represented 18% of the Cardinia Shire population, a significant increase from 11% reported in 2016. The most common birth countries of non-Australian born residents were India, United Kingdom, Sri Lanka, New Zealand, and the Philippines.
- Cardinia Shire has an Aboriginal and Torres Strait Islander population of 1,145 residents representing 1% of the population and remaining in line with Victorian trends. This figure has risen from 780 in 2016.
- Around 38% of households comprise couples with children, a figure greater than the Melbourne average of 33%.
- Other households are comprised of couples without children (approximately 26%), one-parent families (11%) and single residents (19%).

- The 2021 Census found that 52% of residents had completed Year 12 or equivalent, in comparison to the metropolitan Melbourne average of 64%.
- The 2021 Census results found that 18,840 residents were employed in jobs within Cardinia Shire, while more than half of the working population travelled outside the area to work (62%).
- 95% of those able to work are employed and 4.3% of the population is unemployed, a figure that is slightly lower than metropolitan Melbourne (5.3%).
- Construction (14%), health care and social assistance (13%), retail (10%), and manufacturing (9%) are the top four industries of employment among Cardinia Shire residents

Our challenges and opportunities

As one of Victoria's fastest growing municipalities, Cardinia Shire faces a range of challenges and opportunities as we strive to deliver the best outcomes for our community.

While many of the challenges we face are similar to other councils across Victoria, we also face a number of unique challenges and complexities.

Meeting the needs of our growing community

Cardinia Shire is one of Victoria's fast-growing municipalities, with demand on our community infrastructure and services continuing to grow along with our population. This places greater importance on planning and sustainability.

Our population growth continues to be a challenge for providing critical services and assets in a timely way. We welcome an average of 3 new households to our shire every day, and our population is expected to increase by almost 40,000 over the next 10 years. With more and more people moving to our shire, our infrastructure is unable to keep up with demand.

Our shire spans an area of 1,280km, with diverse areas including urban neighbourhoods, rural farmland, railway townships and hills communities. Our diverse shire has more than 800km of unsealed roads and nationally significant farming areas. Our rural and hills areas present a number of unique challenges and complexities; currently we're missing key links to connect our rural communities to our growing suburbs.

We also want to continue to work towards providing equitable access to important services and facilities. This includes attracting new services to our shire to help fill critical gaps and exploring innovative service models.

Council remains committed to working with all levels of government to secure support and investment for the shire.

Supporting our diverse communities

There are a number of challenges that face our culturally diverse communities when settling in Cardinia Shire, including language and communication barriers as well as a lack of access to key services and support. Attracting culturally specific services and programs to the shire that are close to transport and retail hubs is crucial.

Attracting services for our Aboriginal and Torres Strait Islander communities also continues to be a focus for Council. We recognise that these services are best placed to support our Aboriginal and Torres Strait Islander residents as they are likely to be more effective in designing and delivering culturally appropriate community services.

Council is committed to working towards providing equitable access to important services and facilities. This includes attracting new services to Cardinia Shire to help fill critical gaps, in addition to exploring innovative service models.

Protecting our natural and built environments

Managing the natural and built environments of the shire is an ongoing challenge for Council. This includes balancing our conservation efforts and preservation of the natural environment with the need for further development to meet the needs of our ever-growing community.

Tackling climate change and its impact on our environment, economy and community is one of the greatest challenges of our time. Australians are already seeing more warm spells, frequent and intense downpours, and longer fire seasons.

Climate change impacts our biodiversity, water supplies, energy demand, and our health — particularly that of our more vulnerable community members.

Council's Sustainable Environment Policy 2018–28 recognises that every action we take influences our environment. We strive to ensure that influence is as positive as possible. How we adapt to and mitigate climate change impacts will require a holistic approach, from how we drive sustainable development to how we grow our local industries.

Financial sustainability

The local government sector continues to face significant financial sustainability challenges, and Cardinia Shire Council is no exception. The Victorian Government's rate cap continues to challenge the local government sector, particularly where it does not factor in rising costs.

Rate capping reinforces that Council must be financially prudent in anticipating the long-term needs of the community. Council is unable to increase rates in line with the cost of delivering programs and services, leading to a budget shortfall which compounds over the years and can pose a potential risk to Council's ability to deliver the programs and services our community deserves.

With much of the shire's growth stemming from new development, Council is required to provide new infrastructure such as roads, footpaths, drainage and community facilities to meet the future needs of the community. While developer contributions support delivery of this infrastructure, Council covers the funding shortfalls and is responsible for the ongoing maintenance and renewal of these assets. Cost shifting from other levels of government is another significant challenge facing Council.

Council is exploring strategies to address these challenges and their impact on our ability to deliver services and projects while minimising cost of living pressures for residents. Our focus is to ensure we can continue to meet the needs of our community while remaining financially sustainable in the long term.

Council's Long Term Financial Plan aims to ensure that Council manages its resources responsibly to enable us to support the achievement of the Community Vision and Council Plan objectives.

Fostering a prosperous local economy

When it comes to supporting local industry development and creating local jobs, we need a clear direction for leveraging our productive land and employment land to grow local industries, increase jobs in the area, and keep our skilled workforce. This will help protect our agricultural land and improve our shire's appeal as an employment hub.

Council strives to position itself to attract investment to help support local residents to live and work locally. The shire features state significant industrial land, proximity to productive agricultural land in Gippsland, and development opportunities for industry, making it an appealing choice for investment.

Council aspires to be a leading local authority that leverages the strength of the region in advocacy, regional planning and investment whilst supporting and creating the opportunity for local jobs and business. We want our shire to be a place in which our community and visitors thrive and prosper, with a local economy that fosters innovation and supports local jobs.

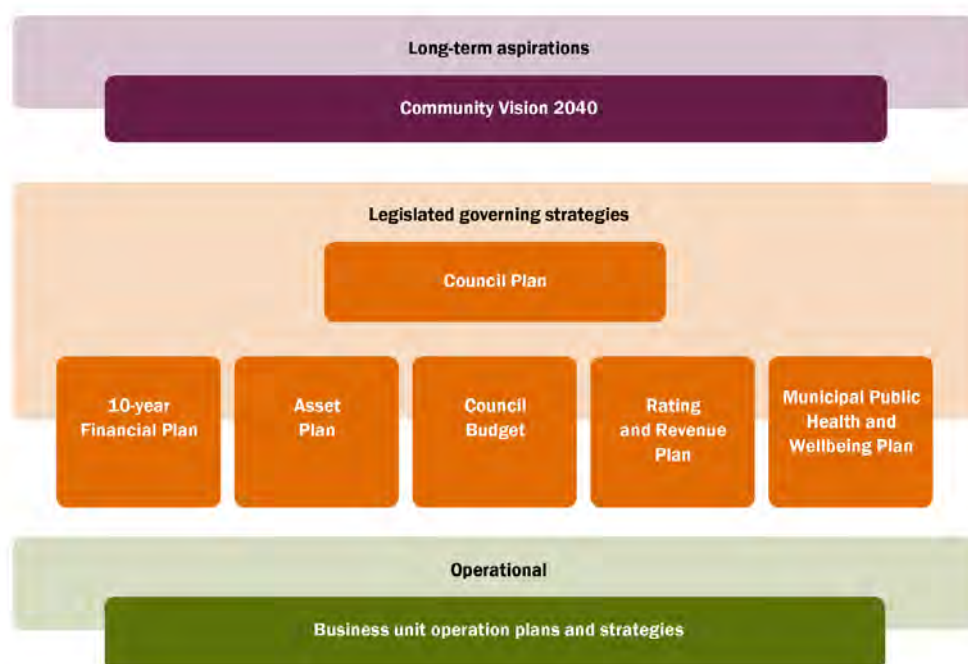
About this plan

Strategic framework

The Council Plan outlines the elected Council's strategic direction and priorities.

The Council Plan guides Council's work over the next 4 years towards the shire's long-term aspirations. It directly informs Council's legislated governing strategies

- **10-year Financial Plan:** provides a long-term view of Council resources and use of those resources.
- **Asset Plan:** how Council proposes to manage its portfolio of assets that it owns and controls.
- **Budget:** a rolling 4-year budget that outlines how resources have been allocated across services, programs, initiatives and capital works.
- **Revenue and Rating Plan:** outlines the financial envelope in which Council will operate. It provides a framework for the setting of rates, statutory charges, service fees and other sources.
- **Municipal Public Health and Wellbeing Plan (Livability Plan):** has been developed to provide a clear framework for public health planning within the shire. The framework outlines the common agenda that Council, partners, and the community, will collectively work towards over the next 4 years.



How the plan was developed

Community engagement has been vital in developing the Council Plan and informing the long-term asset, liveability and financial plans.

In line with the Local Government Act 2020, we undertook a deliberative engagement process in February 2025 with a representative panel of community members.

The panel met over four sessions and considered the challenges and opportunities facing Cardinia Shire, informed by a wide range of data and information. This included Cardinia Shire Council's service catalogue and budget, local economy and industry statistics, community health and wellbeing data, Council's advocacy priorities and an overview of Council's asset and financial plan processes.

From this information the panel updated the Community Vision 2040 which was created in 2021. The panel also recommended priorities that the Council should focus on to achieve this vision.

The panel's priorities helped shape the draft strategic objectives for the next Council Plan. We sought feedback from the broader community on how well the draft strategic objectives respond to the community panel priorities. Of the 177 responses received, all five of the draft strategic objectives received at least 70% support (Strongly Agree or Agree).

Feedback from our community has helped to set the direction of the Council Plan 2025–29 and will inform the long term financial, asset and liveability plans.

The consultation process has supported the development of key strategic plans that are relevant and reflect our community's vision.

Timeline

- **December 2024 – January 2025:** Expression of interest invited and Community Panel selected.
- **February 2025:** Community Panel workshops.
- **March 2025:** Community Panel recommendations considered.
- **April – May 2025:** Broader community feedback invited on the draft strategic objectives.
- **May 2025:** Community feedback considered, draft strategic objectives updates and initiatives developed.
- **July 2025:** Community feedback invited for the draft Council Plan and draft Liveability Plan.

Community Vision 2040

One of the key roles of the Community Panel was to review and update the Community Vision 2040. The updated vision below has been endorsed by Council.

Community vision statement

“We acknowledge that we are on the traditional land of the Bunurong and Wurundjeri people.

“We understand, value and incorporate these contributions, past and present. We empower everyone to have a voice. We speak with the optimism and insight of our people, the energy of our community members and the wisdom of all those that came before us.

“We support all people of Cardinia so that they are strong, resilient, safe, socially connected and physically and mentally well. We do this by strengthening community cohesion through engagement and advocacy.

“We care for our country. We take preventative and mitigative actions on climate change in our community, environment, and the planet in everything we do.

“We are sustainable in the way we live, we work close to home, we grow food and we make valuable contributions to the nation. We protect our community, farms, industries, landscapes and biodiversity to ensure they are resilient.

“We provide fit for purpose infrastructure and services that cater for the growth of the community. Growth will be managed prudently and sustainably so that it enables our progress towards community priorities.

“Through advocacy and community engagement, the infrastructure, local community and healthcare services are in place to meet our needs.”

Strategic objectives 2025-29

The Council Plan is structured around five strategic objectives: thriving communities, vibrant places, adaptive environments, prosperous economies and responsible leaders.

These objectives underpin the overarching strategic direction for the next four years. Under each strategic objective is a series of strategies, initiatives and indicators.

Objectives	Describes the strategic objectives of the future state Council will focus its efforts on to achieve its vision. These seek to respond to the challenges and opportunities Council faces in reaching the 4-year vision.
Strategies	A set of approaches that describe how Council will implement each strategic objective. Strategies connect to ongoing services, priority projects and programs.
Initiatives	Key priority activities that are in addition to business-as-usual. They directly support Council delivering on its vision and priorities. It is not a comprehensive list of all initiatives needed to deliver on each strategy. Additional initiatives will be developed in business unit operation plans.
Indicators	These are high-level performance indicators that will be used to measure and report on what we have achieved through the delivery of the Council priorities.

1. Thriving communities

The programs, facilities and places that we support are safe, inclusive, and enhance participation, wellbeing and resilience.

Cardinia Shire is a great place to live, work and play. How we plan and grow creates places that enhance our community's health and wellbeing and protects what we love.

Objective statement

With our many partner agencies and community groups, we promote community wellbeing, resilience and a strong sense of belonging across our diverse and multicultural municipality.

We provide opportunities for meaningful engagement and expression, support volunteerism, and maintain safe and accessible places and spaces.

Strategies

1.1	Community culture and identity We enrich local identity and foster opportunities for the community to make meaningful connections through creative arts, events and cultural expression.
1.2	Partnerships and volunteers We recognise the work of volunteers in supporting our community, and we partner with community groups and providers to support and encourage volunteerism in the municipality.
1.3	Wellbeing and livability With diverse partner agencies we work to protect, improve and promote community health and wellbeing by implementing the Cardinia Shire Council Livability Plan 2017-2029.
1.4	Community services We support, advocate for, and seek to attract accessible health and community services to meet the needs of a growing and diverse community.
1.5	Safe and accessible places We plan for, provide and maintain safe, inviting and accessible public spaces and places, to promote pride of place and improve wellbeing.
1.6	Community safety We work with partners to create safer communities, by performing the roles set out in the Community Safety Framework.

Initiatives and phasing

		2025-26	2026-27	2027-28	2028-29
1.7	Volunteers' strategy Develop a Volunteers' Strategy to support volunteers and encourage volunteer participation.	•			
1.8	Volunteers' strategy Implement the Volunteers' Strategy.		•	•	•
1.9	Arts and events Support the delivery of an annual calendar of events, programs and grants that celebrate our diverse community, its arts and culture.	•	•	•	•
1.10	Liveability Plan Co-ordinate public health planning processes in partnership with local agencies.	•	•	•	•
1.11	Youth action and advisory committee Establish a Youth Action & Advisory Committee to ensure that the voices of young people are heard and considered.	•	•	•	•
1.12	Reconciliation We engage with our first nations communities to develop and implement Reconciliation Action Plans 2025-2027.	•	•	•	
1.13	Arts and culture strategy Implement Arts & Creative Industries Strategy.	•	•	•	•

Strategic indicators

- 1.14 Volunteer strategy**
Increase in number of volunteers supporting Council facilities, reserves and services.
- 1.15 Safety**
Increase in residents who report feeling safe living in Cardinia Shire.
- Livability /coordinating public health role**
- 1.16** Maintain level of trust in Council as a backbone organisation implementing the Livability Plan.
- 1.17 Wellbeing indicators**
Key wellbeing indicators sourced from publicly available data.

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2. Vibrant places

We value our well-designed towns and infrastructure that fosters belonging and connections.

Objective statement

Our vibrant places are built on thoughtful planning that balances growth with the preservation of Cardinia's unique character and natural landscapes.

Residents feel a strong sense of belonging and pride in their distinctive local identity. We plan and advocate for the infrastructure that our growing and changing community needs.

Strategies

2.1	Strategic planning Ensure the Cardinia Shire Planning Scheme delivers high quality outcomes that preserve the liveability and identity of the municipality and protecting our natural environment, while also accommodating for population growth and economic development, while preserving the liveability and identity of the municipality and protecting our natural environment.
2.2	Annual capital project planning Identify and deliver capital projects that provide and renew public infrastructure.
2.3	Road network We partner with agencies to plan, deliver and maintain an integrated transport network that supports connected communities into the future.
2.4	Road advocacy We advocate for State and Federal Governments for increased investment in infrastructure for all modes of transport, public transport infrastructure and services, and enhanced road safety treatments.
2.5	Community and open space infrastructure We plan, deliver and maintain recreation facilities, open spaces and places that support community connection and promote the health and wellbeing of the community.
2.6	Infrastructure funding Advocate to and partner with all levels of government to deliver projects that improve our community infrastructure, open spaces and precincts to meet the needs of our growing Shire

Strategies (cont.)

2.7	Advocacy growth/funding Advocate for fair and equitable funding to ensure Cardinia is equipped with the infrastructure and services needed to support the existing and growing population, increases in housing and employment and to help it thrive as a connected, sustainable and inclusive community.
2.8	Heritage We work to protect sites of heritage significance within the Shire for future generations.
2.9	Asset planning and management We manage assets on behalf of the community to sustainably deliver services with the optimal balance of whole of life costs and performance.

Initiatives and phasing

		2025-26	2026-27	2027-28	2028-29
2.10	Asset planning and management Develop 10-year Asset Plan.	●			
2.11	Road and asset works Plan and deliver infrastructure upgrades to our road network and public assets to meet the needs of the current and future population.	●	●	●	●
2.12	Unsealed roads Develop an Unsealed Roads Strategy to improve the maintenance of unsealed roads and improve the resident experience, and then implement the adopted strategy.	●	●	●	●
2.13	Drainage strategy Develop a Drainage Strategy to improve the operation and maintenance of our drainage networks and implement the adopted strategy.		●	●	●

Initiatives and proposed phasing (cont.)

		2025-26	2026-27	2027-28	2028-29
	Active transport / recreation paths				
2.14	Review the Pedestrian and Bicycle Strategy, including options for the enhancement of the Eastern Dandenong Ranges Trail, the Gippsland Odyssey trails, and other significant rail and tourist trails within Cardinia.	•			
	Recreation and community infrastructure				
2.15	Plan and deliver accessible and inclusive recreation and community facilities.	•	•	•	•
	Cardinia Life				
2.16	Advocate for further funding to expand and redevelop Cardinia Life.	•	•	•	•
	Pakenham revitalisation				
2.17	Deliver funded stages of Pakenham Revitalisation, and advocate for funding for additional stages.	•	•	•	•
	Strategic planning				
2.18	Review the Cardinia Shire Planning Scheme.	•			
	Strategic planning				
2.19	Develop and endorse a Yarra Valley and Dandenong Ranges and Southern Ranges Green Wedge Management Plan.	•	•	•	
	Strategic planning				
2.20	Deliver a 4-year schedule of strategic planning priority projects and policies	•			
	Officer library				
2.21	Plan for a library and community facilities in the Officer Town Centre and advocate for funding to ensure the successful delivery of the facilities.	•	•	•	•
	Officer township activation				
2.22	Work with partners to progress the Officer Town Centre.	•	•		

Initiatives and proposed phasing (cont.)

		2025-26	2026-27	2027-28	2028-29
	Deep Creek Reserve				
2.23	Assess the feasibility of the Golf Course at Deep Creek Reserve, and develop a plan for identified future use.	•	•	•	
	Facility utilisation				
2.24	Undertake an audit of all facility utilisation and develop a strategy to maximise community benefit	•	•		
	Township beautification				
2.25	Undertake cost-effective works across townships to improve amenity and presentation, including garden bed renewal, tree planting and street furniture maintenance.			•	

Strategic indicators

- 2.26 **Planning function**
% of planning permit applications processed within statutory timeframes.
- 2.27 **Annual capital works program / delivery**
Value of annual capital works program delivered.
- 2.28 **Annual capital works program / delivery**
% of capital works projects completed on time.
- 2.29 **Unsealed roads**
Reduction in number of unsealed road requests / 100km unsealed roads.
- 2.30 **Sealed roads**
Reduction in number of sealed road requests / 100km sealed roads.
- 2.31 **Road sealing**
Total linear kilometers of road sealing (presented by road category)
- 2.32 **Recreation facilities**
Increase in the community satisfaction index score for the performance of recreational facilities.
- 2.33 **Arts centres and libraries**
Increase in the community satisfaction index score for the performance of arts centres and libraries.

3. Adaptive environments

We care for our natural environment and support recovery from challenges.

Objective statement

We take a collaborative approach to environmental stewardship, working alongside community and partners to build climate resilience and mitigate the impacts of climate change.

We continuously improve our practices, promote circular economies, and strengthen our collective capacity to respond to environmental challenges.

Strategies

3.1	Biodiversity We protect our biodiversity and enhance our natural assets and diverse ecosystems.
3.2	Emergency preparedness We partner with the community to strengthen our readiness and resilience to climate-related events and other emergencies.
3.3	Climate change We partner with the community and business to respond to, and build resilience against, the impacts of climate change.
3.4	Sustainable practices We seek to reduce Council service impacts on the environment.
3.5	Waste We collaborate with the community, industry and all levels of government to reduce our reliance on landfill and enhance resource recovery, with a focus on long-term sustainable services.
3.6	Community partnership We partner with the community to build climate resilience and mitigate the impacts of climate change.

Initiatives and phasing

		2025-26	2026-27	2027-28	2028-29
3.7	Continue adopted strategies				
	Implement initiatives in the Climate Change Adaptation Strategy 2022-2033, the Biolinks Plan 2023-2033 and the Biodiversity Conservation Strategy 2019-2029 and Weed Management Strategy 2019-2029.	•	•	•	•
	Towards zero emissions plan				
	Develop a Towards Zero Emissions Plan to ensure progress towards Zero emissions and carbon neutrality, and implement the Plan.	•	•	•	•
	Integrated water				
3.9	Develop new Integrated Water management Plan, and implement the plan.		•	•	•
3.10	Waste strategy				
	Develop a future Waste Resource and Recovery Strategy 2026-2036, and implement the actions under the strategy.	•	•	•	•
3.11	Review sustainable enviro framework				
	Review the Sustainable Environment Policy 2018 -2028.			•	

Strategic indicators

- 3.12 Biodiversity**
Indicators drawn from public sources that illustrate the biodiversity of the municipality.
- 3.13 Emergency preparedness**
Maintain the number of partner organisations represented on the Municipal Relief and Readiness Sub-committee.
- 3.14 Waste services**
Increase in the percentage of kerbside waste diverted from landfill.
- 3.15 Community partnerships**
Number of community environmental education and capacity building initiatives delivered and/or supported by Council.

4. Prosperous Economies

We encourage urban and rural business and local employment to grow.

Objective statement

We work to position our shire for long-term investment, attract new industries, encourage innovation, and to generate jobs within our community. We balance our unique local history and opportunities, with our role in regional planning.

Strategies

4.1	Investment attraction We advocate for major infrastructure projects and investment that secure and enhance the economic potential of the municipality.
4.2	Advocacy and partnerships We collaborate with our regional partners to drive growth and prosperity in the region and foster economic opportunities.
4.3	Community workforce development We advocate to improve the education and employment pathways that provide meaningful employment opportunities for our residents and develop the local workforce.
4.4	Visitor economy We work to enhance the development of the local tourism industry and visitor economy with our partners of Tourism East.
4.5	Business and industry development Enhance and develop local economy through industry development, programs and initiatives.

Initiatives and phasing

		2025-26	2026-27	2027-28	2028-29
	Major infrastructure				
4.6	Partner with GSEM and key stakeholders to progress planning and advocacy for a South East Melbourne Airport and Thompsons Road Upgrade and Extension, that supports regional economic growth, freight movement, and improved access to national and global markets.	•	•	•	•
	Investment attraction				
4.7	Implement initiatives in accordance with the Investment Attraction Plan	•	•	•	•
	Agribusiness				
4.8	Develop a Food and Agribusiness Strategy that builds on the findings of the 2025 Agribusiness Audit, and implement the actions of the strategy.	•	•	•	•
	Tourism / visitor attraction				
4.9	Support implementation of the Tourism East Destination Management Plan and report progress annually.	•	•	•	•
	Service attraction				
4.10	Conduct a comprehensive gap analysis of community and human services, and education and skills with recommendations to support advocacy and funding to attract service providers (ie integrated community information and support hubs, financial counselling, education providers and health services) to operate in Cardinia Shire.	•			
	Service attraction framework				
4.11	Develop a framework to implement the recommendations of the gap analysis, and implement the framework.		•	•	•
	Economic development strategy				
4.12	Review and refine the Economic Development strategy, while implementing key initiatives to drive business & industry development.	•	•	•	•

Strategic indicators

- 4.13 Business and industry development**
Increase in the gross regional product (GRP) of Cardinia Shire.
- 4.14 Business and industry development**
Increase in the number of local jobs.
- 4.15 Business and industry development**
Increase in the number of GST registered businesses in Cardinia Shire.
- 4.16 Agribusiness (also strategic planning)**
Retention of the area (hectares) of green wedge zoned land and significant agricultural special use zoned.
- 4.17 Agribusiness**
Indicators that track the strength of the agricultural sector.

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5. Responsible leaders

We demonstrate responsible leadership and financial stewardship.

Objective statement

We aspire to set the standard for responsible governance through community engagement, service excellence and prudent financial management. Our decisions are transparent and accountable.

Through careful resource management and forward-thinking decision-making, we provide for current residents and generations to come.

Strategies

5.1	Customer focus We deliver customer-centered service that is clear, accessible, and responsive.
5.2	Engagement We build trust and encourage participation in Council decision-making by providing ongoing opportunities to have their say, ensuring the diverse voices of the community are heard and considered.
5.3	Long term financial sustainability We manage Council's resources prudently and efficiently to ensure the long-term financial sustainability.
5.4	Advocacy We act as a proactive and powerful advocate for our community, influencing outcomes that improve and enhance quality of life, access to services and future opportunities for our residents.
5.5	Continuous improvement We take advantage of emerging technologies to continuously improve our customer experience, ensure our services are efficient, scalable and secure.
5.6	Service quality and review Our services are designed and reviewed to ensure that they address changing community needs, are efficient, effective, effective, respond to risks and fulfill Council's legal obligations.
5.7	Governance We maintain a high level of transparent, accountable, unbiased and representative governance.

Strategies (cont.)

5.8	Employee
	We provide a safe and supportive workplace that attracts, develops and retains high quality employees.
5.9	Gender and social equity
	We think about gender and social equity when making decisions, and we take steps needed to work towards equality.

Initiatives and phasing

		2025-26	2026-27	2027-28	2028-29
5.10	Engagement				
	Provide opportunities for meaningful, informed and representative community engagement to guide Council's decision-making.	•	•	•	•
5.11	Advocacy				
	Adopt the Advocacy Agenda 2025-2029, and annually review Council advocacy priorities and report on efforts and outcomes.	•	•	•	•
5.12	Digital transformation				
	Develop a Transformation Roadmap to enhance Council processes and systems, improve customer experience, and are future-ready, and implement the roadmap.	•	•	•	•
5.13	Investment body				
	Develop an Investment Policy and Advisory Committee to guide potential investment and revenue opportunities.	•			
5.14	Investment body				
	Identify, assess and implement alternative revenue and investment opportunities.		•	•	•
5.15	Service reviews				
	Undertake focused service reviews to ensure alignment to the Council Plan and optimal service delivery.	•	•		

Initiatives and proposed phasing (cont.)

		2025-26	2026-27	2027-28	2028-29
5.16	Long term financial planning				
	Develop and review Financial Plan to ensure that it supports long term financial sustainability.	•	•	•	•
5.17	Revenue and rating strategy				
	Undertake a review of Council's Revenue Rating Strategy.		•		
5.18	Gender and social impact assessments				
	Undertake Gender Impact Assessments when developing or reviewing any Council policy, program or service that has a direct and significant impact on the public, and ensure our organisation progresses against our (internal) Gender Equality Action Plan.	•	•	•	•

Strategic indicators

- Community engagement**

5.19 Improvement in the customer satisfaction index score for the performance of community consultation and engagement.
- Financial sustainability**

5.20 Maintenance of adjusted underlying financial results, within appropriate risk levels for financial sustainability.
- Financial sustainability**

5.21 Maintenance of adequate financial liquidity, within appropriate risk levels for financial sustainability.
- Financial sustainability, continuous improvement**

5.22 Retention of the area (hectares) of green wedge zoned land and significant agricultural special use zoned.
- Financial sustainability, advocacy**

5.23 Expenses per head of population.
- Financial sustainability, advocacy**

5.24 Total value of grant funding received.
- Continuous improvement**

5.25 Increase in digital self-service transactions for customer enquiries.
- Governance and transparency**

5.26 % of Council decisions made at meetings closed to the public at a level lower than state average.



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Success. Mapped.

Future Cardinia Community Panel

Panel outcomes report



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Introduction and project background

Introduction

Councils across Victoria are required under the Local Government Act 2020 to undertake a deliberative engagement process to inform its Community Vision, Council Plan, Financial Plan and Asset Plan. For Cardinia Shire Council (Council) this process involved creating a community panel, a group of community members representing a diverse cross section of the Cardinia Shire community.

Council engaged a deliberative panel – the Future Cardinia Community Panel – to review and update the Community Vision 2040 and provide input into the development of guidance that will inform the Council Plan 2025–29, and the Liveability Plan, Asset Plan and long-term Financial Plan.

Project background

Council's overarching community engagement program is called 'Future Cardinia'. The program includes three rounds of community engagement, which were developed to align with Council's [Community Engagement Policy 2021-2025](#).

Council has partnered with Insync to design and deliver the deliberative process, and to support with Stage One and Stage Two community engagement (see Figure 1). Insync is also delivering the internal engagement to develop the Council Plan.

In Stage One, a representative sample of the Cardinia community was selected to form the Future Cardinia People's Panel (the panel). The panel served to represent Cardinia's broader community values and aspirations, whilst deliberating over the challenges Council is facing. The panel collectively reviewed the Community Vision, identified community priorities for the next four years, and provided guidance to Council on managing finances and investing in assets.

The four panel sessions were held in February 2025 and were designed and facilitated by Insync.

Report purpose

This report provides a summary of the panel process and outcomes of the Stage One engagement, as well as an evaluation of panel member feedback. The report has been prepared by Insync.

Throughout the process, additional data and feedback were collected – this has all been provided to Council for their review and consideration.

Council will use the feedback in this report to develop the Council Plan, Asset Plan and Financial Plan. These documents will be shared with the community for their feedback in two further stages of engagement.



Figure 1: Community engagement stages

Limitations

Engagement limitations

There are limitations regarding the engagement methodology and outcomes that should be considered when reading this report. These limitations are outlined below.

- The Community Panel Expression of Interest (EOI) occurred in December 2024 and January 2025. This is a challenging time to promote a project as it includes the school holidays and Christmas period. The project team sought to mitigate this by widely promoting the project – details of this are on the next page.
- The panel was selected to match the demographic profile of the community in Cardinia Shire. However, the final membership is not necessarily a statistically accurate match – this is mainly due to people not responding to invitations to attend, dropping out part-way, or lower EOIs for some demographic categories.
- Not all demographic criteria can be met in a panel selection process. A select set of demographics aligned to Australian Bureau of Statistics data, was developed by Insync and confirmed by Council in advance of the EOI process commencing.
- While the panel provided a cross-section of views, it cannot be guaranteed that the community's complete set of views were represented through this engagement. Throughout the process, the panel was reminded that they were there to represent the wider community and asked to consider what was best for the whole of the Cardinia community.
- The EOI forms sought demographic information from respondents. The information provided in respondent EOI forms was accepted to be provided in good faith, and truthful.
- Panel session discussions and outputs were largely participant-led. Some participants may have chosen to contribute more robustly in some activities and not others.
- Panel attendance at each session varied, as such, a varied number of recorded responses are recorded by activity.
- A total of 55 EOI applicants were sent an invitation to join the panel. Following a low acceptance to the initial invitation, a secondary invitation was made by phone to an additional 18 EOI applicants. Over-recruitment is common practice and allows for natural drop-off.
- Three panel members dropped out of the process after the process had commenced. The panel demographics included in this report reference all the panel members who accepted to be a part of the process.
- It is normal for participants to drop out of a process like this. Reasons for dropping out can be diverse, such as health changes, the process was not what they expected or conflicting commitments. Drop-outs affect the diversity of representation in the panel.
- Where there is a difference in number of participants responding to a question, the number of respondents is noted as (n=). A difference in a number of respondents must be considered when reviewing results as averages can be more impacted by a smaller respondent pool.

Future Cardinia Community Panel

The following pages outline how the opportunity to join the Future Cardinia Community Panel was shared with the community, how the panel was selected and the demographics of the panel.

Panel promotion

A public Expression of Interest (EOI) was undertaken to attract the interest of the Cardinia community. The EOI was open from 17 December 2024 to 22 January 2025. Below is how the EOI process was promoted.

Table 1: EOI promotion methods

Promotion methods
A Creating Cardinia webpage hosted the EOI form and all project information
A digital banner promoting the project featured on the main Council webpage
Two paid ½ page ads in local print media and two media releases in December 2024 and January 2025
80 posters displayed and leaflets delivered to Cardinia Life leisure centre, local IGAs, rural/urban post offices, shops, youth centre school holiday program, community centers, libraries, and council offices
Corflute signage at skateparks, parks, swimming pools, community gardens, and Council engagement pop ups at events
One post on Youth Services Instagram and two paid posts on Facebook with a reach of 11,501.
Community and Cardinia business e-news electronic newsletters included promotion of the project
5000 letter drops and emails to randomised residents addresses across the Cardinia Shire
Council staff attended advisory groups and committee meetings to provide information about the EOI opportunity
10 internal emails were sent to inform staff to share the opportunity and encourage EOIs

Selection process

Panel members were selected to closely represent the diverse community of Cardinia. A select set of demographics aligned to ABS data was developed by Insync and confirmed by Council. The selection process was completed by Insync and was independent of Council.

The EOI form was designed to collect the following information:

- Township (locality)
- Gender
- Aboriginal or Torres Strait Islander
- Disability and carer
- Household type and tenure
- Member of the LGBTIQ+ community
- Language spoken at home
- Relationship to Cardinia (live in; work in; study in; own a business in Cardinia)
- Participation with Council in the past 12 months
- Potential conflicts of interest (e.g., work for Council or an elected representative).

EOI respondents were asked whether there was anything they need to support them to participate in the panel (e.g., an interpreter, hearing or sight accommodation, etc.).

A total of 375 EOIs were received. From the EOIs, 55 were randomly selected to match the target demographics as detailed on pages 6-8.



Target panel size

The target panel size was 45 participants. A panel of 45 participants has become a trusted number for deliberations as the group size is large enough to allow for a good diversity of views to be represented, and to encourage healthy debate. The aim is to reach a 'descriptive match' of the population, where community members can identify their likeness represented in the panel.

The panel selection was made to match, as closely as possible, the agreed criteria. The criteria, where possible, were informed by 2021 Australian Bureau of Statistics Census data. A total of 46 people accepted a position as a panel member.

Panel demographics

The following section provides an overview of the demographic mix of the panel demographics, as compared to targeted panel demographics.

Gender

There were slightly more females than males represented on the panel. People who are transgender or gender diverse were not represented on the panel.

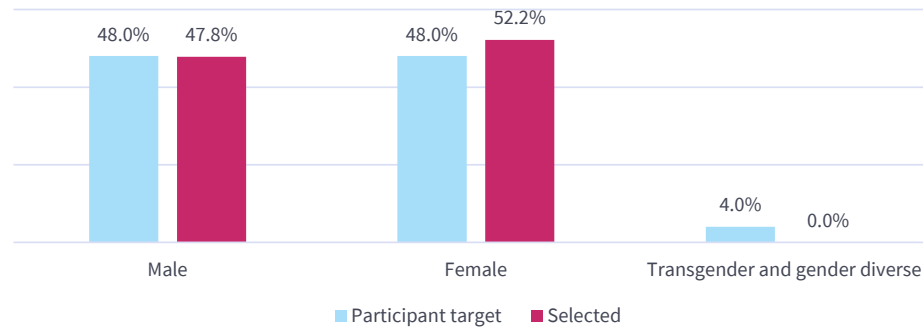


Figure 2: Panel member gender

Age

People of a wide age range were represented on the panel, with the exception of people aged over 85. People aged 15-24 were also underrepresented whilst people aged 25-34 were overrepresented.

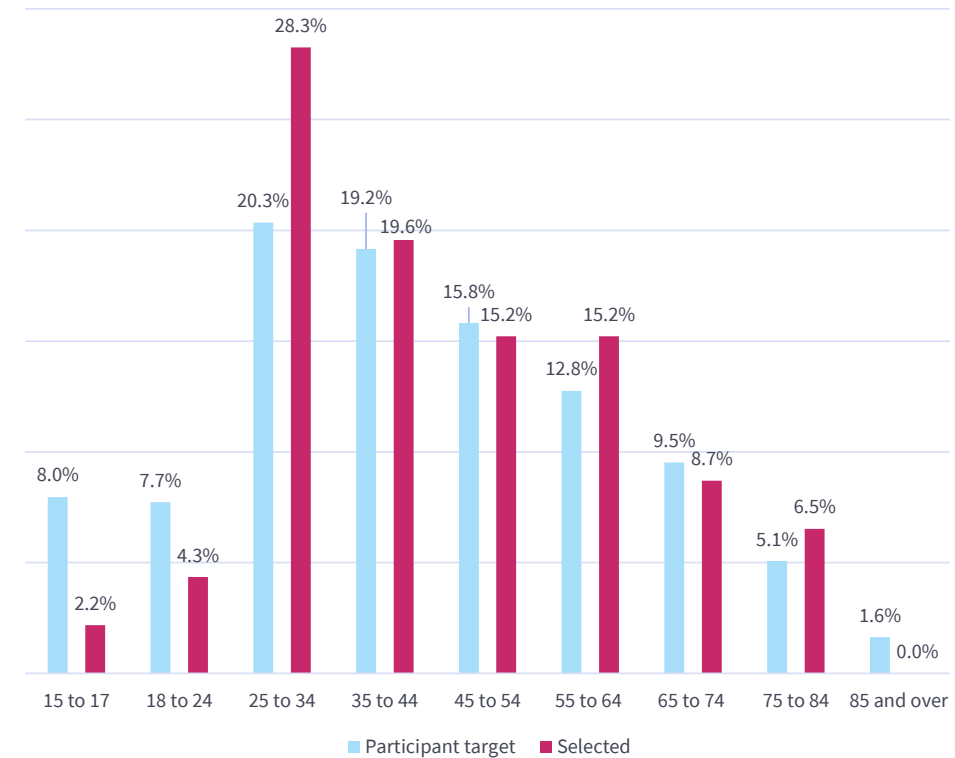


Figure 3: Panel member age

Relationship to Cardinia

All panel participants lived in Cardinia. People who studied in and worked in Cardinia were slightly overrepresented, whilst business owners were slightly underrepresented.

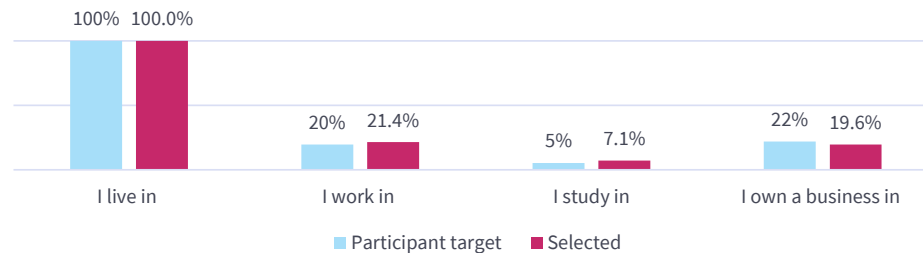


Figure 4: Panel relationship to Cardinia

Household make-up

All household types were well represented on the panel. Couples with children were and group households were overrepresented, whilst lone person households and one parent families were underrepresented.

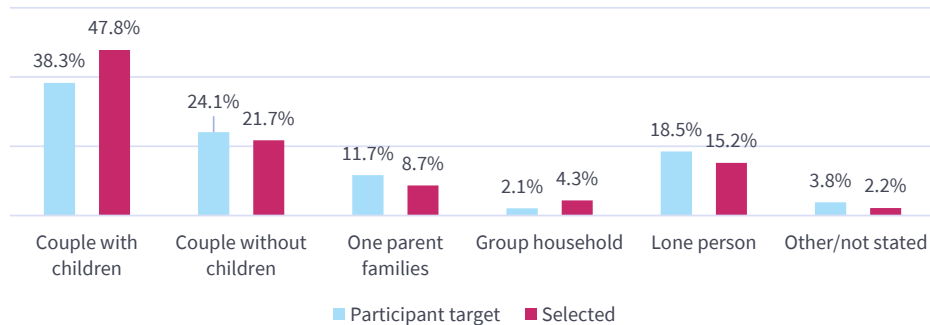


Figure 5: Panel household make-up

Diversity and representation

People with a disability, carers of people with a disability, members of the LGBTIQ+ community, Aboriginal and Torres Strait Islanders, and people that speak a language other than English were identified as typically lesser heard from groups. The most common languages other than English spoken were Punjabi and Sinhalese. Figure 6 shows the numbers of participants from these groups against the targets.

All groups were represented on the panel with all groups being slightly overrepresented. A maximum target was set for participants who had engaged with Council in the last 12 months – only two panel members had recent engagement with Council.

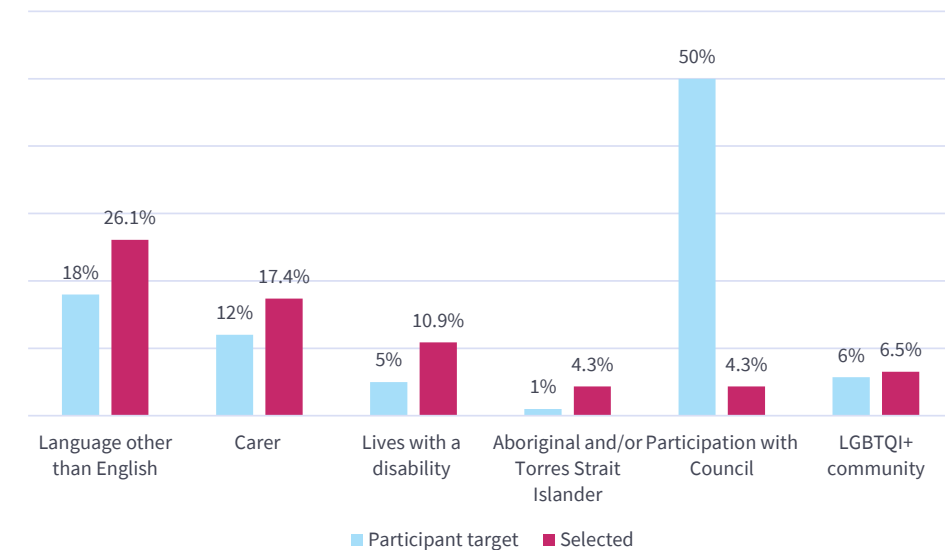


Figure 6: Panel diversity and representation

Household tenure

While people renting privately and people who fully owned their homes were slightly overrepresented, mortgage holders were slightly underrepresented. People who rent in social housing were not represented.

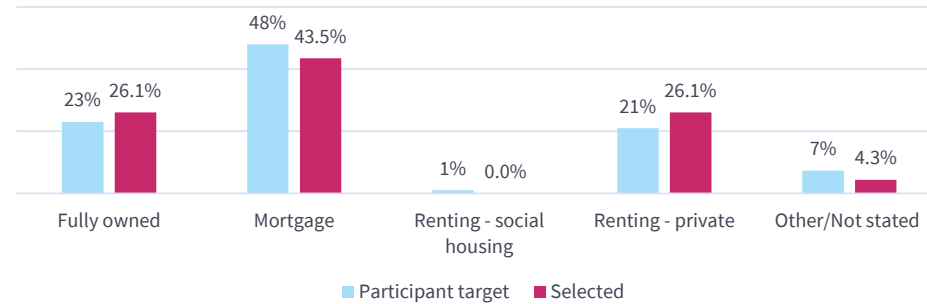


Figure 7: Panel member household tenure

Locality

Panel members came from a wide range of localities across Cardinia. There was a notable lack in representation from Gembrook, Bayles, Catini and surrounds. Officer and Officer South were slightly overrepresented, whilst Pakenham was slightly underrepresented.

Localities were grouped using ABS data. Those localities with lower populations have been grouped with neighbouring areas. For areas with higher population densities, targets have been rounded down to ensure that a diversity of views are represented.

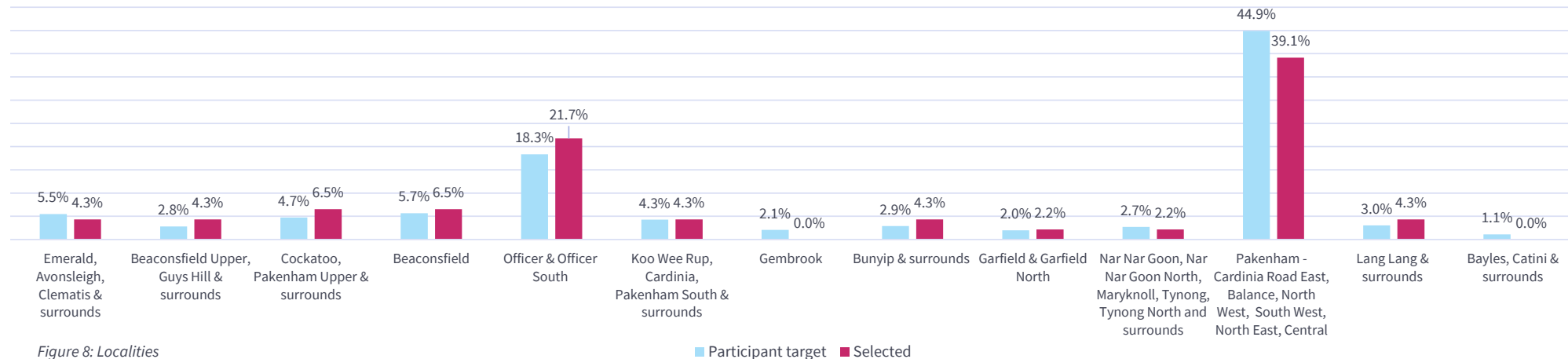


Figure 8: Localities

Panel session overview

Problem statement and outputs

The panel were asked to consider the following problem statement:

Council is committed to meeting the needs of our diverse and growing community. We're facing financial pressures that require careful investment choices. How should Council deliver for the community while continuing to manage our finances responsibly?

In considering the problem statement, the panel were asked to develop specific outputs – these, along with Council's promise, how the panel's outputs would be used are presented below. Council's promise to the panel was aligned with the IAP2 Spectrum for Public Participation.

Table 2: Panel outputs and Council's promise

Panel output	Council's promise
A confirmed Community Vision that continues to articulate the long-term aspirations of the community to 2040, and adopt changes, if needed	Empower: Council's promise is that any changes to the Community Vision will be adopted and will not be changed by Council
Guidance on what Council should focus on over the next four years to achieve the vision	Involve: Council's promise is that the guidance will be strongly considered and reflected where possible in the final strategic documents
Responses to three questions to provide guidance to Council on how to continue to manage Council's finances responsibly	
Responses to three questions to provide guidance to Council on it makes investments in assets	

Panel material and information

Welcome Pack

Panel members were provided with a Welcome Pack before the first session. The pack helped participants to build an understanding of the panel and process. The pack included information about the panel, what to expect as a panel member and what they would work on.

It also included links to relevant plans and strategic documents, a link to a participant portal, and an overview of the sessions. It outlined information about the role of local government and legislated requirements for engagement.

Creating Cardinia panel member page

A private online group on Creating Cardinia had supporting information, background materials and presentations from the panel sessions. It also had a space for Panel members to post questions and interact outside of the sessions.

Presentations

Council officers attended each session to support the panel and to provide information and answer questions. Expert speakers from Council presented information on Council and the Cardinia municipality and the community.

Presentations included the role of local government, challenges and opportunities facing Cardinia, details on Cardinia's population, economy and industry, Cardinia's health and wellbeing and an overview of the Council Plan, Asset Plan and Financial Plan.

The panel process was delivered over four sessions, which took place in-person and online. In-person sessions were held at Council's office in Officer. Outlined below are the details of each panel session including the date, format, agenda and attendance.

Table 3: Session details

	Date / time	Format	Agenda	Attendance
1	Thursday 6 February 6.00pm – 8.30pm	Online via Zoom	<ul style="list-style-type: none"> Mayor's welcome, agenda and housekeeping Presentations: Panel role, promise and task; Community Vision and Council Plan Activity: Introductions and reflections on the Vision Presentations: Council 101; Cardinia challenges and opportunities Break Activity #2: Creating group working agreements Activity #3: Financial Plan poll Wrap up and next steps 	37
2	Saturday 8 February 9.30am – 4.00pm	In-person	<ul style="list-style-type: none"> Welcome, agenda, housekeeping Presentation: Panel agreed ways of working Presentations: Community data; Wellbeing and liveability; Managing land use and development; Cardinia's community priorities Morning tea break Activities: Confirm what, if anything, needs to change in the Vision Lunch Activity: Financial Plan poll Discussion: Making decisions and advice Activities: Update Vision and identify focus areas for the next 4-years Wrap up and next steps 	29

	Date / time	Format	Agenda	Attendance
3	Thursday 13 February 6.00pm – 9.00pm	Online via Zoom	<ul style="list-style-type: none"> Welcome, session purpose and housekeeping Presentations: Update on Confirmed Community Vision and update; Council's finances and challenges Facilitated Q&A Activity: Guidance on continuing to manage Council's finances responsibly Break Activity: Council's focus to achieve the Vision Wrap up and next steps 	29
4	Thursday 27 February 6.00pm – 9.00pm	In-person	<ul style="list-style-type: none"> Welcome, session purpose and housekeeping Presentation: Confirmed Community Vision Presentation: Council's approach to asset management and planning Facilitated Q&A Activity: Guidance on how Council makes investments in assets Break Activity: Council's focus to achieve the Vision Hand panel outputs to Mayor Wrap up and next steps 	31

Panel outputs

Over four panel sessions, the panel developed four primary outputs, including a reviewed Community Vision, community priorities for the next four years to inform the Council Plan and guidance for Council as it develops the Asset Plan and Financial Plan. The following section details the panel outputs.

Community Vision

The Community Vision was developed as a 20-year vision by the Creating Cardinia Community Panel in 2021. As such, the request of the panel was to review the Community Vision and to ensure the vision continues to articulate long-term aspirations of the community to 2040.

The panel undertook the following process of review.

- At session #1, the panel, working in small groups, reflected on the Vision and discussed whether it continues to articulate long-term aspirations of the community to 2040.
- At session #2, the panel was divided into eight groups and asked to discuss “What, if anything, needs to change for the vision to articulate long-term aspirations of the community to 2040?” The groups had to agree on five suggested changes to the Vision.
- These eight groups merged to make four groups. They were invited to share their suggested changes, merging the similarities and discussing differences. Each group reduced their suggested changes to the Vision down to five changes.
- The suggested changes from each group were displayed on the wall, and the panel was asked to vote individually, using dots, on the two suggested changes they would most like to see in the Vision.

- A subgroup of five panel members was formed to review the suggested changes and update the Vision. Before they left the main group to undertake this activity, the panel provided them with advice and what to do if there were suggested changes that conflict.
- The sub-group updated the Vision and then presented the reviewed Vision to the panel.
 - The panel was asked “Do you support this as your confirmed Community Vision statement for Cardinia?”. Their options were: Yes, I support it, I have mixed feelings, but I can live with it and No, I cannot live with it. The aim of the activity was to reach panel consensus or no less than 80% of the panel can support the vision or live with the vision.
 - Through a facilitated process, the sub-group listened to the feedback from members of the panel who said they cannot live with the Vision and made changes.
 - The subgroup shared the updated Vision, and the panel was asked again “Do you support this as your confirmed Community Vision statement for Cardinia?”. At this vote, there were no panel members who could not live with the Vision; there were five panel members who had mixed feelings, but I could live with it. These Panel members shared their concerns, and the subgroup noted feedback and committed to making changes and presenting the final Vision at session #4.
- At session #4, the confirmed Community Vision, (see page 12) was presented to the Mayor.

Please note that since the writing of the Vision in 2021, there were changes to the Recognised Aboriginal Parties in the Cardinia area. Cardinia Shire Council made the panel aware of the change and this has been reflected in the Vision.

Cardinia Community Vision

We acknowledge that we are on the traditional land of the Bunurong and Wurundjeri people. We understand, value and incorporate these contributions, past and present.

We empower everyone to have a voice. We speak with the optimism and insight of our people, the energy of our community members and the wisdom of all those that came before us.

We support all people of Cardinia so that they are strong, resilient, safe, socially connected and physically and mentally well. We do this by strengthening community cohesion through engagement and advocacy.

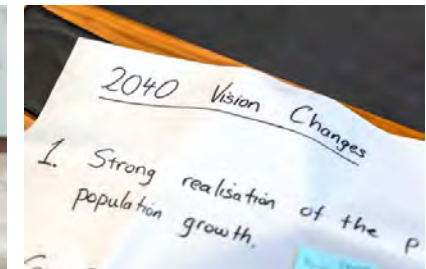
We care for our country. We take preventative and mitigative actions on climate change in our community, environment, and the planet in everything we do.

We are sustainable in the way we live, we work close to home, we grow food and we make valuable contributions to the nation.

We protect our community, farms, industries, landscapes and biodiversity to ensure they are resilient.

We provide fit for purpose infrastructure and services that cater for the growth of the community. Growth will be managed prudently and sustainably so that it enables our progress towards community priorities.

Through advocacy and community engagement, the infrastructure, local community and healthcare services are in place to meet our needs.



Community priorities

To provide guidance in the development of the Council Plan, over three sessions (sessions #2 to #4) the panel considered and responded to the question, “What should Council focus on over the next four years to achieve the vision?”. They were also asked to consider “How will Council will know if they are doing well?”.

The panel took the following process to complete this task:

- At session #2, the group in six small groups brainstorm responses to the questions and record ideas on paper. Note during this activity, the subgroup was concurrently updating the Vision.
- At the next session, Insync provided a summary of the brainstorm (along with the original butcher’s paper) and divided the group into six smaller groups. Each group was asked to review the brainstorm and together agree on five priorities for Council to focus on over the next four years to achieve the Vision, and outline how Council will know it’s doing well.
- At session #4, Insync presented a collated list of priorities grouped under seven key themes. This was presented and tested with the panel to confirm they supported the four-year focus list as an accurate representation of their priorities. The panel was asked to individually review the list of priorities for gaps and add anything missing. This long list of priorities for Council to focus on is presented in Table 4 on the following pages.
- For the final task, the panel were given three dots and asked to vote on the priority themes to indicate what they saw as the main priorities that Council focus on over the next four years to achieve the vision. The result of this activity is presented in Figure 9.

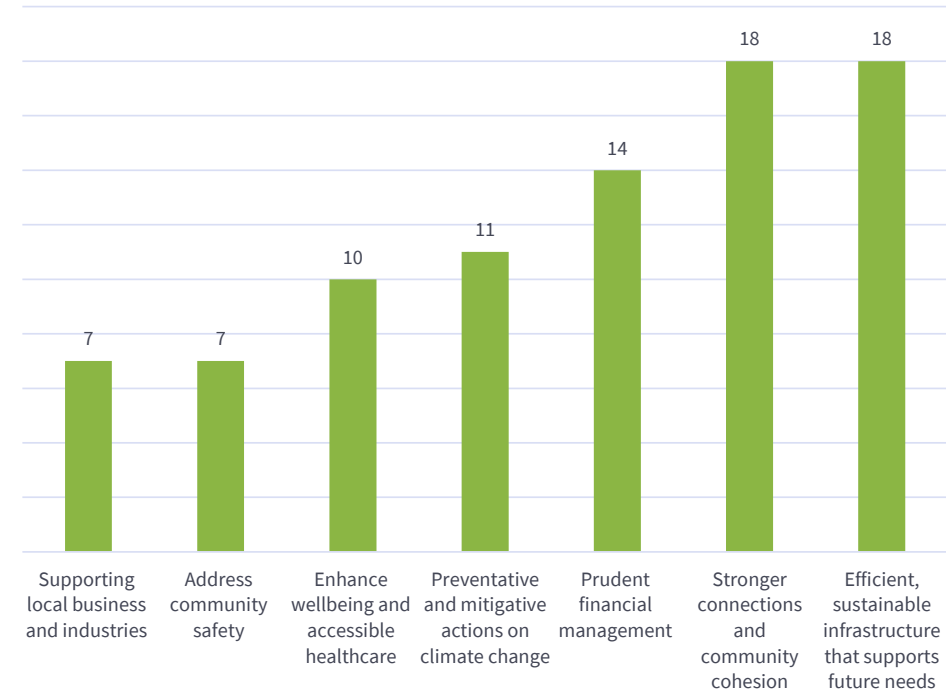


Figure 9: Panel preference of priority themes

Outlined below are the collated list of priorities grouped under the seven key themes. At session #4 the panel was asked to individually review the priorities for gaps and add anything missing. The long list of priorities for Council to focus on are presented below. Note, the gaps are presented as they were written by the panel and may not be in scope to the theme.

Table 4: Council focus areas to achieve the Vision

Efficient, sustainable infrastructure that supports future needs

- Advocate for road planning to be for effective, efficient that reduces road traffic as much as possible
- Sustainable infrastructure; use local contractors and contractors who focus on quality to prevent re-work
- Advocacy on increased bus routes
- More usable green spaces and parks, more indoor public pools
- Infrastructure utilisation strategy - promote what is available and multi-purpose use
- New opportunities with 'green' environmental buildings
- Appropriate development
- Critically evaluated, data driven with future forecast to address evolving needs and demands
- Fit for purpose infrastructure and community assets

Gaps identified at session #4

- Use local contractors so they can be in competition with each other leading to good quality work and more cost effective
- Bus routes with lighting and weather protection
- Community assets that are multi disciplined
- Advocacy by council to other legislated bodies e.g. Vic roads that run through council territory
- Standards for developers to mitigate climate change
- Lifecycle costing should consider environmental costs too incl. toxicity, health impacts, material costs (disposal)
- Promote with welcome packs
- Environmental buildings should have vertical gardens or roof gardens
- Work with the federal government to reduce the amount of unsealed roads
- Engage local aboriginal businesses and community to support environmental and climate adaptation initiatives assess the need based on community feedback/requests

Stronger connections and community cohesion

- Foster stronger connections
 - Community engagement to foster stronger connections, belonging, resilient, strong, safer, etc.
 - Recognising the multicultural nature of the community
 - Build pride in community
 - Energy resilience (supporting each other after an event)
- Communication and events
 - Promoting tourism
 - Identifying areas of what's available for people to do within the shire in terms of tourism/ leisurely time (e.g., advertise, create a webpage – collate services and share them on one URL)
 - Consistently supplying 'connect newsletter' so everyone receives information on what's happening locally
 - Advertising library events in such newsletters and online platform
 - Community engagement by communication portal i.e. improved website
 - Events: mail, outdoor exercise group, farmers market, multi cultural events, food festivals, community gardens
- Welcoming new residents
 - Welcoming new residents to build new communities e.g., Welcome pack
 - Building community - micro-communities and neighbourhoods; leverage strength in existing towns
 - Attraction and connection strategy

Gaps identified at session #4

- Established town centres in Pakenham and Officer
- Have six-monthly meetings of village committees consultative committee voluntary
- Newsletters should be online and available in hard copy
- Promote community engagement and website
- Easier to locate and take part in shared interest groups existing or creating new (e.g. Gardening, book clubs, art etc.)
- Move from retrospective analysis to a prospective approach
- Use this community panel as a monitoring and evaluation group to meet every six months and review council's progress/outcomes
- Consider friends of our volunteer liaison people to welcome new people and link to services and community
- Stronger organisational collaboration to meet community needs

Prudent financial management

- Seek creative income streams/ alternatives
- Consider long term investment schemes and partnerships
- Seek professional consultant services and get advised on the best course of actions for increased income

Gaps identified at session #4

- Invest in rental dash industrial residential
- Add to budget a financial plan
- Introduce monitoring and evaluation strategy across council
- Repurpose facilities which are underutilised, hire out for functions
- Make developers pay a fair share (more) – no PSP's should not be fully funded

Enhance wellbeing and accessible healthcare

- Increase indoor pools, swimming lessons for adults and children, water safety and aquatic therapy
- A primary care facility, not necessarily a hospital but for emergency use
- Increased access to healthcare

Gaps identified at session #4

- Pets care
- Holistic wellbeing
- Holistic and integrative healthcare
- Advocacy to commonwealth
- Learning from Aboriginal health
- Strong links to local hospitals

Preventative and mitigative actions on climate change

- Energy resilience / Clean energy, solar or wind / Solar street lights and community buildings
- Create green spaces / green up Cardinia
- Preventative bushfire for Council spaces
- Council goats to eat grass
- Research initiatives with universities to innovate (multi-year health study based on environmental health)
- Sustainable/safe buildings
- Using green energy providers
- Minimising waste to landfill / effective waste management
- Energy resilience (ensuring a business has a reliable, regular supply of energy and contingency measures in place in the event of a power failure)
- Reduce Co2 footprint e.g., reducing emissions of the community and carbon footprint of Council
- Education
 - How to grow plants and trees (gardening) in the current climate (fire resistant trees and how to maintain plants)
 - On being environmentally sustainable
- Carbon footprint reduction initiative
 - Link the hills and agriculture communities with the population growth
 - Use population growth (housing estates) to innovate with environmental standards
 - Solar lighting
 - Create green spaces in which companies and universities research and innovate within

Gaps identified at session #4

- Energy resilience - include power outage prevention and mitigation
- Make government targets for carbon footprint reduction initiative
- Reduce heat island effect in housing estates with tree planting
- Water capture and use for council assets
- Local indigenous plants
- Fire retardant plants minimise grass
- Engage local Aboriginal business to inform and implement environmental and climate mitigation activities
- All new houses to have garden bed for basic veg starter kit (less concrete)

Address community safety

- Focus on safety in all aspects / address the rapidly increasing crime rate

Gaps identified at session #4

- CCTV for community spaces offer financial aid to families who otherwise could not afford it vouchers for kids to play sport
- Climate change safety example fire flood heat
- Spread community use buildings across whole shire to minimise traffic and person congestion
- Safety concerns in Main Street
- Change address to solve or reduce

Supporting local business and industries

- Agriculture - innovation and support for local farming
- Support tourism
- Support diversity of produce (multicultural)
- Invest in local food production (potential shire owned farm for training and employment)
- Support for transition to regenerative farming (supports climate mitigation)

Gaps identified at session #4

- Publicity campaign for tourism
- Encourage tourism
- Enticing innovation example universities tapes research facilities attract more businesses
- Create a local business council to advise Cardinia council shire could run a farmers market local food networks to help distribute direct from farmers when logistics fail or crisis hits
- Establish Aboriginal business network and promote



Guidance on managing Councils finance's responsibly

Panel members were asked the following question five times: “If you had to choose between Council increasing rates above the legislated rate cap to maintain services or cuts in Council services to save money, what would you choose?”.

Asking the same questions multiple times tested if there was a shift in preference over time, as panel members became more informed on the financial challenges Council is facing. This question is also included in Council’s Satisfaction Survey.

In session #3, the panel was provided with information about how Council manages its finances and were asked to discuss two additional questions: “Should Council ask the users of Council facilities to pay more to cover the cost of those facilities?”, and “Should Council pursue revenue through commercial choices and investments?”.

Rate rises or cuts in service

The panel’s response to choose between Council increasing rates above the legislated rate cap to maintain services or cuts in Council services to save money are presented in Figure 10. Note, there was a change in participants numbers each time this question was asked the number of respondents vary. It is not possible to determine whether certain panel member changed their views or if there were different people and different views presented.

Over the five times this question was asked ‘Don’t know/can’t say’ was the most frequent response (average 31%) this was followed by ‘Probably prefer service cuts’ (30%), and ‘Probably prefer rate rises’ (28%). The ‘Definitely prefer’ categories were least frequently chosen.

Overall preference for service cuts or rate rises was close, with rate rises preferred by 34% of the Panel and service cuts were preferred by 35%

At session #2 and #3, the panel was invited to comment on why they chose their response, comments are grouped under each option and are summarised on the following page.

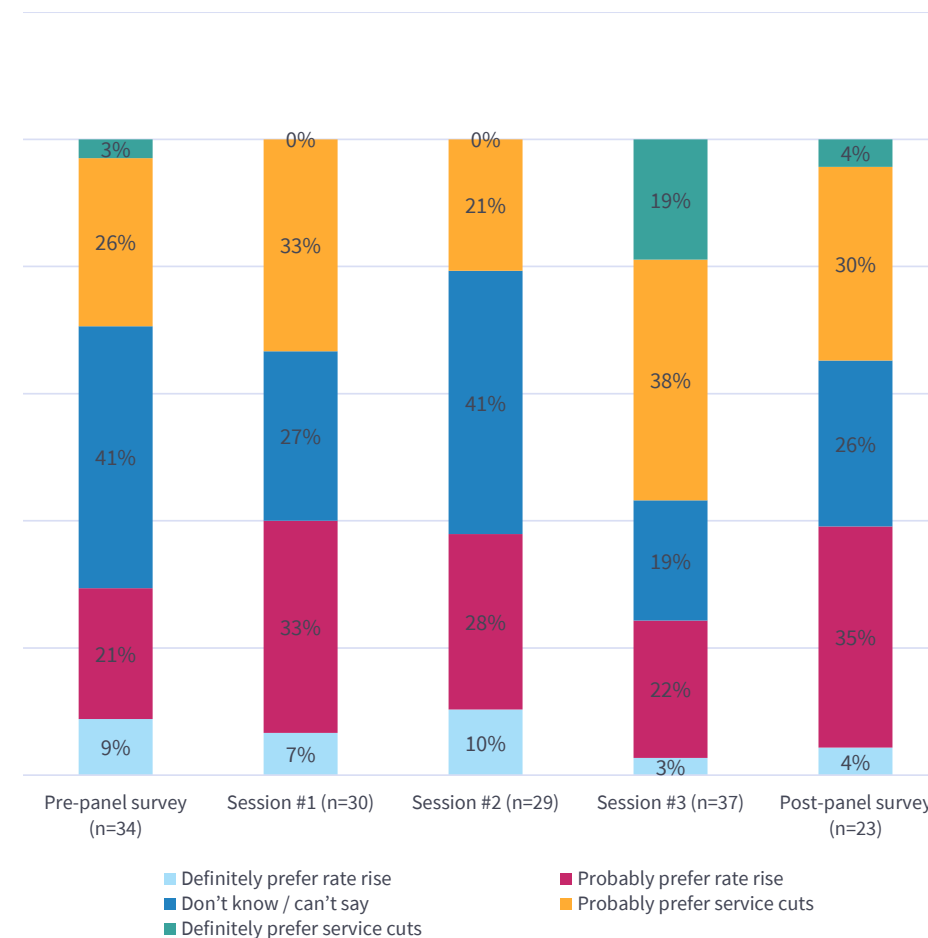


Figure 10: Panel preference of rate rises or service cuts

Definitely prefer rate rise
Panel members who chose this option generally highlighted that a small increase would be acceptable to most people. They also acknowledged that Council does not have enough money, and that a rate rise would prevent Council from having to cut service cuts.
Probably prefer rate rise
Panel members who chose this option questioned how much the rate rise would be. They also noted that they would made this choice because they were uncertain or concerned about what service cuts would be made, and the impact of these cuts if they made that choice.
Some of the panel suggested that they would agree to this option if all other options for service cuts or other savings had been considered. They also suggested that the impact of reduced services may already be visible and were concerned about the impact of further reductions, and that a plan is needed to balance service delivery and community needs.
Don't know / can't say
Panel members who chose this option said they needed more information before they decide, such as what services would be cut or how much rates would rise – noting that some people thought rates were already high. They also questioned if there were other options that could be considered rather than rate rises of service cuts.
Probably prefer service cuts
Panel members who preferred service cuts suggested that underutilised services (or portions of) could be cut, but noted the approach to cuts should be mindful of affecting those who need the services the most.
Many wanted to ensure costs were streamlined before cutting services and suggested outsourcing services to other organisations, user pay options, management plans for community infrastructure, and looking at other councils to see if Cardinia was comparable in delivering services.
Definitely prefer service cuts
Panel members who definitely preferred service cuts still wanted to ensure that all efficiencies were made before cutting services and suggested the alternative sources of revenue, as an alternative.
It was noted that certain services like sport clubs may have budgets to be more self sufficient.

The overall results of this question and commentary show an ongoing level of uncertainty amongst the panel on the choices presented, with most participants staying in the ‘Don’t know / can’t say’ option and wanting to understand more before committing further.

When discussing this question, the panel often noted concern for other people who might be impacted by their choices. They encouraged all costs to be closely considered and managed, and suggested other sources of revenue as alternatives to the choice of rate cuts or service cuts.



Should user fees be higher to cover facility costs

In session #3, the panel was asked to discuss the following question in small groups: “Should Council ask the users of Council facilities to pay more to cover the cost of those facilities?”. The responses to this question are summarised below.

Opposition for increased fees
<p>Many of the panel noted opposition to increased fees for users, citing that Council already asks users to pay more and increasing costs may discourage usage and impact the sense of community or have impact on vulnerable groups.</p> <p>It was suggested that parks and public spaces should be managed within the existing budget, and that some facilities and community services, such as neighbourhood houses, should have access to funding from other levels of government, not just Council.</p> <p>Concerns about inconsistencies in charges for different facilities, suggesting that some may not be providing value for money.</p>
Support and alternative approaches to user pays
<p>Of the few panel members who supported user-pay increases suggested tiered pricing and concessions to ensure affordability, offering premium services at an additional cost for those willing to pay, and broadening the types of user-paid services to generate revenue.</p> <p>Many panel members suggested alternative approaches to user pay increases, including establishing voluntary committees to run facilities, with some suggesting privatisation to help offset costs. They suggested improving online booking systems to reduce Council’s administrative burden</p> <p>They also suggested increased promotion to attract more managed and collecting data on facility use to allocate funding more effectively.</p>
Additional considerations
<p>More clarity was sought on which facilities and costs are being discussed, and noted that essential services should be prioritised, and long-term solutions should be considered. The panel wanted to ensure Council would be transparent in pricing and decision-making regarding facility fees.</p>

Pursuing revenue through commercial choices and investments

The panel as asked to discuss the following question in small groups: “Should Council pursue revenue through commercial choices and investments?” Responses are summarised below.

Strong support for revenue generation
<p>Many expressed strong support for revenue generation through commercial and investment choices, noting the potential for joint ventures, partnerships, and innovative approaches to investment.</p>
Potential revenue opportunities
<p>Panel members suggested potential revenue opportunities, including:</p> <ul style="list-style-type: none"> • Council leverage existing assets like warehouse properties for growth and development • property development and investments, such as land purchase, commercial property investments and private-public partnerships in development • tourism development e.g., historical sites, nature/wildlife experiences, and seasonal events • sustainable and circular economy investments e.g., renewable energy projects, selling carbon credits, green cities • research spaces to attract investment from businesses and universities • commercial farming to support local food production and employment • shopping centres to attract professionals to the area • improved marketing and promotion of council-owned facilities to increase utilisation • tiered paid parking near shopping centres • heavy vehicle charges • offering loans for future developments if growth is guaranteed • strengthening local law enforcement for commercial compliance.
Additional considerations
<p>It was suggested that commercial investments are aligned with community needs and the Community Vision. It was highlighted that any legal risks in Council investments would be carefully managed and that transparency and ethical governance are critical for trust in decision-making. Decisions should be sustainable and long-term, and not just about immediate financial gain.</p> <p>Consideration to the environmental for land development projects was highlighted as important.</p>

Guidance on how Council makes investments in assets

At session #4 the panel was presented with information on how Council's manages its assets and asked to respond to three questions:

1. "How should Council invest in assets over the next 10-years to achieve the Community Vision?"
2. "How can we ensure Councils decisions are fair and balanced across different community needs?"
3. "What should Council's approach be if there are assets that are underutilised, have excessive ongoing costs, or are over the Agreed Level of Service?"

The panel discussed the questions in small groups – the responses are summarised below.

How should Council invest in assets over the next 10-years to achieve the Community Vision?

Many of the panel suggested using AI and other technological advances for data analysis to improve planning decisions. While it was highlighted that community engagement was important, they also noted that data would aid in defining community needs over wants.

The panel proposed services and activities for community wellbeing, such as healthcare services, creative arts and sporting events and youth focused activities

It was frequently noted climate mitigation and sustainability as key factors in achieving the Vision. It was suggested that new assets must meet high sustainability standards to reduce long-term costs. The panel also listed many sustainability measures such as: renewable energy, solar street lighting and LED lighting, water-saving initiatives, fire-retardant native plant landscaping, reducing Council-maintained lawns and ensuring environmental responsibility in road and infrastructure management.

The panel made connections between environmental sustainability factors and financial sustainability

How can we ensure Councils decisions are fair and balanced across different community needs?

The panel frequently suggested engagement and two-way communication with Council and Council staff, engaging with the people who use assets or need services. They included examples of engagement such as voting or referendums, advisory groups and consultative committees to do ongoing work with Council.

Promotion and communication of engagement was frequently highlighted as important. Methods such as an improved website, social media, radio, newsletters and local newspapers, and live streaming of Council meetings was mentioned. There was a suggestion to have increased reporting to community, such as through progress reports.

The panel suggested improved transparency in decision making processes and proposed a standardised set a criteria for needs assessment, informed by data and community needs.

Risk assessment and climate mitigation should be strongly considered in decision making.

What should council's approach be if there are assets that are underutilized, have excessive ongoing costs, or are over the agreed level of service?

Many of the panel suggested ways to increase the use of facilities, through advertising, cost incentivisation and changing the function to create multi-use facilities. The panel also noted that it is important to assess the viability and need of facilities, cost efficacy, and the possibility of increasing user fees.

It was suggested that having voluntary committees of management could help to reduce the running costs of facilities, or volunteers to help with maintenance.

Though some of the panel suggested selling assets, leasing or privatisation, others wanted to ensure that Council assets would not be sold or demolished.

Panel evaluation

Before the start, and at the close of the panel, participants were asked to reflect on their own expectations and experience as a panel member, as well as their trust and confidence in Council, community participation in government decision making, and knowledge of Council planning processes. A total of 34 participants completed the pre-session survey, and 23 completed the post-panel survey. A comparison of pre and post panel survey responses follows.

Trust and confidence in Council

Two questions were asked to test for change in trust and confidence in Council. There was an increase in confidence that Council would honour the outcomes of this process (+12%), and a slight decrease (-3%) in trust that Council supports community involvement in decision making. The results are in figures 11 and 12.

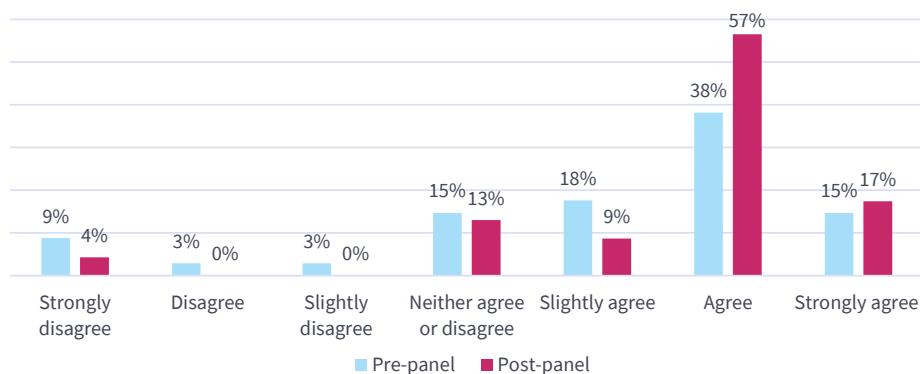


Figure 11: Confidence that Council will honour the outcomes of this process

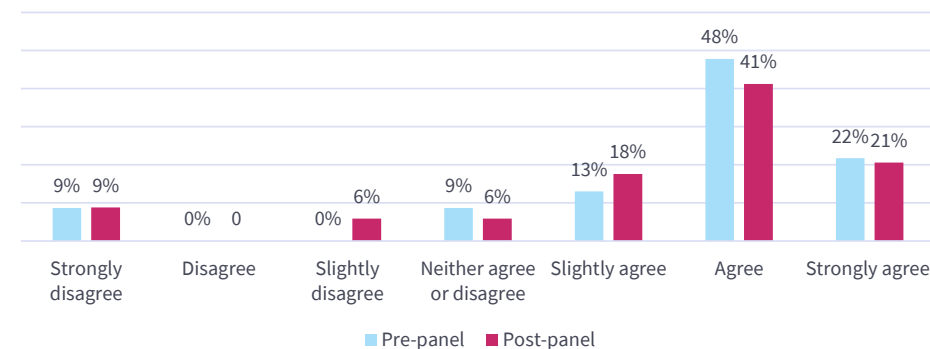


Figure 12: Trust that Council actively supports community involvement in decision making

Understanding and perception

Panel members' understanding of Council's economic environment, and what Council controls and influences both increased (+25% and 17% respectively) as shown in figures 13 and 14.

The panel's understanding of the broader challenges/issues impacting planning in Cardinia fell (-28%), whilst their positive perception of Council regarding the long-term planning of the municipality rose (+25%). See the results in figures 15 and 16).

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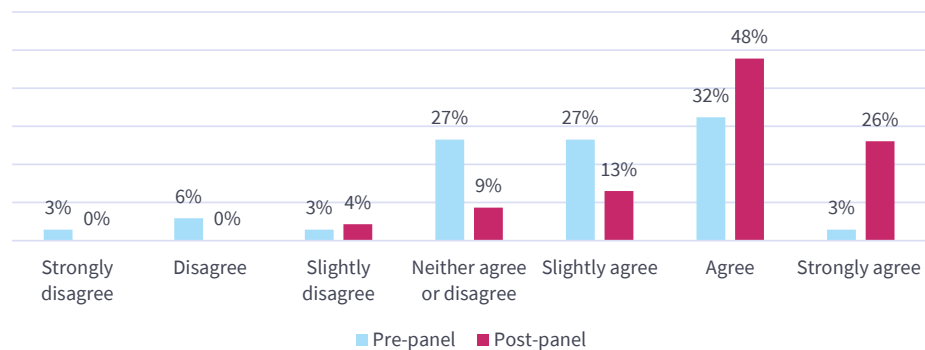


Figure 13: Panel understanding of the economic environment Council is operating within

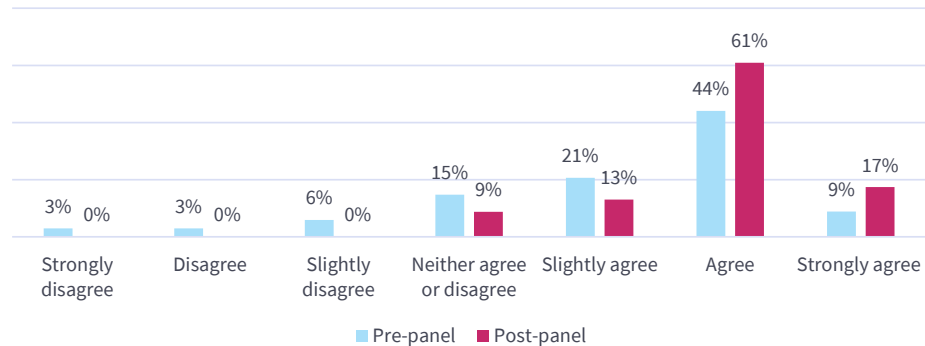


Figure 14: Panel understanding of what decisions are within Council control and influence

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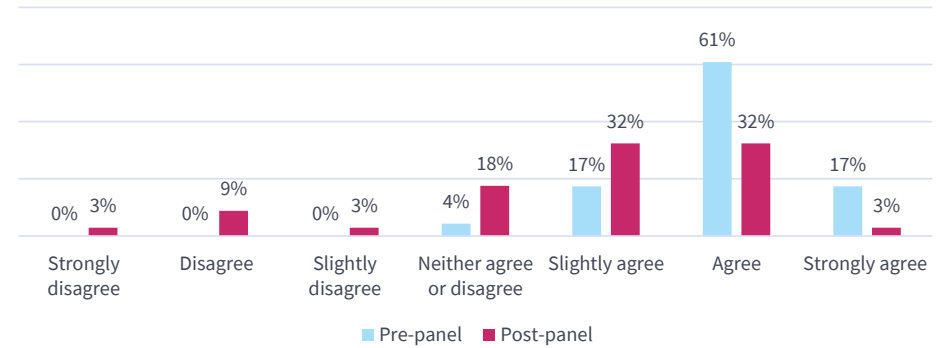


Figure 15: Panel understanding of broader challenges/issues impacting planning in Cardinia

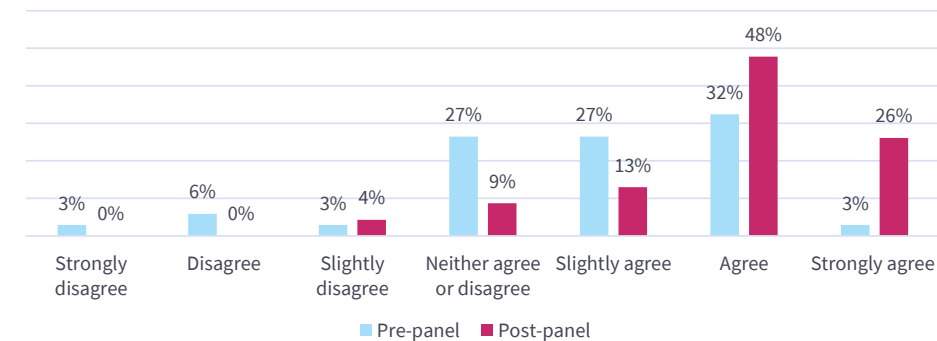


Figure 16: Panel perception of Council regarding the long-term planning of the municipality

Personal knowledge, confidence in engaging, and working together

Panel members provided a self-assessment of their own knowledge and skills. Following the close of the panel, they were less confident in engaging in civic decision making (-10%) and in having the skills and knowledge to contribute to decision-making (-6%). Between the pre and post session survey, the panel's confidence grew; their confidence in the panel's ability to work together (+8%).

It is not uncommon for panel members to have a drop in confidence following a panel process, once they have been exposed to the complexity of factors to consider in decision making. Panel members also suggested that they could have used more time in the session to build their understanding.

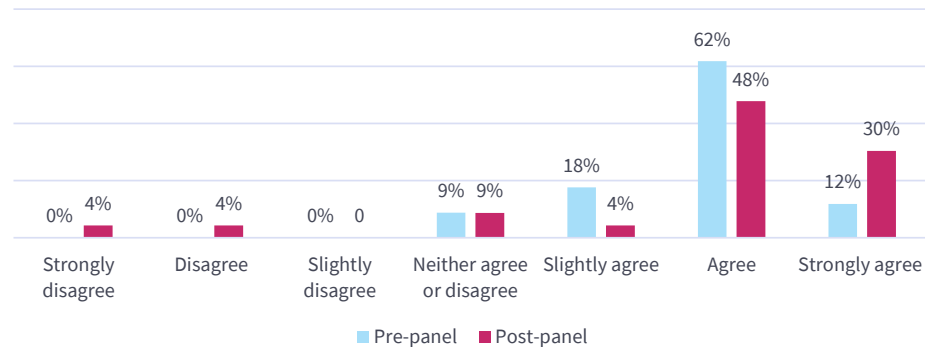


Figure 17: Panel's confidence in engaging in civic decision-making processes

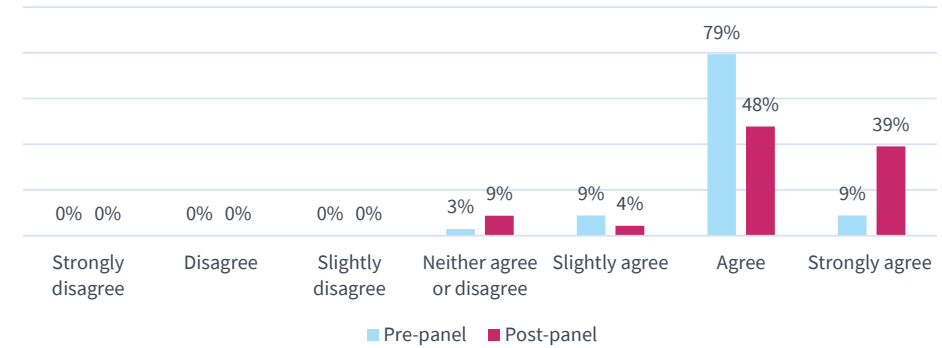


Figure 18: Panel feeling they have the skills and knowledge to contribute to decision-making processes

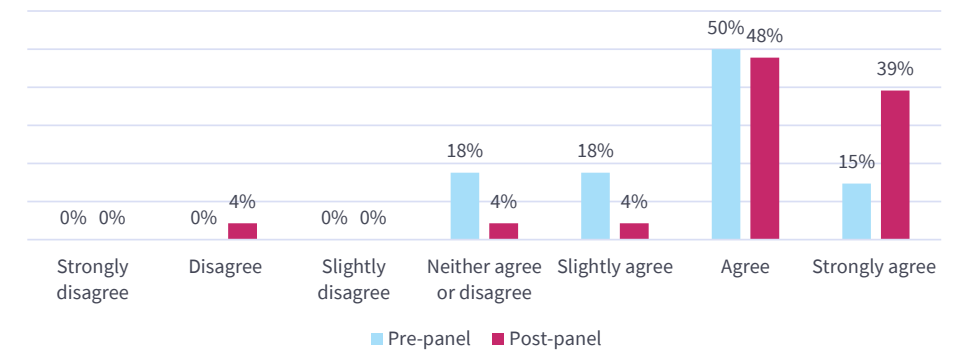


Figure 19: Panel confidence in working together through the process

The pre and post session survey asked additional questions such as hopes and expectations. These comments are summarised below. It also included reflection on the recruitment process and session evaluation – these results have been shared with Council.

What do you hope to gain/what did you gain?

In the pre-session survey the panel was asked, “What do you hope to gain through your participation in the Future Cardinia Community Panel?”. Most respondents wanted to gain a better understanding of Council operations, decision-making, and planning. They wanted clarity on how policies are developed, how community input is considered, and the Council’s role in shaping the local environment. Others hoped to actively contribute by having their voices heard and advocating for community needs.

The panel wanted to improve quality of life, address key issues, and ensure decisions reflect diverse perspectives. There was also a strong focus on better engagement and connection. The panel sought a more inclusive and transparent Council, stronger community ties, and meaningful involvement in shaping Cardinia’s future.

Expectations of the panel

In the pre-session survey the panel was asked, “What are your expectations of the Future Cardinia Community Panel?”. They responded that they expected the panel to provide a platform for discussion, collaboration, and meaningful input. Many hoped their voices would be heard, their concerns considered, and their contributions would influence Council decisions.

The panel valued respectful and constructive discussions where diverse perspectives were included. Some wanted clear information and fair opportunities to speak. While a few were sceptical about the panel’s impact, most remained optimistic about gaining insights, engaging with the community, and shaping Cardinia’s future.

Resistance to engagement

Panel members were asked, “What might stop you from getting involved in Council decision making processes?”. They noted barriers including time constraints, family commitments, and personal challenges such as ill health, discouraged participation. Respondents expressed concerns about lengthy meetings, technical challenges and unproductive discussions.

Some felt a lack of knowledge about Council processes would limit their ability to contribute effectively, while others worried that council-driven agendas or a lack of transparency would make their input feel meaningless. However, many remained committed as long as their voices were heard and led to real community benefits.

What are you most proud of

In the post-session survey, the panel was asked “What are you most proud of through your participation in the community panel?”. Respondents were proud of their contributions, collaboration, and ensuring all voices were heard. They valued advocating for sustainability, shaping the community vision, and gaining new insights.

The sense of teamwork, meaningful discussions, and collective problem-solving left them feeling accomplished and hopeful for the future. Many noted the respectful discussions, and the connections formed with a diverse range of community members.

Challenges in participation

In the post-session survey, the panel was asked, “What did you find most challenging about your participation in the community panel?”. The main challenges participants faced included managing differing perspectives, with strong personalities sometimes dominating discussions and making it difficult for others to contribute. Panel members noted that some participants focused on minor details instead of broader issues.

Time constraints were another issue, as respondents felt rushed and unable to fully engage with the material in depth on a wide variety of topics. Technical issues, such as navigating the online portal and managing virtual tasks, were also noted as challenges.

Some panel members also suggested that there was an overemphasis on providing information, over listening to participants.

What advice would you give to a friend who was thinking of participating in a panel like this?

Post-session the panel was asked, “What advice would you give to a friend who was thinking of participating in a panel like this?”. Key themes from the responses emphasise being proactive, prepared, and open-minded. Many of the respondents recommended listening to others, gaining knowledge about the Council’s role, and respecting different opinions.

Several encouraged stepping out of your comfort zone, engaging with diverse perspectives, and being willing to speak up in discussions.

Overall, most respondents strongly recommended getting involved, with several noting that the activity would provide valuable learning experiences and opportunities to help the community.

Other comments

Panel members were asked if they had any other comments to provide. Many noted that they enjoyed the panel and the opportunity to meet new people. Overall, they thought that the sessions were well facilitated, though some suggested speaking more slowly and ensuring simple language to improve understanding of complex information.

Participants also noted that some activities could have been broken into smaller groups, to allow quieter participants to be heard. They also wanted an opportunity to discuss issues with Council that fell outside of the scope of questions asked.



Thank you



Success. Mapped.

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Cardinia Shire Council



Engagement summary report

Feedback to check in on draft strategic objectives of the Council Plan 2025-29

May 2025

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Executive summary

In February 2025, a representative community panel worked together and reviewed the Community Vision 2040. This process included four deliberative engagement sessions where the panel also identified priority areas for the future to inform how Council can respond to its growth in a financially sustainable way.

These priority areas have helped shape the draft strategic objectives which were tested with the broader community between 27 April and 11 May 2025 and will assist Council as they set the direction of the next Council Plan 2025-2029 and inform the long term financial, asset and liveability plans.

This summary provides the results of community feedback received via an online survey, in person meetings and engagement pop ups held across the shire.

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Community Consultation

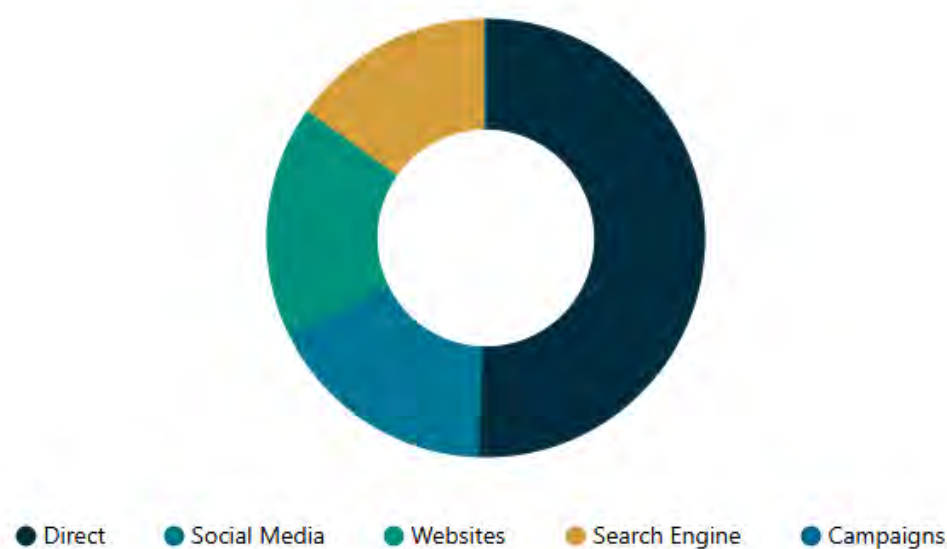
Objectives and purpose

To check in with the broader community on the draft strategic objectives of the draft Council Plan as informed by the community panel.

Engagement promotion

- Social media posts and video linked to Creating Cardinia site
- Media releases linked to Creating Cardinia site and shared with local community e-news
- Adverts in local press linked to Creating Cardinia site
- QR code posters/postcards distributed to 1,000 residents with Customer Satisfaction Survey
- Cardinia Business e-news.
- Promotional video targeting young people and linked to Creating Cardinia site and youth services social media
- Direct emails residents and community groups/associations and via Connect + linked to Creating Cardinia site.

Online referrals to Creating Cardinia



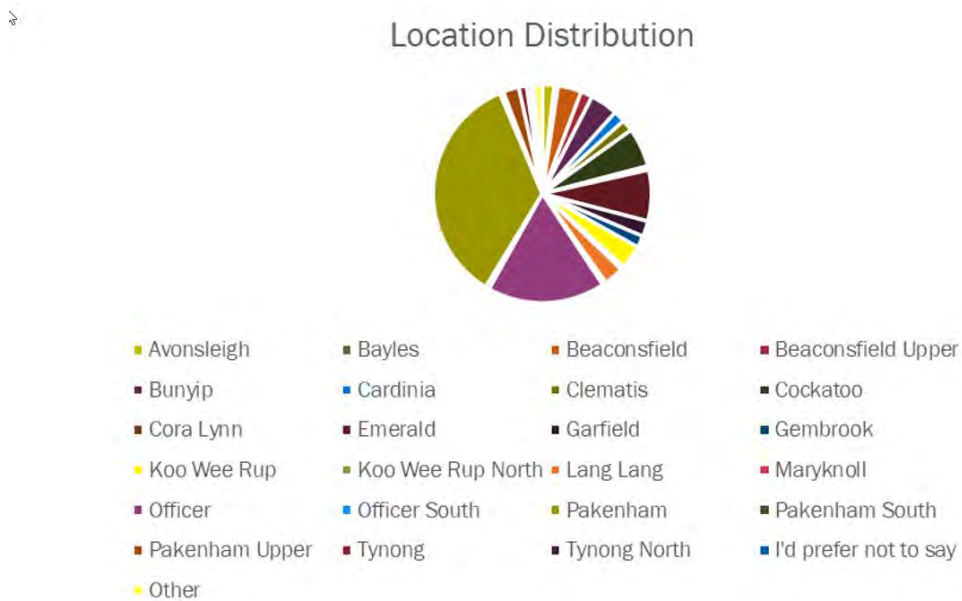
Engagement activities

- Community engagement pop ups at x5 markets (Bunyip, Emerald, Cockatoo, Officer, Pakenham).
- Beaconsfield and Pakenham train stations.
- Pakenham and Emerald libraries.
- Sports centre, parks and reserves (Pakenham, Emerald, Officer, Koo Wee Rup and Upper Beaconsfield).
- Meetings with council Access and Inclusion and Multicultural Advisory groups and the Women and Girls' Sports Participation Network.

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- Online survey via Creating Cardinia with promotional videos targeting families and young people.

Who we heard from

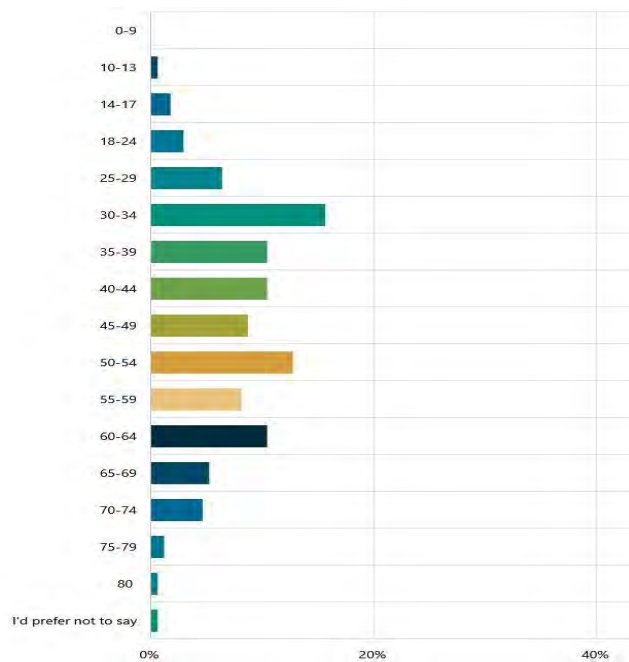


Suburb/Locality	
Avonsleigh	1.74%
Bayles	0.58%
Beaconsfield	3.49%
Beaconsfield Upper	1.74%
Bunyip	4.07%
Cardinia	1.74%
Clematis	1.74%
Cockatoo	5.81%
Cora Lynn	0.58%
Emerald	7.56%
Garfield	2.33%
Gembrook	1.74%
Koo Wee Rup	3.49%
Koo Wee Rup North	0.58%
Lang Lang	2.91%
Maryknoll	0.58%
Officer	17.44%
Officer South	0.58%
Pakenham	34.88%

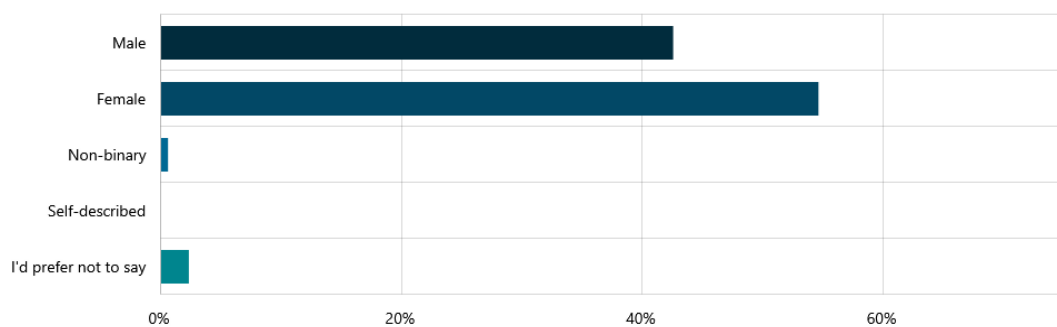
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Pakenham South	0.58%
Pakenham Upper	2.33%
Tynong	1.16%
Tynong North	0.58%
I'd prefer not to say	0.58%
Other	1.16%

Age Groups



Gender



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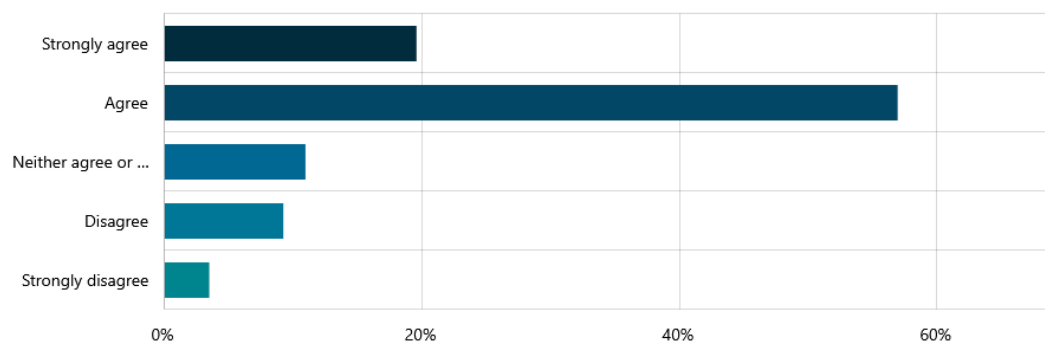
Survey data

Respondents were asked to tell us to what level they agreed or disagreed with how well the draft Strategic objective responded to the Community Panel priorities. The following themes were identified in the reasons for their selection.

Thriving Communities - We deliver inclusive programs and facilities that enhance engagement, well-being and resilience

Community panel priorities:

- Stronger connections and community cohesion
- Enhance wellbeing and access to healthcare
- Address community safety



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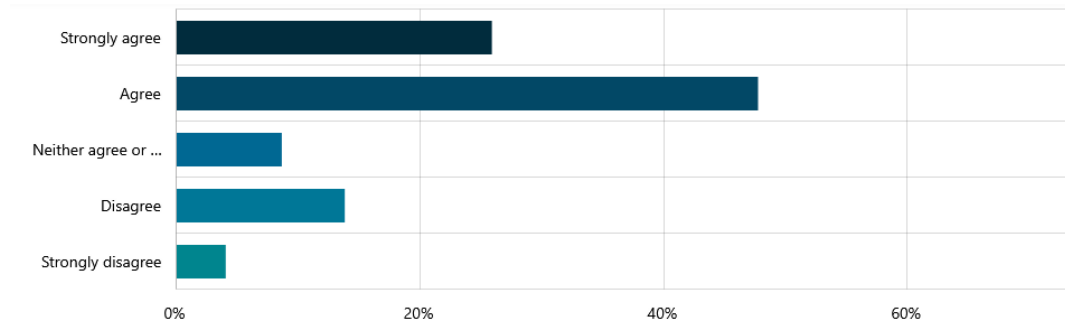
Answer Choices	Percent
Strongly agree	19.54%
Agree	56.90%
Neither agree or disagree	10.92%
Disagree	9.20%
Strongly disagree	3.45%
Total	100.00%

Themes

- Respondents frequently highlighted community safety as an issue
- Respondents noted the importance of social connection and inclusion
- Respondents shared a desire for more access to facilities and spaces

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Vibrant Places



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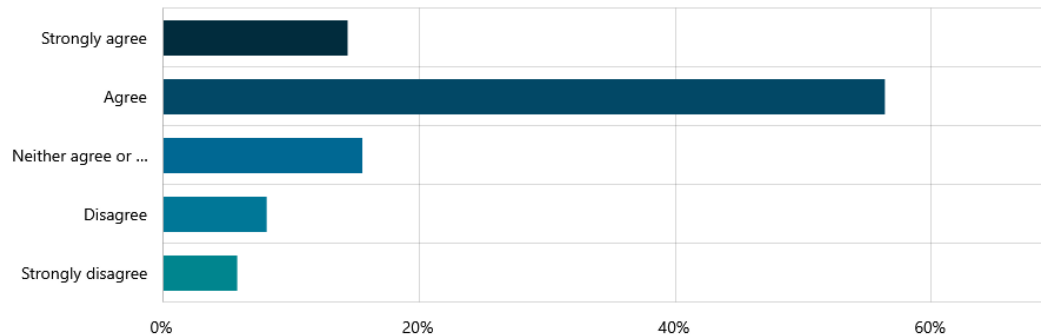
Answer Choices	Percent
Strongly agree	25.86%
Agree	47.70%
Neither agree or disagree	8.62%
Disagree	13.79%
Strongly disagree	4.02%
Total	100.00%

Themes

- Respondents frequently raised the following:
 - Poorly planned infrastructure and town planning issues
 - Challenges with public transport and traffic
 - A desire for updated / renewed youth facilities

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Adaptive Environments



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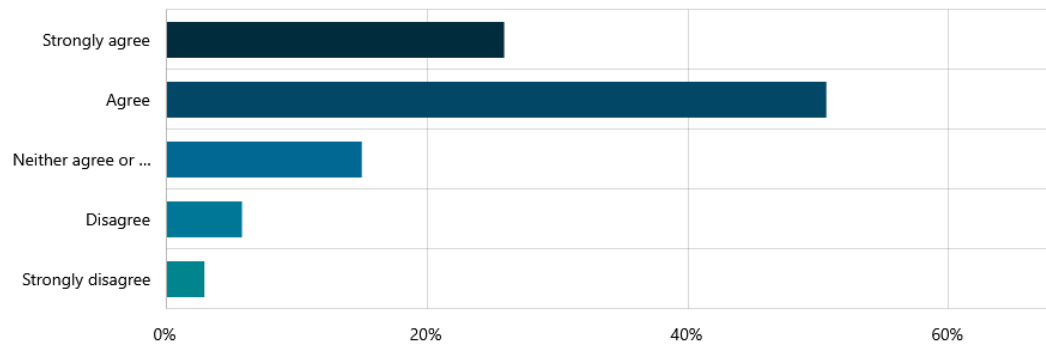
Answer Choices	Percent
Strongly agree	14.37%
Agree	56.32%
Neither agree or disagree	15.52%
Disagree	8.05%
Strongly disagree	5.75%
Total	100.00%

Themes

- Feedback from the community focuses on concerns about environmental degradation, overdevelopment and climate change
- There were also comments about skepticism towards climate change and/or cynicism towards Council's climate change related actions

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Prosperous Economies



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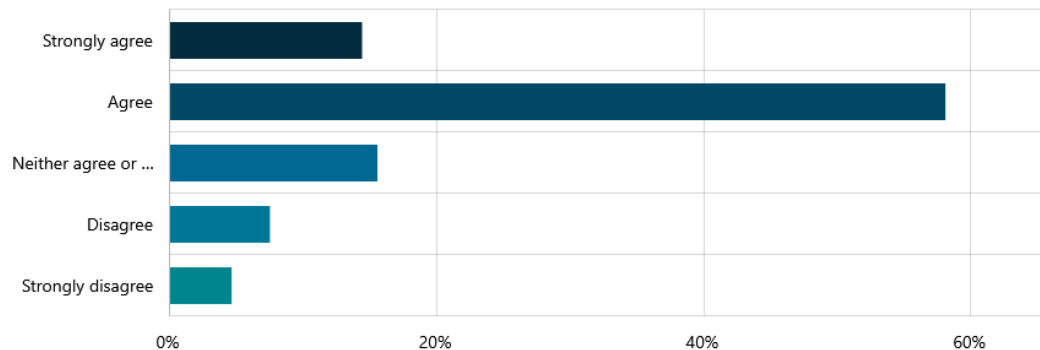
Answer Choices	Percent
Strongly agree	25.86%
Agree	50.57%
Neither agree or disagree	14.94%
Disagree	5.75%
Strongly disagree	2.87%
Total	100.00%

Themes

- Many comments highlighted retail and commercial investment, local employment and local business
- There were some comments about barriers that local business face

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Responsible leaders



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Answer Choices	Percent
Strongly agree	14.37%
Agree	58.05%
Neither agree or disagree	15.52%
Disagree	7.47%
Strongly disagree	4.60%
Total	100.00%

Themes

- Many respondents suggested greater transparency in Council operations, often financial
- There were some comments that perceived an unequal distribution of resources between regional and metro areas

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Decision making

The engagement results from check in with the community on the draft strategic objectives informs Council's process of consideration the draft Council Plan in May/June 2025 prior to public exhibition of the draft Council Plan 2025 -29.

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Appendices

Appendix 1 - Consultation survey and activities

Tell us what level you agree or disagree with the following statement

'The community's priorities are reflected in the strategic objectives'.

Draft Strategic Objective - Thriving Communities Required

We deliver inclusive programs and facilities that enhance engagement, wellbeing and resilience. The community panel's priorities relating to this objective are: 1. Stronger connections and community cohesion 2. Enhance wellbeing and access to healthcare 3. Address community safety (These priorities are numbered for identification purposes only)

Why did you choose that answer?

Type your answer here...

Draft Strategic Objective - Vibrant Places Required

We celebrate our well-designed towns and infrastructure that strengthens belonging and connections. The community panel's priority relating to this objective is: 1. Efficient, sustainable infrastructure that support future needs

Why did you choose that answer?

Type your answer here...

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Draft Strategic Objective - Adaptive Environments Required

We care for our natural environment and support recovery from challenges. The community panel's priority relating to this objective is: 1. Preventative and mitigative action on climate change

Why did you choose that answer?

Type your answer here...

Draft Strategic Objective - Prosperous economies Required

We encourage urban and rural business and local employment to grow. The community panel's priority relating to this objective is: 1. Support local businesses and industries

Why did you choose that answer?

Type your answer here...

Draft Strategic Objective - Responsible leaders Required

We demonstrate responsible leadership and financial stewardship. The community panel's priority relating to this objective is: 1. Prudent financial management

Why did you choose that answer?

Type your answer here...

Are these the right strategic objectives for the next 4 years?

Type your answer here...

What are your ideas for how Council should achieve the Objectives?

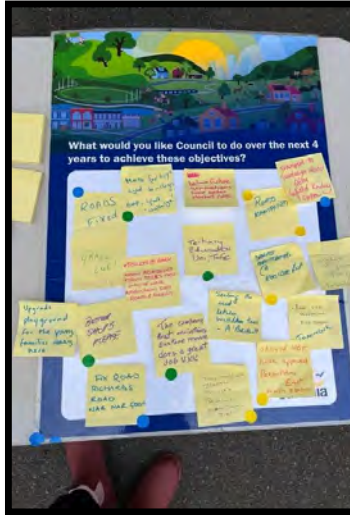
Type your answer here...

Is there anything missing? Is there anything else relevant you would like to share?

Type your answer here...

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Consultation activities

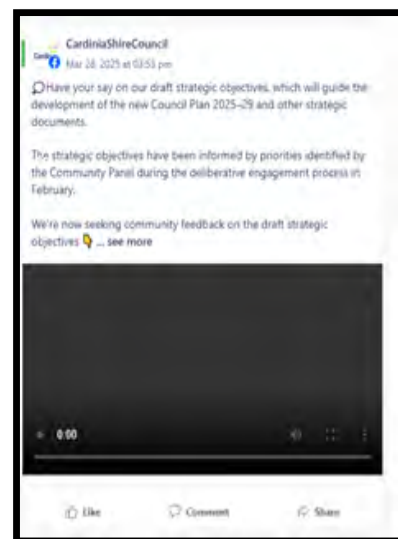


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Print collateral



Social media posts



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7.3.2 DRAFT LIVEABILITY PLAN REVIEW

Responsible GM:	Debbie Tyson
Author:	Gemma Paton, Team Leader Healthy Communities
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. 5.1.5 Champion the collective values of the community through the Councillors' governance of the shire.

Recommendation

That Council:

1. Supports the changes recommended to the Liveability Plan 2017-2029 as described in Table 2 of the report.
2. Supports the draft Liveability Plan 2025 (Attachment 1) being exhibited for community and stakeholder feedback through July/August alongside the Draft Council Plan 2025-29.
3. Supports the Engagement Summary (Attachment 2) being exhibited as a supporting document for the stakeholder and community engagement on the draft Liveability Plan.
4. Notes a report will be prepared in late 2025 providing recommendations for a refined governance structure for the delivery of the Plan and a Draft Action Agenda for 2025-26.

Executive Summary

Cardinia Shire's Liveability Plan 2017-2029 (the Plan) has been reviewed to fulfil councils' legislative obligations under the *Public Health and Wellbeing Act 2008*. Review is mandated every 4 years, aligning to a new Councillor term.

This report summarises the findings from the initial community engagement (Attachment 2) and Gender Impact Assessment and aims to provide strategic rationale for the recommended changes (Table 2 below) to the Plan.

Following endorsement from Council, it's intended that the draft reviewed Plan will be exhibited for community and stakeholder feedback through July/August alongside the Draft Council Plan 2025-29.

Background

Cardinia Shire's Liveability Plan 2017-29 is the municipal public health and wellbeing plan (MPHWP) required by all local governments under the *Victorian Public Health and Wellbeing Act 2008*. The aim of the Plan is to achieve maximum levels of health and wellbeing through identifying and assessing public health issues and risks in the community and outlining strategies to minimise or prevent them.

The Plan provides an evidence-base for improving the priority health and social risk factors which produce the greatest health-burden locally. This includes by addressing the several

liveability domains known to affect these outcomes, and by focusing efforts with priority community groups known to have the greatest health, economic and social disparities.

The Plan sits alongside other governing documents within Councils integrated planning framework (Figure 1) and guides Council's decision-making with regards to health and wellbeing implications and opportunities. Each financial year, an implementation plan (Action Agenda), is developed by Council in collaboration with key partners such as government departments and local agencies funded to deliver public health strategies. This Action Agenda identifies opportunities for health and wellbeing impacts to be achieved through Council's existing operational strategies, cross-sector partnerships and service attraction, grant funding and advocacy.



Figure 1. Relationship of the Liveability Plan 2017–29 to the Community Vision and Council Plan

A requirement of the *Act 2008* is that Council coordinate the review and evaluation of the MPHWP within 12 months after the general election of the council (section 26(1)). In 2017, Council adopted a 12-year plan, with a four-year review cycle; an approach endorsed by the Department of Health.

This review was undertaken between November 2024 and May 2025, and aimed to:

- Update the Plan's evidence base and data to highlight the health status of residents, emerging health, social and liveability challenges, and opportunities to address them,
- Reflect changes to legislation relating to or affecting, public health planning,
- Examine Council, regional, state and federal government plans and policies (including the Council Plan) to identify:
 - o opportunities to leverage public health improvement locally, through existing and planned investments in effort and resourcing, and
 - o gaps in services, infrastructure or policy which can be used to frame the focus of Councils public health functions for 2025-29 including attracting funding, advocacy, awareness raising, capacity building, and building strategic partnerships for aligned activity.

Within this review, Council must fulfil several requirements outlined in the *Act 2008* and other legislation. Table 1 below describes these obligations and how they have been met through the review process.

Table 1. MPHWP legislative obligations and evidence for the 2025 review of the Liveability Plan

Legislative obligation	Action administered to review the Liveability Plan
Victorian Public Health and Wellbeing Act 2008	
26 (2) a) include an examination of data about health status and health determinants in the municipal district	Population level data and statistics have been updated throughout the Plan. Measures were selected align to the Victorian Public Health and Wellbeing Outcomes Framework to provide comparison between Cardinia Shire's progress against Victorian public health priorities. Additional localised measures are included from research conducted or commissioned by Council, including the Cardinia Shire Household Liveability Survey and Australian Urban Observatory, respectively.
26(2) b) identify goals and strategies based on available evidence for creating a local community in which people can achieve maximum health and wellbeing,	Goals and objectives are listed under each outcome area within the Plan. These were updated to align with evidence-based guides on strategies effective for the primary prevention of each outcome. These were adapted based on feedback gathered from community members during engagement, summarised under 'consultation/communication' section of this report.
26(2) ba) specifies the need for measures to prevent family violence and respond to the needs of victims of family violence in the local community.	<i>Reducing Family Violence</i> remains, an outcome area of the Plan. Objectives under the outcome area were benchmarked against the <i>Victorian Government's Local government guide for preventing family violence and all forms of violence against women</i> , released in 2023.
26(2) c) provide for the involvement of people in the local community in the development, implementation and evaluation of the MPHWP.	Community engagement was conducted between January and February 2025 to inform the review of the Plan. Engagement methods are summarised in Attachment 2.
26(2) d) specify how the council will work in partnership with the Department of Health and other agencies undertaking public health initiatives, projects and programs to accomplish the goals and strategies identified in the public health and wellbeing plan	Local, regional, state, and national strategies and plans were benchmarked against the Liveability Plan outcomes and domains between December 2024 and March 2025, and are listed throughout the draft Plan. Council administered a Stakeholder Survey in March to May 2025, to gather further insights from approximately 70 partner agencies involved in delivering the current Plan. This survey identified further opportunities for collaboration from 2025 through to 2029, which informed outcome area objectives and supporting strategies listed.
26(2) e) is consistent with: <ul style="list-style-type: none"> the Council Plan the Municipal Strategic Statement/Municipal Planning Scheme. 	The Council Plan is concurrently being developed, with aligning legislative review periods to the Liveability Plan. Results from the Council Plan review process (See methods detailed under the 'consultation/communication' section of this report) have been incorporated within the Plan.
26(3), councils must have regard to the Victorian Public	The draft Plan features 8 out of the 10 health priority areas identified in the Victorian Public Health and Wellbeing Plan 2023-27.

Health and Wellbeing Plan in developing their MPHWP	
section 26(4), councils must review the MPHWP annually, and if appropriate amend it.	The Plan is reviewed annually, with reports sent to the Department of Health in October each year. Once endorsed, a copy of the revised Liveability Plan 2017-2029 will be sent to the Department of Health.
Climate Change Act 2017	
Under section 17 councils must consider climate change when preparing MPHWP	<p>Climate change is a lens across the Plan, with evidence-based strategies incorporated into the outcome area objectives and measures. Several actions were taken to strengthen this lens across the Plan:</p> <ul style="list-style-type: none"> • Through a grant received from VicHealth, Council benchmarked measures from existing surveys, plans and sources which could be used to monitor climate change mitigation and adaptation at the local level. These measures have been included within the Plan, demonstrated with a sun (☀) symbol. • Through the VicHealth grant, Council identified communities and locations at greater risk of climate-health related impacts. These communities were targeted as part of community engagement, through attending events in climate-vulnerable locations, or groups and events which are directed towards these communities. • Review of Council strategies and the Victorian Department of Health 'Tackling climate change and its impacts on health through municipal public health and wellbeing planning' guidelines to inform the review of objectives within the Plan.

Policy Implications

Preparation of the draft Plan considered extensive research, community, staff and stakeholder engagement, and policy analysis. Analysis of results was used to align the Plan with emerging public health issues and capture the partnerships, policy levers and resource shifts and opportunities at a local, regional, state and federal level. Several changes have been incorporated into the draft Plan, summarised in Table 2 below.

Table 2. Recommended changes to the Liveability Plan 2017-2029

Recommended change	Rationale
Add Council's strategic planning framework, and description of how health and wellbeing is integrated into council's roles. <i>Draft Plan page 4</i>	Council's strategic planning framework, should increase Council, partner and community understanding of Council's role in public health planning and ensure the purpose of the Plan separate from the Council Plan and other strategic frameworks, is well understood.
Add 'Justice' to the Social Equity Lens, and updating priority groups to align with the Social Justice and	The Social Justice and Equity (SJE) Policy Background Report was prepared in 2024 to identify opportunities to align the SJE Policy with all equity-related legislation including the Gender Equality Act 2020. The report identifies groups who face barriers to health and social outcomes and adopts contemporary terminology. The

Recommended change	Rationale
<p>Equity Policy Background Report. <i>Draft Plan page 5</i></p>	<p>background report offers a contemporary framework, to operationalise the SJE Policy through subordinate plans required under legislation including Council's Disability Action Plan, Ageing Well Strategy, Reconciliation Action Plan, and Cultural Diversity Plan. Through Background Report, was used to guide the gender Impact Assessment, which has provided direction on actions to promote justice and equity across the Liveability Plan.</p>
<p>Adding a subheading under 'Climate change and its impact on health', of: <i>Integrating climate justice into planning and decision-making to support wellbeing and healthy future communities.</i> <i>Draft Plan page 6</i></p>	<p>Council received a VicHealth Leading Healthy Communities Grant, to strengthen the climate and equity lens over the Liveability Plan. Desktop research and staff engagement undertaken via this grant enabled identification of indicators to measure progress towards climate mitigation and climate resilience, as well as priority groups who are most greatly at risk of health-impacts from climate change. Actions to build the capacity of Council and partners to embed climate-justice considerations in their work have been identified through stakeholder engagement and will continue to be explored following adoption of a final Plan.</p>
<p>Remove 'health' from Improve mental health and wellbeing. <i>Draft Plan page 10</i></p>	<p>There is a distinction between mental health and mental wellbeing. Mental wellbeing is a protective factor for the prevention of mental illness, and this updated wording brings councils focus in-line with prevention focus of the Victorian Public Health and Wellbeing Plan 2023-27 (VPHWP). This title also underscores Council's intention to align with and identify opportunities to leverage statewide infrastructure through <i>Wellbeing in Victoria: A plan to promote good mental health</i>, pending release by the Mental Health and Wellbeing Promotion Office in 2025. Mental health is the remit of the health care system and will be addressed through the Community Infrastructure and Services domain, through ensuring Cardinia Shire attracts accessible, appropriate health care to the region.</p>
<p>Add 'vaping' to 'reduce harm from tobacco, alcohol, drugs, and gambling' <i>Draft Plan page 10</i></p>	<p>Aligning with the VPHWP 2023-27 and reflecting the role of local government and local agencies in prevention of uptake and harm from vaping, through roles such as signage.</p>
<p>Replace 'action agenda' and 'community grants' with 'how we work together' and the pillars of a Collective Impact Approach including: Guide strategy, support aligned activities, shared learning, increase awareness, advocacy, and mobilising funding <i>Draft Plan page 10 & 41</i></p>	<p>The Liveability Plan adopted a collective impact approach in 2017, which aims to deliver the Plan through partnerships developed with local organisations, business, community and other levels of government. The effectiveness of this approach has been monitored via Partnership Surveys, and annual implementation cycles, highlighting areas for improving partners' experiences and understanding of the Council's role to deliver public health planning functions. Many local partners receive funding from the Department of Health, which centralised its public health planning functions in 2023. This shift has impacted regional planning, partnerships and capacity building. This shift further necessitates greater visibility of Councils roles under collective impact such as guiding aligned activity, advocacy, service attraction, mobilising funding and sharing learnings to support implementation of the Plan.</p>

Recommended change	Rationale
	Lastly, as council does not receive funding for public health planning, partnerships are increasingly important both for the delivery as well as to tender for competitive and scarce funding opportunities to achieve impact and scale across shared priorities.
Remove 'strategies' from outcome tables, replacing with alignment to existing strategies, measurement indicators and updating objectives <i>Draft Plan pages 13-26</i>	Partnership surveys indicated that Council's partners require more flexibility in annual delivery of actions that respond to emerging public health trends, evidence and funding landscapes, necessitating the removal of strategies. Greater visibility of the measures responding to objectives under each outcome, will enhance monitoring of the environments and behaviours we are aiming to impact. These measures will also guide decision making through the annual Action Agenda. Objectives have been updated to align with engagement findings, best practice guidelines, and alignment with regional, state and federal strategies, plans and workforce investments.
Supporting documents <i>Draft Plan pages 13-40</i>	Updated policies and plans of Council, regional organisations, and other levels of government are included under outcomes and domains to ensure actions leverage existing investments and advocacy opportunities.
Updated domain indicators and measures <i>Draft Plan pages 27-40</i>	Updated indicators and measures for domains were identified through review of State and Federal monitoring frameworks, and through Council staff engagement, to provide a baseline for measurement of change. This included measures for climate change.
Remove Plan Melbourne policies	Plan for Victoria is acknowledged across all domains
Add 'transport' to the 'Active Travel' domain <i>Draft Plan page 27</i>	Feedback during community engagement identified a strong importance of public transport and connectivity of residential areas to activity centres, public infrastructure and spaces, in determining health outcomes. There is also an emergence of a range of measurement indicators and evidence for 'transport' as a liveability indicator from the Australian Urban Observatory.

Climate Emergency Consideration

Under section 17 of the *Climate Change Act 2017* councils must consider climate change when preparing the MPHWP. Climate change is a lens across the Liveability Plan, with a strengthened focus incorporated in this review through more measures to monitor climate impacts on health and mitigation behaviours, and identification of actions and alignment between the Plan and Council's climate-focussed strategies such as the Climate Change Adaptation Strategy 2023-33.

Consultation/Communication

Extensive consultation was undertaken between November 2024 and February 2025 as part of the review of the Plan, involving internal engagement with 41 Council staff across 20 teams, community engagement (See Attachment 2) reaching 197 community members across 19 events, and key external organisations involved in the Plans delivery. Methods and results

from the community engagement are summarised in Attachment 2. This collaborative approach to review the Plan has ensured that relevant Council teams, and our local partners and community can identify where their priorities align within, and contribute to the achievement of, the outcomes within the Plan. It's intended that the draft Plan will be exhibited for further community and stakeholder feedback alongside the Draft Council Plan 2025-29 in July/August 2025.

Risk Assessment

The following risks have been identified for the review of the Liveability Plan 2017-29

Risk description	Mitigation activities
Community engagement Failure to adequately engage with community in alignment with requirements under the Gender Equality Act 2020 and Council's Community Engagement Policy	Council secured grant funding from VicHealth to conduct targeted engagement of priority cohorts who experience greater disparities in health outcomes, as part of the development of the draft. The draft Plan reflects the outcomes and opportunities to address wellbeing issues that will have proportional impact on those most at risk of health inequalities. Community engagement on the draft, which will be conducted alongside the Council Plan, is another method to seek further feedback on these opportunities for impact.
Meeting legislative requirements <i>The Public Health and Wellbeing Act 2008</i> outlines several requirements for local governments in reviewing/developing their MPHWP	Council has undertaken extensive research, engagement and policy analysis to fulfil its obligations under the Act 2008.
Meeting legislative deadlines The Liveability Plan must align with the Council Plan, and therefore can only be adopted following endorsement of a Council Plan	The integrated planning group led by Councils Corporate Services Group, is an opportunity for continuous communication and coordination with the development process for the Council Plan 2025-29. An appropriate order of adoption has been considered in the timeline for the review of the Liveability Plan.

Financial and Resource Implications

The review of the Liveability Plan has been undertaken within council's operational budget and supported with funding from VicHealth. The updated Liveability Plan aligns with the draft Council Plan and Councils operational strategies, while also highlighting strategies and plans of local agencies, and other levels of government who influence the identified priority areas. Through this approach, the Plan aims to strongly position council for future opportunities including strategic partnerships, advocacy, service attraction and funding to support implementation.

Efficiencies are being identified through the review of the governance structure and implementation of the Action Agenda to ensure they are aligned with Council's priorities and resources. Council's role in coordinating the Plan alongside local agencies will be clearly outlined in the implementation approach and delivered through existing functions.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. A Gender Impact Assessment (GIA) was completed as part of the engagement for the review of the Liveability Plan 2017-2029 (2025) and identified several recommendations:

1. Strategy: To adopt the 'priority groups and people' identified in the Social Justice and Equity Policy Background Report within the Liveability Plan Framework.
2. Planning: To incorporate a column for 'priority groups and people' in the Liveability Plan Action Agenda template.
3. Partnerships: To update the Liveability Plan Framework to include council's functions for coordinating public health planning under 'how we work together', and progress to review the governance strategy for the Plan, following the adoption of the Plan.

Next Steps

Following endorsement from Council, it's intended that the draft reviewed Liveability Plan will be exhibited for community and stakeholder feedback through July/August alongside the Draft Council Plan 2025-29. Feedback gathered during this phase will be incorporated into the final reviewed Liveability Plan as appropriate and presented back to Council for adoption in October 2025.

Attachments

1. Attachment 1 - Draft Liveability Plan 2025 Review [7.3.2.1 - 46 pages]
2. Attachment 2 - Liveability Plan Review - Engagement Summary Report 2025 [7.3.2.2 - 10 pages]

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Cardinia Shire Council



Cardinia Shire's Liveability Plan 2017–29

Municipal Public Health and Wellbeing Plan

DATE 2025

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Prepared by:

Cardinia Shire Council
Community and Planning Services

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©Review Adopted **XXX** 2025

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Acknowledgement of Country

Cardinia Shire Council acknowledges the Bunurong and Wurundjeri peoples as the traditional custodians of the lands we call Cardinia Shire. We pay respect to their Elders past and present. We extend that respect to all Aboriginal and Torres Strait Islander peoples.

Statement of Commitment to Reconciliation

The Cardinia Shire Council Statement of Reconciliation confirms Council:

- recognises the Bunurong and Wurundjeri people as the traditional custodians of the Cardinia Shire region,
- acknowledges the right of Aboriginal, and indeed all Australians, to live according to their own values and customs, subject to law,
- commits Cardinia Shire Council to respecting Aboriginal sacred sites, special places and objects,
- supports the reconciliation process which promotes mutual respect and understanding of the Aboriginal peoples and of all ethnic groups and their history and culture in our community.

Statement of inclusion

Cardinia Shire Council encourages a sense of belonging within our shire. We support an inclusive community comprised of people from diverse backgrounds, including and not limited to Aboriginal and Torres Strait Islander people, people from multicultural backgrounds, those identifying as LGBTIQ+, people of faith, and people of all ages, genders and disability.

Acknowledgements

We acknowledge and thank the many hundreds of individuals and groups who provided their advice, participation, and input into the development and review of *Cardinia Shire's Liveability Plan 2017–29*. From local people who provided input through stakeholder pop-ups, Future Cardinia and the Community Panel, to community workers, leaders, and members of the Liveability Partnership, and Council staff and Cardinia Shire's Councillors.

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Mayor and CEO foreword

It is our pleasure to present a reviewed *Cardinia Shire Liveability Plan 2017–29*. The Plan recognises Council's role in coordinating local public health planning, by bringing together a range of organisations, groups and our local community to collectively protect, improve and promote the health and wellbeing of our community and the land we live on, now and into the future. Insights from our Partnership Group, community consultation and research, has supported the review of the Liveability Plan in aligning to its long-term vision:

Cardinia Shire is a liveable, resilient community where the environment flourishes and residents are healthy, included and connected

This vision recognises that people's health and wellbeing is shaped by the environments and conditions in which we grow, live, learn, work and age, and the opportunities which shape the social fabric of our community. In other words, how liveable our community is.

While Council plays a leading role in protecting and improving community health and wellbeing, we cannot do it alone. This whole-of-community Plan reflects the work that Council, our partners, and community groups will undertake collectively to address the priorities for public health identified by the community. The Plan recognises that health outcomes are not equally distributed due to various social, economic and geographic barriers, applying equity and social justice principles to address these disparities. The Plan also recognises that maintaining the health of our planet, is symbiotic with creating environments where the health of our people thrive.

Reviewed to ensure we are focussed on emerging health and wellbeing priorities, through extensive community consultation, research and partnership planning, the Plan provides guidance for addressing our community's health and wellbeing needs over the next four years.

As one of Victoria's fastest growing municipalities, we have an opportunity to build liveable, inclusive, and sustainable community, with social and economic systems that promote health. To do this we need the public and private sector, all levels of government, and our communities to be championing progress towards this vision. Aligning our priorities and coordinating our efforts will ensure that we make the best use of local resources. The challenge we pose to you is, how will you contribute to the collective effort of improving the liveability, health and wellbeing of Cardinia Shire?

<insert signature>

<insert signature>

Cr Jack Kowarzik
Cardinia Shire Mayor 2025-26

CEO Cardinia Shire Council

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Our shire

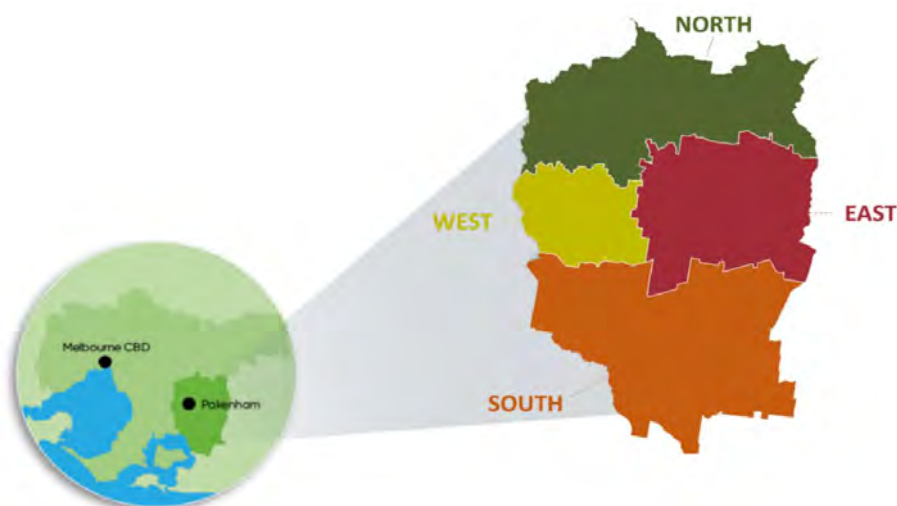
Cardinia Shire is located in the south east of Melbourne and is one of 10 'Interface Councils' which form the perimeter of metropolitan Melbourne, providing a transition between urban and rural areas. Interface Councils represents one of Australia's fastest growing regions in terms of population, with challenges associated with planning and delivering community infrastructure and services which match the pace of growth and needs of a rapidly changing community needs. Cardinia Shire specifically, also faces the challenge of managing this growth across a great geographical expanse, with an area of approximately 1,280 square kilometres.

There are four distinct regions in the Shire (See *Figure 1*), which comprise of multiple localities with similar landforms and landscapes, and built and natural assets, each with unique histories, social networks, population densities, economic systems and people that live within them. Balancing the different needs of regions, alongside emerging and existing communities throughout this growth is key to creating a liveable Shire. This involves a *place-focused approach*, where local community participation guides decision making around services, infrastructure and investment.

The Shire's population of 132,289 people in 2025, is expected to increase to a total of 146,520 or 11% over the life of this Plan (2029), and ultimately, by 2046 we expect to reach a population of 167,989 people.¹ How this population is distributed, impacts planning. The west region is currently home to 70% of Cardinia Shires population (90,329) including four localities of Beaconsfield, Officer, Officer South and Pakenham. The west region will accommodate most future residential and commercial growth, expect to grow by 25% to a total population of 112,982 by 2046.¹ Almost 15% of Cardinia Shire's population reside in the northern region, with a population of 18,950 residents and is forecast to grow to 19,046 by 2046. The northern region is the second largest of the four regions with a total land area of 375km, and includes prominent localities of Gembrook, Cockatoo, Emerald and Beaconsfield Upper.¹

The south region has the largest land area of at 459km² and is home to 7.5% (10,360) of Cardinia Shires residents.¹ This population is expected to grow to 12,061 residents in 2046, spread across 20 localities including Kooweerup, Lang Lang and Bayles.¹ The Eastern region is forecast to grow to 23,900 residents in 2046 and is currently home to 7.5% of Cardinia Shires population at 9,609 residents.¹ The east region includes 11 localities including Bunyip, Garfield and Nar Nar Goon.

Figure 1. Location of Cardinia Shire, and the four regions



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Integrating health and wellbeing planning across Council

Under the *Victorian Public Health and Wellbeing Act 2008*, Council has a responsibility to protect, improve and promote public health and wellbeing within the Shire. This is achieved through Councils' core operations summarised below.

Creating environments which support the health of the community

- Land use planning
- Funding, planning, delivery and maintenance of infrastructure and facilities
- Attracting funding and public/ private investment in housing, roads, services and infrastructure

Developing and enforcing public health standards

- Ensuring compliance with regulations and providing education about local laws
- Emergency management, environmental protection and conservation, and climate change mitigation and adaptation

Ensuring that the Shire is maintained in a clean and sanitary condition

- Waste management services
- Building and facility management and services

Leading public health planning alongside local agencies and the community, to inform the development and implementation of health-promoting policies and programs

- Coordinating plans which respond to equity legislation
- Good governance of the political process and engaging the community in decision making
- Leading Municipal Public Health and Wellbeing Planning
- Delivering grants and capacity building to empower and enable community to lead actions

Co-ordinate and provide services to and within the municipal district

- Maternal and child health, play groups, parenting programs, and youth services
- Facility and contract management (Libraries, Leisure, Kindergartens)
- Arts, cultural and leisure events, programs and development

The Liveability Plan sits alongside several other plans within Councils strategic planning framework (See Figure 2) to inform the Council Plan 2025-29 on the risk and opportunities for health- equity. Numerous operational strategies are informed by these plans. Described throughout the Liveability Plan, these strategies are led by Council, organisations, State and Federal Governments. This approach recognises the opportunities for cross-sector partnerships to generate greater alignment, efficiencies in resource distribution and stimulate shared measurement of our collective impact towards health, wellbeing and liveability.



Figure 2. Relationship of the Liveability Plan 2017-29 to the Community Vision and Council Plan

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Reducing avoidable differences in health and wellbeing

Cardinia Shire is home to diverse population of people with different backgrounds, characteristics and identities. This diversity leads to vibrancy, creativity and the broadening experiences in the community. However, some people and groups face disproportionate barriers to health, wellbeing, economic and social outcomes. These people and groups in Cardinia Shire include:

- Aboriginal and Torres Strait Islander People
- Disability
- Multicultural
- Gender
- Where people live
- LGBTIQ+
- Age
- Families
- Low income

These people and groups are captured under the Liveability Plans' *Social Justice and Equity Lens*, which responds to council's requirements under the Gender Equality Act 2020. Addressed through the Plans implementation approach, the lens is a commitment to work with community and partners to address unequal health outcomes, focusing our efforts on those who face the greatest health disparities. Some people may belong to more than one of these groups, which can result in a compounding of disadvantage, and heighten experiences of exclusion and discrimination. We also know that people outside of these groups may experience disadvantage, and that the experience of individuals within these groups will vary from person to person. Recognising the complexity of how this plays out in our society, we will simultaneously strive towards social justice by tackling whole-of-community barriers to health and wellbeing. Figure 3 depicts the difference between social equity and social justice.

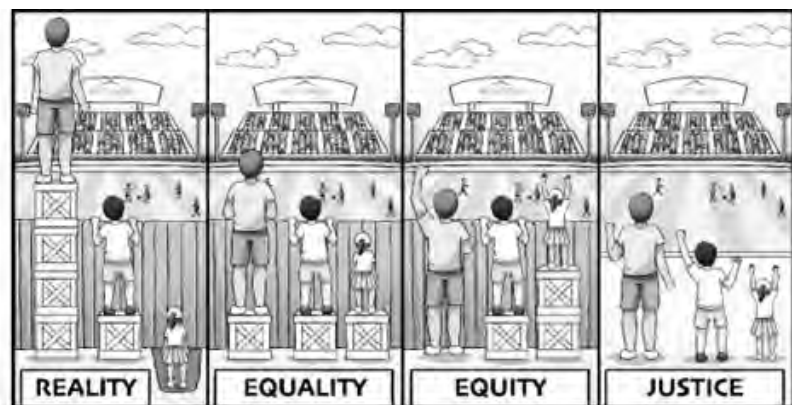


Figure 3 Sample graphic representation of the concepts of equality, equity and justice (Voces Unidas)

In practice, the social justice and equity lens will be applied across all outcome areas and domains in the Liveability Plan, using tools, capacity building and community participation and engagement to inform our understanding. This will guide Council, partners and community in identifying and embedding social justice and equity through the distribution of resources, engagement with community, and in our actions, to collectively work towards human rights.

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Climate change and health

Climate change is a global threat to wellbeing, caused by increasing concentrations of greenhouse gas in the atmosphere, resulting in a hotter, drier climate. Locally, the consequences of climate change including increasing intensity of rainfall, an increase to the number of bushfire risk days, and more severe and frequent climate-events.

Climate change also exacerbates underlying health vulnerabilities and contributes to adverse health outcomes such as respiratory disease, allergies, mental illness, injuries, poor nutrition and cardiovascular disease. These impacts are not evenly distributed, with those with chronic health conditions, those relying on the land for their livelihood and wellbeing such as Indigenous peoples and farmers, children and young people, low-income households, those who speak a language other than English, and older people, at greater risk of climate-related health and wellbeing impacts.⁵²

Maintaining the health of our natural and built environment through actions which mitigate (or ease) climate emissions, alongside actions to help communities adapt to (or cope with) the adverse impacts of climate change, are critical to the liveability of our neighbourhoods and health of our communities.

The Liveability Plan has embedded climate change mitigation and adaptation within its objectives and measures in responding to the *Climate Change Act 2017*. This approach highlights climate change as a responsibility of council alongside all levels of government, partners and the community, and will guide the delivery of actions which achieve mutual improvements in health and the environment; An approach termed health co-benefits. Examples of co-benefits are depicted in Figure 4.



Adapted from BMJ 2016, Health and climate: co-benefits⁵⁴

Figure 4. Health co-benefits of climate change interventions

Council works alongside partners to respond to extreme weather events, build climate resilience among populations most at risk of harm, and supports communities to adapt and mitigate climate change through actions that have a positive influence on our environment. Our collective approach demonstrates a commitment to protecting and enhancing the health of our natural and built environment for our communities and future generations.

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Liveable neighbourhoods for improved health outcomes

The Liveability Plan takes a contemporary approach to public health and wellbeing planning, focusing on the social, physical and economic conditions in which people are born, learn, live, work and age and how they determine health outcomes. These are also known as the 'social determinants of health' which are fundamentally linked with 'liveability' (See Figure 5).²

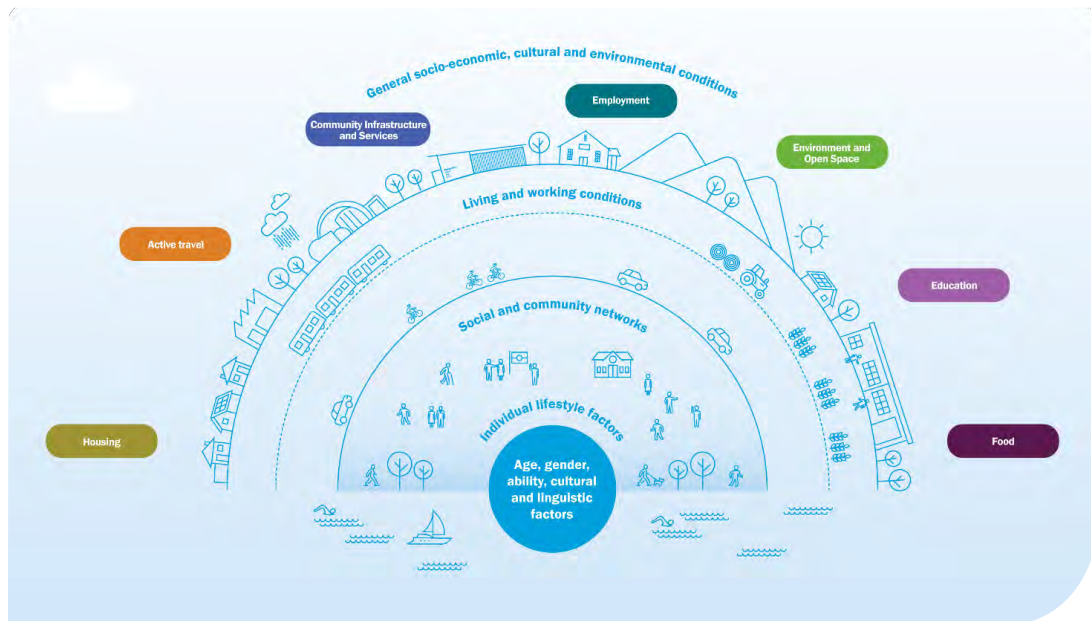


Figure 5. Socio-ecological model of health and liveability domains for Cardinia Shire

Liveable communities are regarded as “safe, attractive, socially cohesive and inclusive, and environmentally sustainable with affordable housing linked via public transport, walking and cycling to employment, education, public open space, local shops, health and community services, and leisure and cultural opportunities.” (Centre for Urban Research, RMIT University)

Extensive research proves that by influencing key aspects of local liveability, we can improve long term health, social, economic and environmental outcomes, and sustainability.³ Alongside RMIT, we have identified seven **liveability domains** for Cardinia Shire, which focus on the roles that Council, local agencies and all levels of government can influence through public health and urban planning in creating environments which enhance the health and wellbeing of our community and the natural environment. These domains include:

- Active travel and transport
- Housing
- Community Infrastructure and Services
- Education
- Employment
- Environment And Open Space
- Food

Each domain includes a strategic objective and set of indicators to help us track liveability over time. These combined indicators from RMITs Australian Urban Observatory alongside measures which capture the community themes identified through hundreds of conversations held with community in 2025.

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Our long-term outcomes

Improving liveability will ultimately improve the health and wellbeing of communities. However, this requires a long-term vision, with changes in liveability only seen over decades, then influencing changes in access, attitudes and behaviours, which impacts health. That is why we have continued our commitment to the seven long-term goals of the 12-year Plan. These goals target the top health and wellbeing opportunities for our community, drawing from the ten health priorities identified in the Victorian Public Health and Wellbeing Plan 2023-27.

By 2029, we expect to:

- Improve mental wellbeing
- Improve social cohesion
- Improve safety
- Improve healthy eating and active living
- Reduce family violence
- Improve financial wellbeing and resilience
- Reduce harm from tobacco, vaping, alcohol, drugs and gambling

While Council, local agencies and our community have a clear commitment for a healthy and liveable Cardinia Shire, we cannot take a direct credit for affecting the direction of change across the outcomes or domains of the Liveability Plan. Our collective efforts through the Liveability Plan, and partner strategies combining multiple actions and plans, delivered by many stakeholders, are only part of the process of addressing liveability and health. These changes may be affected by broader political systems, environmental, geopolitical and biological events, global economics, evolving technology and societal shifts which may positively or negatively impact progress.

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Working in partnership

The Liveability Partnership Group was established in 2016 to provide strategic oversight of the Liveability Plan. Consisting of organisations who are funded to protect, improve, and promote health and wellbeing, we will continue to build on, and strengthen our partnerships to deliver the Liveability Plans objectives for 2025-29. Collectively, Council and partners, take responsibility for the priorities identified in the Plan by working with the community to implement, monitor and evaluate actions identified in an annual *Action Agenda* which respond to Council and partner organisation strategies. Six principles aligned to the *Public Health and Wellbeing Act 2008* will guide this work, including:

1. **Evidence-based decision making** | Decisions relating to the Plan will be based on the relevant and reliable evidence to ensure efficient use of resources and the greatest impact on wellbeing and health equity.
2. **Safe to learn** | A lack of current evidence and knowledgebase for addressing a particular public health issue should not be used as a reason to not act. Innovation and safe-to-learn approaches will be encouraged to develop new solutions.
3. **Prevention is better than cure** | The Plan aims to 'keep well people well'. The primary prevention of disease, illness, injury, disability, or premature death is preferable to remedial measures. Capacity building and health promotion activities are central to reducing health inequities and achieving optimal health and wellbeing among our community.
4. **Accountability** | Decisions relevant to public health planning will be transparent and systematic. The community will have access to reliable information to ensure a good understanding of public health issues and have opportunities to actively participate in policy and program development, implementation and evaluation of the Plan.
5. **Proportionality** | Decisions and actions relating to the protection and promotion of public health, and prevention of disease, illness and disability should be proportionate to the identified risk. Careful consideration based on clear reasoning and evidence to ensure fairness and consistency will be used.
6. **Collaboration** | The Plan is a whole-of-community blueprint to collectively address health and wellbeing. Collaboration between all levels of government, industry, business, communities, and individuals is essential to improving the liveability, health and wellbeing of our community.

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Our framework

Cardinia Shire's *Liveability Plan 2017–29* has been developed to provide a clear framework for public health planning within the shire. The framework outlines the common agenda that Council, partners, and the community, will collectively work towards over the next 4 years.

Figure 6. Cardinia Shire's Liveability Plan 2017–29 Framework

Vision <i>Cardinia Shire is a liveable, resilient community where the environment flourishes and residents are healthy, included and connected</i>								
Outcomes Improving health and social outcomes through local planning and partnership								
Improve mental wellbeing	Improve social cohesion	Improve safety	Improve healthy eating and active living	Reduce family violence	Improve financial wellbeing and resilience	Reduce harm from tobacco, vaping, alcohol, drugs, and gambling		
Liveability Domains Improving neighbourhood liveability								
Active travel and transport	Education	Employment		Food	Community infrastructure and services	Housing	Environment and open space	
Social justice and equity Supporting fairness and inclusion in service planning and delivery								
Aboriginal and Torres Strait Islander People	Multicultural	LGBTQIA+	Gender	Disability	Where people live	Age	Families	Low income
Climate change and its impact on health Integrating climate justice into planning and decision-making to support wellbeing and health or our communities and the environment								
How we work together								
Guide strategy	Support aligned activities	Shared learning	Increase awareness		Advocacy	Mobilising funding		
Community engagement and participation								
Monitoring and evaluation								

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Health and wellbeing snapshot of our community

Mental wellbeing

- 9% have a long-term mental health condition⁹
- 20% have sought assistance on a mental health related problem in the last 12 months⁹
- Rates of suicide and self-inflicted injuries between 2019-2023 were higher than Victoria (12.7 vs 10.8 per 100,000 population)⁵¹
- 39% feel 'mostly or completely' connected to the land they live on⁶
- 24% of adults experience loneliness⁷
- 20% feel no connection to the local community, and 27% feel their connection is 'not enough'⁶
- 29% were 'definitely' or 'sometimes' worried about running out of money to buy food in 2023⁷
- 22% experience high or very high psychological distress⁷
- 20% of year 4-6 students and 19% of year 7-9 students have been bullied at their school⁸

Social cohesion

- 46% of residents have moved their address between 2016 and 2021⁹
- 14% feel no connection to the Australian culture, while 22% feel it's not enough⁶
- 29% feel no connection to their own cultural heritage, and 22% feel it's not enough⁶
- 55% feel no connection to the Australian indigenous culture, and 32% feel it's not enough⁶
- Between 2016 to 2021, volunteering declined from 18% to 12%⁹
- 78% had someone outside the household who could care for themselves or their children in an emergency in 2023, down from 82% in 2019⁶
- 42% felt valued by society⁷
- 23% have experienced discrimination, including 31% of those who speak a language other than English due to their cultural background, 15% of those aged between 60-69 and 11% of those aged 70+ due to age, and 9% of females due to gender⁶
- 56% feel that multiculturalism makes life better⁷

Safety

- Crime or safety issues negatively impacts 19% of households; higher among males (23%) and those who speak a language other than English (26%)⁶
- Dangerous driving negatively impacts 14% of household, higher among males (17%) and those aged 50-59 years (21%)⁶
- There were 17-18 criminal incidents per day in 2024; a 30% increase compared to 2023, most of which were theft or breaches of family violence orders¹⁷
- There was a 37% increase in number of criminal offenders between 2021 and 2024. Offenders were more likely to be male (78%), with the biggest increases in offender numbers by age for 30-34-year-olds (74% increase) and 10-17-year-olds (57% increase)¹⁷
- In 2024, there were 34 road fatalities, a significant increase from 4 in 2023¹⁹
- Between 2021 and 2022, 4,783 residents were admitted to hospital due to unintentional injury: a rate of 1971 per 100,000 population and higher than Victorian rates²⁰
- Since 2009 until 2025, there have been 23 significant natural incidents, including bushfires, grassfires, floods, storms and heatwaves. Those most likely to have done nothing to prepare for extreme weather events are 35-49-year-olds (25%), people who speak a language other than English (29%), renters (36%), and single parents (47%)⁶

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Healthy eating and active living

- 41% consume sugar sweetened beverages daily or several times a week⁷, and 34% consume takeaway weekly or more often⁶
- Only half (49%) meet Australian Dietary Guidelines for fruit consumption and 7% meet the vegetable consumption guidelines⁶
- 43% grow their own fruit or vegetables, and 56% buy or eat locally produced fruit or vegetables⁶
- 30% are classified as obese; higher than the state average of 23%⁷
- Rates of walking or cycling for transport are very low (1.1% versus 3.0% in Victoria)⁹
- A lower proportion (22%) sit for ≥8 hours on weekdays compared to the state average (28%)⁷
- 51% don't meet physical activity guidelines⁷
- Male participation in sport is relatively stable around 21% in 2023, while female participation has declined from 19% in 2019 to 14% in 2023⁶
- 44% use of footpaths daily, 14% use shared bike paths daily, 41% visit children's playgrounds and 28% use off-lead dog parks⁶

Family violence

- 85% of people experiencing family violence are female, including children²⁹
- There were an average of 5 family violence incidents reported each day³⁰, and 1287 beaches of family violence orders in 2024³⁰
- Children are witness in 50% of family violence incidences, and one in ten incidents are perpetrated against a child under the age of 17³⁰
- 46% of females and 39% of males agree family violence is a serious problem. While 45% of females and 29% of males believe family violence was extremely or very common⁶
- Some populations are at greater risk of experiencing family violence across Australia, including women with a disability, Aboriginal and Torres Strait Islander women, young women, those in economic hardship, older women, LGBTIQ+ people and those with lower educational attainment^{34,53}

Financial wellbeing and resilience

- 17% households have a low income (less than \$800 a week), compared to the state average of 21%⁹
- 28% of households that rent are in rental stress, of which this affects 80% of very-low income, and 45% of low-income households⁹
- 14% of residents' income is spent on transport costs, compared to the state average of 10%⁴⁶
- 56% of households spend ≥30% of their income on housing, an increase of 15% since 2021⁶
- In 2023, 19% of residents had difficulty finding a suitable property to purchase within their budget, 16% couldn't afford to pay bills, while 16% had friends or family needing housing support⁶
- 11% of households have run out of food and couldn't afford more, compared to a state average of 8%⁷
- There are 5.7 homeless people per 1,000 population⁹

Tobacco, vaping, alcohol, other drugs and gambling

- 21% smoke or vape, compared to 19% of Victorians⁷ and 12% smoke tobacco daily, compared to 10% of Victorians⁷
- 9.3% of pregnant mothers reported smoking⁴⁰
- 14% of adults have an increased risk of alcohol-related harm or disease⁷
- In 2021/22, there were 437 alcohol-related and 252 illicit-drug-related hospital admissions^{33,42}
- There is an average of one off-license alcohol outlet within 1,600m of households⁴¹
- In 2023/24, \$37 million was lost on electronic gambling machines, up from \$35 million in 2022/23⁴³
- Nearly 1% of prep-grade children had experienced stress relate to gambling issues in the family, while 4.8% had experienced stress related to an alcohol or drug problem in the family⁴⁹

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Outcome 1: Improve mental wellbeing

A positive state of wellbeing is about feeling good, being able to cope with life's stressors, an ability to work productively, realise our individual potential and an ability to contribute to family and community life. Mental health impacts physical wellbeing, with those diagnosed mental illness more likely to suffer from other chronic diseases like diabetes and cardiovascular diseases, and vice versa.⁴

Enhancing community resilience to adverse climate impacts and improving community ability to cope with and adapt to future climate hazards, is crucial for managing the health impacts of climate change. Liveability determinants that support mental wellbeing include factors such as safe and secure housing, education, employment and income, access to green spaces, social support, and healthy food options. Active travel also contributes to positive mental health and wellbeing through physical activity and independent transport.⁵

Our objectives to improve mental wellbeing:

- 1.1. Increase equitable access to services and programs which support positive mental wellbeing
- 1.2. Increase community resilience to prepare, adapt, recover, and support each other through adversity
- 1.3. Increase connection to natural, cultural and social spaces and groups

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How we will measure change

- Percentage of adults who were worried about running out of money to buy food in the last year.
- Percentage of adults who had a negative personal or family experience in the last 12 months related to expensive medical services, underemployment, unemployment or workplace stress.
- Percentage of adults who had difficulty finding a suitable property to purchase, or rent, within budget.
- Percentage of residents diagnosed with anxiety or depression.
- Rate of suicide and intentional injury.
- Percentage of adults who are 'not at all' prepared for extreme weather events.
- Percentage of adults who experienced high or very high psychological distress.
- Percentage of households who have someone outside household who can care for person or children in an emergency.
- Percentage of adults who sought help for mental health, who accessed services outside of Cardinia Shire.
- Percentage of year 4-6 students and year 7-9 students who have reported being bullied.
- Percentage of adults who feel 'mostly or completely' connected to the land they live on, or their local community.
- Percentage of adults experienced loneliness.
- Percentage adults who do voluntary work.

Council policy supporting improving mental wellbeing	Federal and Victorian government policy supporting improving mental wellbeing
<ul style="list-style-type: none"> • Active Cardinia Strategy • Advocacy Agenda • Climate Change Adaptation Strategy 2022-32 • Community Food Strategy 2018-26 • Community Infrastructure Plan • Investment Attraction Plan • Municipal Emergency Management Plan • Open Space Strategy • Social and Affordable Housing Strategy 2017-25 • Social Justice and Equity Policy 	<ul style="list-style-type: none"> • Plan for Victoria • Victorian Community Health – Health Promotion Guidelines • Women's Health in the Southeast Strategy 2023-28 • Victorian Mental Health & Wellbeing Workforce Strategy 2021-24 • Victorian Healthy Kids, Healthy Futures • Victorian Suicide Prevention & Response Strategy 2024-34 • Victorian Wellbeing Strategy • Victorian Diverse Communities Mental Health & Wellbeing Framework • National Urban Policy • National Children's Mental Health and Wellbeing Strategy • National Aboriginal & Torres Strait Islander Suicide Prevention Strategy

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Outcome 2: Improve social cohesion

Social cohesion is the glue that holds communities together. It is about people feeling a sense of personal worth, belonging, acceptance and inclusion in a community. It refers to the sense of justice, fairness and trust within neighbourhood social and political systems, and people's willingness to help their neighbour and participate in creating a cohesive community.¹² Cohesive communities are more resilient in the face of climate change and able to respond more rapidly during emergencies. Research has found a positive association between social cohesion and the mental¹³, physical¹⁴ and social wellbeing of the community.¹⁵

Our objectives to improve social cohesion:

- 2.1. Increase community sense of belonging, inclusion and acceptance.
- 2.2. Increase equitable opportunities for civic participation and diverse leadership through volunteering and programs.

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How we will measure change

- Percentage of adults who feel 'mostly or completely' connected to their cultural heritage, Australian indigenous culture, and the Australian culture.
- Percentage of adults who participate in community festivals, cultural events, art exhibitions, community markets, leisure centres, libraries, sportsgrounds to play sport, or art/craft workshops.
- Percentage of adults who have experienced discrimination.
- Percentage of adults who feel that multiculturalism makes life better.
- Percentage of adults who participate in voluntary work.
- Percentage of adults who feel valued by society.
- Percentage of adults who have had low levels of life satisfaction.

Council policy supporting improving social cohesion	Federal and Victorian government policy supporting improving social cohesion
<ul style="list-style-type: none"> • Ageing Well Strategy • Art and Culture Strategy • Community Infrastructure Plan • Community Safety Framework • Cultural Diversity Action Plan • Disability Action Plan • Fair Access Policy • Gender Equity Action Plan • Neighbourhood House Policy • Reconciliation Action Plan • Social Justice and Equity Policy • Universal Design Policy 	<ul style="list-style-type: none"> • Victorian Multicultural and Multifaith Action Plan 2023-2027 • Inclusive Victoria: State Disability Plan 2022–2026 • National Inclusion, Equity and Diversity Strategy 2024-2027 • National Strategy for Gender Equality 2024-34 • National Disability Strategy 2021-31

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Outcome 3: Improve safety

To feel safe is to be free from danger, risk, or threat of harm, injury, or loss to your person and/or property, whether caused deliberately or by accident. Everyone deserves to feel safe at home and in the community. For some, perceptions of safety relate to crime, for others it relates to dangerous driving, risk of injury, perceived threat, discrimination or work environment.

Neighbourhoods which are perceived as safe, foster community participation, encourage physical activity, community connectedness and add to the health and wellbeing of residents and visitors.¹⁶ Protecting people from danger and preventing harm where there are known hazards or risks to personal safety requires reducing community exposure and sensitivity to hazards, including the adverse impacts of climate change.

Our objectives to improve safety:

- 3.1 Improve perceived and actual safety, including of all genders, ages, disability and cultural backgrounds, through crime prevention and improving amenity and spaces.
- 3.2 Increase education and skills to mitigate safety risks on the road, online, around water and in climate-hazard prone areas.

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How we will measure change

- Percentage of households that state crime or safety issues, vandalism, dangerous driving or anti-social behaviour had a negative impact on themselves or their family in the last 12 months
- Rate of criminal incidents
- Number of criminal offenders
- Percentage of adults who report poor quality footpaths, poor lighting, unsafe driver behaviour, trouble makers on route and/or no pedestrian crossing, as reasons that stop them from walking, riding or scooting for active travel
- Percentage (and rate) of adults and children (aged 0-14 years) who are admitted to hospital due to unintentional injury
- Percentage of adults who have done nothing to prepare for extreme weather events
- Rate of road fatalities

Council policy supporting improving safety	Federal and Victorian government policy supporting improving safety
<ul style="list-style-type: none"> • Asset Management Strategy • CCTV Policy • Child Safety Policy • Climate Change Adaptation Strategy • Community Safety Framework • Crime Prevention Through Environmental Design Policy • Environmentally Sustainable Design Policy • Healthy by Design Policy • Municipal Emergency Management Plan • Municipal Heat Health Plan 2020-25 • Road Safety Strategy 2016-25 • Social Justice and Equity Policy 	<ul style="list-style-type: none"> • South East Public Health Unit Population Health Catchment Plan 2023-28 • Victorian Crime Prevention Strategy 2021 • Victorian Police Strategy 2023 – 28 • Victorian Neighbourhood Policing Framework 2022 • Victorian Road Safety Strategy 2021 2030 • National Online Safety Act 2021

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Outcome 4: Improve healthy eating and active living

Poor nutrition and physical inactivity are some of the leading risk factors for disease and death in Australia, contributing 4.8% and 2.1% respectively to preventable disease burden in 2024.²¹ Physical inactivity and diets high in sugar, fat, and salt, and low in nutrients and fibre increase the risk of developing a range of chronic health conditions, such as cardiovascular disease, some cancers and type 2 diabetes, as well as obesity. Obesity is now the leading contributor to preventable disease and death in Australia, responsible for 8.3% of all burden in 2024.²¹

The consumption of local, sustainably produced, fresh produce and participation in active transport helps to reduce carbon emissions, and people who are physically healthy are more resilient to the impacts of climate change.

Social inequities in liveability conditions such as poor access to education and poorer employment conditions are key predictors of income, and therefore food insecurity and poor dietary quality. These inequities also contribute to physical inactivity, with barriers of education, affordability, transport, and access to suitable opportunities for physical activity.²²⁻²⁴

Our objectives to improve healthy eating and physical activity:

- 4.1. Increase consumption of nutritious and sustainably produced food
- 4.2. Increase participation in walking, cycling, active and passive recreation among underrepresented groups

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How we will measure change

- Percentage of adults who grow their own fruit or vegetables and buy or eat locally produced fruit or vegetables.
- Percentage of adults who eat the recommended serves of vegetables and fruit each day.
- Percentage of adults who ran out of food and could not afford to buy more in the last 12 months.
- Percentage of adults who eat fast food three or more times a week.
- Percentage of adults who drink sugar-sweetened beverages daily or several times per week.
- Percentage of adults who travel to work by car, public transport, walk or cycle.
- Percentage of adults who meet the physical activity guidelines each day.
- Percentage of adults who sit for 8 hours or more each weekday.
- Percentage of adults who use of footpaths daily, or shared bike paths daily
- Percentage of adults who visiting native bushland, local parks/open spaces, children's playgrounds, off-lead dog parks, go to a sportsground to watch other people play sport, or go to a sports ground to play a team sport.
- Percentage of adults who, when visiting parks and reserves, run/jog/walk for exercise, play casual sport, use public sports equipment, or public exercise equipment, use playground equipment or exercise the dog.

Council policy supporting improving healthy eating and active living	Federal and Victorian government policy supporting improving healthy eating and active living
<ul style="list-style-type: none"> • Active Cardinia Strategy • Advocacy Agenda • Community Food Strategy 2018-26 • Community Infrastructure Plan • Economic Development Strategy 2023-27 • Fair Access Policy • Healthy by Design Guidelines • Investment Attraction Plan • Open Space Strategy • Pedestrian and Bicycle Strategy 	<ul style="list-style-type: none"> • South East Public Health Unit Population Health Catchment Plan 2023-28 • VicHealth Strategy 2023-33 • Plan for Victoria 2050 • Victorian Healthy Kids, Healthy Futures • Victorian Healthy Parks, Healthy People • Victorian Community Health, Health Promotion Guidelines • Melbourne Metropolitan Open Space Strategy • National Preventative Health Strategy 2021-2030 • National Obesity Strategy 2022-2032

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Outcome 5: Reduce family violence

Family violence is any violent, threatening, coercive or controlling behaviour that occurs in current or past family, domestic or intimate relationships. This includes not only physical violence, but direct or indirect threats, sexual assault, reproductive coercion, emotional and psychological torment, economic control, damage to property, social isolation and any behaviour which causes a person to live in fear.²⁵ The majority of family violence is perpetrated by men, against women and children. However, systemic inequities can increase the severity and rates of family violence, particularly for First Nations people, people identifying as LGBTQIA+, people with disabilities, and people from migrant and refugee backgrounds.²⁶ Witnessing family violence as a child can have harmful impacts on a child's development, mental and physical wellbeing, educational attainment, social participation and future risk of victimisation or violent offending.³⁰⁻³¹ Abuse and neglect during childhood has severe and persistent effects on physical and mental health and is the leading avoidable risk factor for avoidable death, disability and illness in Victorian women aged 15 to 44.³² Incidents of family violence increase during times of emergency, including through the recovery phase.

Family violence is a prevalent and preventable public health issue that is driven by²⁷:

- The condoning of violence against women, including the shifting blame onto the victim.
- Men's control of decision-making and limits to women's independence in private and public life and relationships.
- Rigid gender roles and stereotyped constructions of masculinity and femininity.
- Male peer relationships or 'male bonding' that emphasises aggression, dominance and control.

Liveability conditions which support the prevention of family violence include safe and secure housing, access to education, employment and social support, safe public spaces, and active travel.²⁸

Our objectives to reduce family violence:

- 5.1.** Improve community and organisational awareness and attitudes to gender equity and family violence.
- 5.2.** Increase capacity of individuals, organisations, and communities to embed intersectional gender equity through leadership and practice.
- 5.3.** Increase local access to and awareness of social support and services for people experiencing family violence, including for perpetrator intervention.

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How we will measure change (gender disaggregated data):

- Percentage of adults that agree family violence is a serious problem
- Percentage of adults that agree family violence is extremely common or very common
- Percentage of family violence incidents where a child under the age of 17 is the victim
- Percentage of adults who experience discrimination based on their gender
- Rate of incidents of family violence recorded by police
- Number of family violence intervention orders breached
- Proportion of adults who access family violence services, who did so outside of the Shire
- Percentage of adults aged between 20-24, who left school before completing year 12
- Percentage of adults aged between 20-24, who were not employed or enrolled in education
- Percentage of business owners/manager who are female
- Numbers of hours spend on unpaid domestic work in the last week
- Full time average weekly salary

Council policy supporting reducing family violence	Federal and Victorian government policy supporting reducing family violence
<ul style="list-style-type: none"> • Social Justice and Equity Policy • Gender Equity Action Plan • Family Violence Leadership and Community Statement • Fair Access Policy • Universal Design Policy • Investment Attraction Plan • Social and Affordable Housing Strategy 2017-25 • Reconciliation Action Plan 	<ul style="list-style-type: none"> • Women's Health in the South East Strategic Plan 2023-28 • Victorian Dhek Dja: Safe Our Way - Strong Culture, Strong Peoples, Strong Families 2018-2028 • Victorian Police Strategy for Family Violence, Sexual Offences and Child Abuse 2018-2023 • Ending Family Violence – Victoria's Plan for Change 2020-2030 • National Plan to End Violence against Women and Children 2022-2032

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Outcome 6: Improve financial wellbeing and resilience

Financial security is the ability to meet basic living costs for housing, food, transport, health, and education, with some money left over, and feelings of control of personal finances and financial security, now and in the future.³⁵ Households experiencing financial stress are not able to meet basic costs which can affect community participation and have significant impacts on health and wellbeing.

An individual's financial resources can be influenced by a range of circumstances including employment, education, and community supports. Transitional life events, such as moving out, relationship abuse, breakdowns or divorce, downsizing housing, commencing work, or retiring, having dependants, or changes to household structure, can all impact income and expenses.

Food insecurity and homelessness are growing issues in Cardinia Shire and are signs of financial distress. Food insecurity, or experiences of running out of food not being able to afford more, can begin with food stress and behaviours to reduce the quality, quantity or frequency of meals. Homelessness can include insecure forms of housing such as living in temporary lodgings, boarding houses, 'severely' crowded dwellings, caravan parks, or staying with others, or in supported accommodation, as well as tents or sleeping rough.³⁶ Gender inequality is a significant driver of homelessness among women, with family violence driving many women to seek specialist homelessness services, and income inequality and the cost of childcare also impacting women's financial resources.³⁷ Improving financial wellbeing and resilience requires reducing financial sensitivity and increasing the ability to cope with financial stresses and shocks. From a climate change adaptation perspective, financial wellbeing and resilience begins by improving the financial security at a household level.

Financial wellbeing and security are supported by access to education, training, and jobs close to home and through the provision of affordable housing, food, and services. Financial wellbeing can also be enhanced by reducing reliance on cars through provision of public transport and connected walking and cycling paths.

Our objectives for improving financial wellbeing and resilience:

- 6.1. Increase access to local services and affordable programs and activities which mitigate cost of living pressures.
- 6.2. Increase access to financial wellbeing and capability services to increase personal resilience.
- 6.3. Increase education and employment pathways

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How we will measure change

- Percentage of adults who had difficulty finding a suitable property to purchase within their budget
- Percentage of household expenditure on transport costs, food, health, education, housing, and utilities
- Percentage of households in housing stress
- Percentage of adults who were unable to access a GP when needed in the past year due to cost or transport issues
- Percentage of adults who accessed financial and/or food support services in the past year, who did so outside of the Shire
- Percentage of adults who couldn't afford to pay bills
- Percentage of households that are classified as low income
- Percentage of adults who have a bachelor or higher degree
- Percentage of adults who report negative personal or family experiences of underemployment or unemployment

Council policy supporting improving financial wellbeing and resilience	Federal and Victorian government policy supporting improving financial wellbeing and resilience
<ul style="list-style-type: none"> • Advocacy Agenda • Arts and Culture Strategy • Community Food Strategy 2018-26 • Community Infrastructure Plan • Community Wellbeing Support Grants • Economic Development Strategy • Environmentally Sustainable Design Policy • Investment Attraction Plan • Neighbourhood House Policy • Open Space Strategy • Rates and Charges Financial Hardship Policy • Social and Affordable Housing Strategy and Action Plan 2018-2025 	<ul style="list-style-type: none"> • Plan for Victoria 2050 • National Agreement on Social Housing and Homelessness • National Financial Wellbeing and Capability Activity

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Outcome 7: Reduce harm from tobacco, vaping, alcohol, drugs, and gambling

Addiction to tobacco, vaping, alcohol, drugs, and gambling can have a harmful impact on individuals, their families, and the broader community. The harms associated with harmful use of alcohol, other drugs and tobacco are summarised in Table 1. Gambling harms can include relationship and financial issues, job security, and physical and mental health issues. Use of electronic cigarettes, or 'vapes', where users inhale aerosol containing flavourings, a range of toxic chemicals, and in some cases nicotine, has increased significantly in recent years particularly among young people. Nicotine use among this population can increase reward seeking behaviour, use of other drugs and alcohol, and increase the likelihood of tobacco-smoking by 300%.³⁸

Table 1. Harms associated with harmful use of alcohol, other drugs and tobacco (Adapted from National Drug Strategy 2017-2026)³⁹

Economic harms	Social harms	Health harms
<ul style="list-style-type: none"> - Costs associated with management (law enforcement, health care and social services) - Reduced workplace productivity and absenteeism - Damages to public infrastructure - Impacts on children and young people in the household, impacting generational outcomes 	<ul style="list-style-type: none"> - Antisocial behaviour and violence - Poor childhood development (social, cognitive, behavioural) - Intergenerational trauma - Contribution to family violence - Family wellbeing 	<ul style="list-style-type: none"> - Injury - Road trauma - Mental health problems - Preventable acute and chronic conditions (cancers, cardiovascular disease and liver disease)

Reducing harm from tobacco, vaping, alcohol, drugs, and gambling is supported by access to education, training, and jobs close to home and through the provision of affordable housing, food, and services.

Our objectives for reduce harm from tobacco, vaping, alcohol, drugs, and gambling:

- 7.1. Decrease exposure to and uptake of smoking, vaping, gambling and harmful alcohol and drug use.
- 7.2. Decrease short and long-term harm from tobacco, vaping, gambling, alcohol and drug use, on individuals and communities.

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How we will measure change

- Proportion of prep-grade children who had experienced stress related to a gambling problem and/or an alcohol or drug problem in the family
- Proportion of mothers who smoked during pregnancy
- Proportion of adults who are at increased risk of harm from alcohol related disease or injury
- Rate of hospital admissions related to illicit drug use or alcohol
- Proportion of adults who smoke or vape
- Rate of losses from EGMs per 100,000 population

Council policy supporting reducing harm from tobacco, vaping, alcohol, drugs, and gambling	Federal and Victorian government policy supporting reducing harm from tobacco, vaping, alcohol, drugs, and gambling
<ul style="list-style-type: none"> • Community Signage Policy • Facility Standards Policy • Gambling Harm Prevention and Minimisation Policy 	<ul style="list-style-type: none"> • VicHealth Strategy 2023-33 • South East Public Health Unit Population Health Catchment Plan 2023-28 • Victorian Community Health, Health Promotion Guidelines • Victorian Cancer Plan 2024-2028 • Victorian Police Drug Strategy 2020-2025 • National Alcohol Strategy 2019-2028 • National Tobacco Strategy 2023-30 • National Drug Strategy 2017-2026

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Liveability Domain: Active Travel & Transport

Neighbourhoods which promote walking and cycling for transport are safe, enjoyable, accessible, and have links to places of daily living such as schools, supermarkets, and public transport. Walkable neighbourhoods promote social connection, reduce financial hardship and can enhance the health of people and the environment.

Living close to public transport encourages passive physical activity, reduces individual emissions from motorised transport and reduces inequities through enhancing access to services, employment, education and activities for those without access to personal transport or with restricted mobility. Living within walking distance to public transport (approximately 400 meters) increases the likelihood of communities using public transport, as well as the general cost, frequency, comfort and suitability of the service for travel requirements and destinations.

What the community has told us is important
Advocating for better access to public transport networks to reduce reliance on cars, costs of vehicle ownership, congestion on roads and streets, and to support those without access to personal vehicles to travel
Raising awareness about the opportunities to access, and benefits of creating accessible walkable routes to reduce reliance on cars and exposure to pollution (air and noise)
Ensuring the safety, sustainable-design, and health-amenity of active travel and transport infrastructure will maximise use. This includes maintenance, lighting, water access, tree canopy, school crossings, accessible footpaths and crossings, and seating
There are trends in uptake of alternative modes of transport (e.g. e-scooters and walking/cycling part-way to school or work) which may reduce the reliance on cars and car parks in certain areas
Better understanding of the projected climate-risks for suburbs, to plan for where and what active travel and transport infrastructure will be required for future users

What the data says

- 93% of residents own at least one motor vehicle⁹
- 67% of residents travel to work by motor vehicle, while 2.7% travel to work by public transport, and 1.1% cycle or walk to work. ☼⁹ However, 19% of residents work from home.⁹
- Households have an average of 0.8 daily living destination (supermarkets, public transport stops or convenience stores) within 1600 meters⁴¹
- 8.3% of households are located within 400 meters of public transport with a regular 30-minute weekday service (7am-7pm)⁴¹
- In 2022/23, there were 271,000 tonnes of carbon dioxide equivalent emissions from transport, this is 19% higher than the annual emissions from transport in 2020/21, but similar to the annual emissions from transport in 2018/19 ^44☼

☼ Climate and health-related measure (inclusive of exposure, sensitivity, adaptive capacity and resilience measures)

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Strategic objective

Increase access to and connectivity of public transport, cycling routes and footpaths.

Indicators

- % of residents who own at least one motor vehicle
- % of residents who report travelling to work by motor vehicle
- % of residents who report travelling to work by public transport
- % of residents who report travelling to work by bicycle or walking
- Average number of daily living destination (supermarkets, public transport stops or convenience stores) within 1600 meters
- % of households located within 400 meters of public transport with a regular 30-minute weekday service (7am-7pm)
- Annual municipal greenhouse emissions from transport

Supporting Council documents

- Cardinia Planning Scheme
- Asset Management Strategy
- Community Safety Framework 2024
- Disability Action Plan 2021-2026
- Open Space Strategy 2023-2033
- Sustainable Environment Policy 2018-2028

Supporting State and Federal frameworks and policies

- Plan for Victoria 2050
- Victorian Cycling Strategy 2019-2028
- Victorian Road Safety Strategy 2021-2030
- Victoria's Climate Change Strategy 2021

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Liveability Domain: Education

Access to a variety of education and training opportunities close to home, makes it possible for each individual to access the benefits of learning. Modern and diverse learning environments support quality education, cater to lifelong learning, enhance employment opportunities and social connection, and lead to better health and environmental outcomes.

What the community has told us is important
Cardinia Shire has a growing proportion of families and older residents who require diverse education opportunities across the lifespan, including informal skills programs through to attracting formal tertiary education locally.
Building the capability of organisations to provide traineeships and workplace learning opportunities is an opportunity for the region.
Community education and awareness is needed around climate change adaptation and mitigation actions including energy choices.
We have an increasingly diverse population, with the need for cultural literacy across the Shire through representation, education, events and inclusive communication.
Advocacy is needed to ensure adequate funding, infrastructure and workforce is available for the delivery of education programs across the life span, including kindergarten.
Ensuring communication channels reach all community members regarding health and safety matters such as climate events and preparedness, community services, programs and procedures.

What the data says

- 52% of residents have completed year 12 equivalent, this is increasing⁹
- 19% of residents had completed a university qualification, this is increasing⁹
- 35% of residents had completed a diploma or vocational qualification⁹
- 9% of children are developmentally vulnerable on two or more domains⁵⁰
- 8% of the population aged 15-24 years are disengaged from education/employment⁹

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Strategic objective

Increase access to and participation in, local education across the lifespan.

Indicators

- % of residents who have completed year 12 equivalent
- % of residents who have completed a university qualification
- % of residents who have completed a diploma or vocational qualification
- % of children who are developmentally vulnerable on two or more domains
- % of the population aged 15-24 years disengaged from education/employment

Supporting Council documents

- | | |
|--------------------------------------|--|
| • Cardinia Planning Scheme | – Reconciliation Action Plan |
| • Community Food Strategy 2018-2026 | • Investment Attraction Plan |
| • Community Infrastructure Plan 2024 | • Strategic Workforce Plan |
| • Neighbourhood House Policy | • Sustainable Environment Policy 2018-28 |
| • Social Justice and Equity Policy | |
| – Cultural Diversity Action Plan | |

Supporting State and Federal frameworks and policies

- Plan for Victoria 2050
- Greater South East Melbourne (GSEM) Jobs and Skills Roadmap
- Victorian Early Years Learning and Development Framework
- Victorian Multicultural and Multifaith Action Plan 2023-27
- Victorian Aboriginal Affairs Framework
- National Youth Policy Framework
- National Inclusion, Equity and Diversity Strategy 2024-27
- National Closing the Gap

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Liveability Domain: Employment

Access to local jobs, supports a resilient, innovative, and thriving local economy. Short commute times not only reduced environmental carbon emissions associated with motorised travel, but is also associated with improved work-life balance and health family and social relationships and self-care activities like physical activity and reduced reliance on convenience foods. Healthy workplaces that are inclusive and promote the health, wellbeing, and safety of workers also benefits the local economy through improved productivity and reduced absenteeism.

What the community has told us is important
There is a need to increase business readiness to host placements, promote diverse employment pathways and address barriers to employment.
Facilitating investment attraction in critical industries (i.e. tourism, healthcare and social services) and priority locations (i.e. Officer and Pakenham Town Centre), and activation of smaller precincts and towns through pop-ups, events and visitor economies to foster vibrant, thriving communities.
Promotion and expansion of volunteering and pre-and-post career opportunities.
Enhancing local businesses' innovation, resilience, knowledge sharing and collaboration.
Consider how the public and private business sectors can integrate energy and water resilience, and circular economy practices, including the food sector.
Advocating for the protection of agricultural land, and diversification of produce, including multicultural foods.
Addressing the heat island effect in industrial and commercial precincts.
Boosting use of established assets across the Shire such as multi-use facilities for training, events, and co-location of services and growing industries, to stimulate dispersed economic activity.
Advocating for the development of essential transport links, sealed roads and new bus routes, to support the growth of industrial and commercial precincts.
Supporting the growth and productivity of local arts, culture, and creative industries.
Increasing adoption of local, sustainable and social procurement practices, including of Aboriginal and Torres Strait Islander businesses

What the data says

- The top 5 industries by employment are construction, healthcare and social assistance, education and training, retail, and food and accommodation services⁴⁶
- There were 11,937 local businesses in 2024, a 6% increase from 2023⁴⁶
- The jobs-to-residents ratio in 2022/23 was 0.58, meaning there were less jobs than resident workers although this ratio improved slightly from 2017/18⁴⁶
- 4.8% people aged 15–64 years are accessing JobSeeker or Youth Allowance payments⁴⁷
- 49% of residents aged 15+ are fully engaged in education or the workforce⁹
- 32% of residents work and live in Cardinia Shire⁹✧
- 12% of residents participate in volunteering, a decrease from 18% in 2016⁹✧
- Estimated annual greenhouse emissions from commercial and industrial properties from electricity has decreased by 24% and gas has decreased by 15% between 2018/29 and 2022/23⁴⁴

✧ Climate and health-related measure (inclusive of exposure, sensitivity, adaptive capacity and resilience measures)

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Strategic objective

Increase access to and participation in local employment and volunteering.

Indicators

- Top 5 industries by employment
- Number of local businesses
- Jobs-to-residents ratio
- % people aged 15–64 years accessing JobSeeker or Youth Allowance payments
- % of residents aged 15+ fully engaged in education or the workforce
- % of residents who work and live locally in Cardinia Shire
- % of residents participating in volunteering
- Estimated annual greenhouse emissions from commercial and industrial properties

Supporting Council documents

- | | |
|--|--|
| <ul style="list-style-type: none"> • Arts and Culture Strategy • Cardinia Planning Scheme • Community Food Strategy 2018-2026 • Economic Development Strategy 2023-27 <ul style="list-style-type: none"> – Investment Attraction Plan • Lease & License Policy 2022 | <ul style="list-style-type: none"> • Neighbourhood House Policy • Strategic Workforce Plan • Social Justice and Equity Policy <ul style="list-style-type: none"> – Disability Action Plan 2021-26 – Reconciliation Action Plan |
|--|--|

Supporting State and Federal frameworks and policies

- Plan for Victoria 2050
- GSEM Jobs and Skills Roadmap
- Victorian Southeast Growth Corridor Plan
- Victoria's Antiracism Strategy 2024-29
- Victorian Visitor Economy Community Engagement Framework
- National Urban Policy
- National Closing the Gap
- National Strategy for Gender Equality

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Liveability Domain: Food

Access to healthy, sustainable, and culturally appropriate local food, promotes the health of people, strengthens the local economy, and enhances the natural environment. People are likely to travel up to one kilometre to access food stores via active travel, which further promotes health and health-equity for those who may not have personal transport. In contrast, a diet consisting of highly processed, low-nutrient food items often contribute to poorer health outcomes in communities, such as type 2 diabetes, coronary heart disease and some cancers, which also negatively impacting the environment through higher emissions associated with processing, packaging and distribution.

What the community has told us is important
Identifying opportunities to enhance the financial and environmental sustainability and resilience of the food sector through tourism, uptake of sustainable technology and practices, local markets and networks, and advocacy and investment attraction to build shorter distribution chains.
Addressing workforce shortages through opportunities to support new entrants, including migrants, multicultural communities, and young people into agriculture.
Advocate for the protection of viable farmland.
Leveraging opportunities for schools, young people, and communities to engage in shared interests and practical learning in kitchens, gardens, and farms, to foster food literacy and promote agricultural careers.
Promoting local opportunities for donating or selling surplus food.
Exploring opportunities for edible gardens as part of housing developments and estates.

What the data says

- 11% of residents experience food insecurity⁷
- 12% of households have cut the size of, or skip, meals because there wasn't enough money for food⁶ ☼
- There are 7.5 workers in agriculture, forestry and fishing, for every 10 jobs available, and this gap is worsening⁴⁶
- 35% of households are within 1 kilometre of a supermarket⁴¹ ☼
- 11% of households do not have a food outlet within 3.2km⁴¹ ☼
- 56% of residents buy / eat locally produced fruit or vegetables⁶ ☼
- Annual municipal greenhouse emissions from agricultural activity have increased by 12% between 2018/19 and 2022/23⁴⁴
- The value of agriculture related outputs in 2022/23 was \$578 million⁴⁶

☼ *Climate and health-related measure (inclusive of exposure, sensitivity, adaptive capacity and resilience measures)*

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Strategic objective

Increase access to affordable, sustainable and nutritious food.

Indicators

- % of residents who experienced food insecurity
- % of households which cut the size of, or skip, meals because there wasn't enough money for food
- Jobs to workers ratio in agriculture, forestry and fishing
- % of households that are within 1 kilometre of a supermarket
- % of households that do not have a food outlet within 3.2km
- % of residents who buy / eat locally produced fruit or vegetables
- Annual municipal greenhouse emissions from agricultural activity
- Value of agriculture related outputs

Supporting Council documents

- | | |
|---|--|
| • Cardinia Planning Scheme | • Economic Development Strategy 2023-27 |
| • Community Food Strategy 2018-2026 | – Investment Attraction Plan (Under development) |
| • Community Infrastructure Plan | |
| • Neighbourhood House Policy | • Sustainable Environment Policy 2018-28 |
| • Compliance and Enforcement Policy 2019-2022 | • Social and Affordable Housing Strategy 2018-25 |

Supporting State and Federal frameworks and policies

- Plan for Victoria 2050
- Adult, Community and Further Education Board Strategy 2020-25
- Victorian Recycling Infrastructure Plan
- Planning for Melbourne's Green Wedges and Agricultural Land Action Plan 2024

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Liveability Domain: Community infrastructure and services

Local services and community groups ensure residents can access appropriate and affordable services and facilities which promote and protect health and social, economic and physical wellbeing throughout life. Accessible and well-planned public infrastructure including play spaces, buildings and facilities like pools and playgrounds, enable communities to socialise, learn skills and increases life satisfaction, while supporting financial wellbeing and increasing safety and inclusion.

What the community has told us is important
Monitoring access to and identifying gaps in affordable, accessible health, cultural, and social services, programs, and infrastructure to proactively advocate for and attract funding for their delivery.
Facilitating community participation in decisions around infrastructure, service and place-making.
Ensuring new buildings and upgraded/maintenance of facilities are sustainable, safe, accessible and inclusive, and adopt principles of local procurement, cultural safety and inclusion.
Enhancing usage of facilities across the region through place-based planning, non-traditional partnerships, mixed and joint-use arrangements, and activation strategies such as volunteering, events, projects.

What the data says

- There are 31 general practice (GP) clinics in the Shire, of which 53% are bulk-billed¹¹
- The average distance to a GP clinic with bulkbilling is 1.6 kilometres⁴¹
- Majority of residents can access a doctor (65%), dental (58%), allied health (54%), and/or food support (52%) within the Shire, however many go outside of the Shire mental health (64%), housing (72%) and alcohol and drug rehabilitation (70%) services⁶
- There are 18 Council-owned and managed buildings which act as 'cool refuge centres' (e.g. leisure centres, libraries, community centres) and are open to the public ☼
- Cardinia Shire scored 3.3 out of 16 on the Social Infrastructure Index,⁴¹ which includes community and individual support services such as health, education, early childhood, community support, community development, culture, sport and recreation, parks and emergency services.
- 67% of residents participate in community markets, 41% participate in children's playgrounds, and 37% participate in libraries⁶

☼ *Climate and health-related measure (inclusive of exposure, sensitivity, adaptive capacity and resilience measures)*

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Strategic objective

Increase equitable access to community infrastructure and services within the Shire.

Indicators

- % of general practice clinics which are bulk billed
- average distance to a GP clinic with bulkbilling
- % of residents who can access a doctor, dental, allied health, food support, mental health service, housing service, and alcohol and drug rehabilitation service within the Shire.
- Number of council-owned and managed buildings which act as 'cool refuge centres'
- Social Infrastructure Index
- % of residents who participate in community markets, children's playgrounds, and libraries

Supporting Council documents

- Active Cardinia Strategy 2023-33
- Asset Management Strategy
- Cardinia Planning Scheme
- Climate Change Adaptation Strategy 2023-2033
- Community Garden Policy (Under review)
- Community Safety Framework 2024
- Cultural Diversity Action Plan
- Disability Action Plan 2021-26
- Emergency Management Policy
- Neighbourhood House Policy (Under review)
- Reconciliation Action Plan (Under review)

Supporting State and Federal frameworks and policies

- Plan for Victoria 2050
- Victoria's Antiracism Strategy 2024-29
- Victorian Crime Prevention Strategy
- Victorian Preparedness Framework
- National Urban Policy
- National Construction Code

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Liveability Domain: Housing

Safe, secure and appropriate housing for individual needs is a critical determinant of physical and mental wellbeing. Communities with diverse, high quality and sustainable housing, with affordable options for all, near employment, education, goods and services and open space, and connected by active travel infrastructure, are critical ingredients for a growing and diverse community.

What the community has told us is important
Facilitating housing investment through public-private partnerships with developers and community housing providers, and leveraging grants for the delivery and management of social and affordable housing in growth- and high need areas.
Explore opportunities to mitigate environmental impacts of existing and new housing development, including environmentally sustainable design, climate-sensitive retrofits, waste management services, resource recovery programs, and planning for extreme weather risks and mitigation.
The opportunity and need for housing, particularly social housing, to be near services, public transport and community infrastructure and amenity (i.e. open spaces).
Enhancing community perceptions and attitudes towards social housing.

What the data says

- 56% of households pay more than 30% income on rent or mortgage, this has increased by 19% since 2019⁶ ☼
- 0.8% of dwellings are government owned or community housing⁹ ☼
- 4.8% of housing sales are affordable for a person on low or very low income⁴⁸
- There are 5.7 homeless people per 1,000 population, with 1 in every 16,000 to 17,000 sleeping rough or outside of shelter⁹
- 66% of residents strongly support/support housing that is 'specifically built and/or allocated to assist members of the community who have very low incomes, disabilities, or are impacted by family violence, or who are unable to find housing themselves'⁶
- Estimated annual municipal greenhouse emissions from residential properties from electricity has decreased by 24% and gas has decreased by 15% between 2018/29 and 2022/23⁴⁴

☼ *Climate and health-related measure (inclusive of exposure, sensitivity, adaptive capacity and resilience measures)*

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Strategic objective

Increase access to appropriate and affordable housing.

Strategic indicators (bolded)

- % of households that stated they pay more than 30% income on rent or mortgage
- % of dwellings that are government owned or community housing
- % of housing sales which are affordable for a person on low or very low income
- Rate of homeless people per 1,000 population
- % of residents that strongly support/support housing
- Annual municipal greenhouse emissions from residential properties

Supporting Council documents

- Cardinia Planning Scheme
- Reconciliation Action Plan (Under review)
- Social and Affordable Housing Strategy 2018-25

Supporting State and Federal frameworks and policies

- Plan for Victoria 2050
- Southeast Growth Corridor Plan
- National Housing Accord
- National Strategy for First Nations Housing
- National Urban Policy

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Liveability Domain: Environment and open space

Public open spaces which are strategically planned, developed, and maintained to create a sense of place, encourage participation, protect the natural environment, promote health and wellbeing. These include parks and recreational and nature reserves.

Amenities, or the things within these open spaces, are also important, with shelters and toilets supporting social gatherings, while multiple spaces such as playgrounds and sports and open fields fostering use by a broad range of community members. Larger open spaces, defined as being greater than 1.5 hectares, are often more like to accommodate multiple uses. Increasing frequent and diverse use of open spaces increases safety through public surveillance, which is all influenced by proximity to housing.

What the community has told us is important
Monitoring and activation of underutilised open spaces, in ways that balance the needs of different users.
Protecting natural and open spaces and pest species, waste, and climate change impacts such as hotter and drier climates.
Record keeping of natural assets including trees.
Advocating for the development of land management plans and open space master plans.
Ensuring sustainable amenity within open spaces to maximise useability and safety for all (i.e. solar lighting, bike racks, water access, tree canopy and seating and water management that incorporates sustainability).
Investigate opportunities for partnerships to provide passive open, green and play spaces within residential areas and streetscapes.
Investigating opportunities to attract waste management services to the Shire to enhance the health and cleanliness of open spaces.
Building local knowledge of the environment and climate change through participation in environmental groups and volunteering.
Active engagement of communities in decisions and delivery of open space projects and maintenance.

What the data says

- 63% of residents visit open spaces, this is decreasing⁶
- 51% of residents visit native bushland, this is increasing⁶
- 82% of households are within 400 meters of public open space, this has increased since 2018⁴¹ ✨
- 42% of households are within 800 meters of a neighbourhood park (>1 to <5 ha)⁴¹
- 39% of residents feel completely or mostly connected 'to the land they live on', this is decreasing⁶ ✨
- 52% of residents plant native plants in the garden / enhanced garden habitat for plants⁶ ✨

⚡ *Climate and health-related measure (inclusive of exposure, sensitivity, adaptive capacity and resilience measures)*

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Strategic objectives

Increase sustainability and protection of the environment and open space.
Increase access to and quality of public open space.

Indicators

- % of adult residents who visit open spaces
- % of adult residents who visit native bushland
- % of households that are within 400 meters of public open space
- % of households that are within 800 meters of a neighbourhood park (>1 to <5 ha)
- % of residents who feel completely or mostly connected 'to the land they live on'
- % of residents who plant native plants in the garden / enhanced garden habitat for plants

Supporting Council documents

- | | |
|---|---|
| <ul style="list-style-type: none"> • Biodiversity Strategy • Cardinia Planning Scheme • Community Garden Policy (Under review) • Community Safety Framework 2024 • Domestic Animal Management Plan 2021-25 (Under review) • Disability Action Plan 2021-26 • Fencing Policy (Under review) | <ul style="list-style-type: none"> • Municipal Emergency Management Plan - Cardinia • Open Space Strategy 2023-2033 • Reconciliation Action Plan • Sustainable Environment Policy 2018-2028 |
|---|---|

Supporting State and Federal frameworks and policies

- Plan for Victoria 2050
- Biodiversity 2037
- Eastern Region Pest Management Strategy 2020-2030
- Open Space for Everyone
- Planning for Melbourne's Green Wedges and Agricultural Land Action Plan 2024

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Implementation and Evaluation

Many issues affecting our community's health and wellbeing can only be addressed through a coordinated response across sectors and a commitment over the long term to address the environments and systems which ultimately shape our community's health. Council plays a key role in providing the infrastructure to foster cross-sector communication, alignment and collaboration at the local level, towards public health agendas over time. This role is described under the six functions of 'how we work together' in the Liveability Plan's Framework including:

- **Guiding a shared vision and strategy** | Council and leaders across organisations will share data and insights to help prioritise opportunities for impact through annual planning cycles and build the capacity of the partnership to embed the Prevention Principles and equity in our work.
- **Support aligned activities** | The partnership will create opportunities for collaboration and strategic planning across organisations, expanding our partnerships, and fostering alignment and identification of shared opportunities, resources and areas for learning.
- **Shared learning** | We will share data, stories and evidence to inform impact across organisations, ensuring we continuously learn from our experiences, and centre the voice of community in decision-making.
- **Increasing awareness** | We will build understanding and empower communities to act.
- **Advocacy** | We will advocate internally and externally for policy change, resource flows and action which supports our shared vision.
- **Mobilising funding** | We will attract investment and distribute resources in ways that empower communities to enact change and address social inequities.

Council and the Liveability Partnership also recognise the critical role of volunteering in our community to improve liveability, health and wellbeing. Council encourages and enables community groups to align to the objectives of the plan through the Council and partner grants programs, local partnerships and other relevant policy levers.

Local ownership and capacity are key to ensuring the ongoing sustainability and resilience of our community. Organisations, businesses, community groups and individuals who would like to support this plan are encouraged to visit Council's website for more information on how to get involved.

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Implementing and monitoring of *Cardinia Shire's Liveability Plan 2017–29* will take a whole-of-Council and whole-of-community approach.

The *Data Profile* provides population health, demographic and liveability data related to Cardinia Shire. The *Background Paper* provides the context, consultation and data analysis and rationale, which has informed the goals and objectives within the Plan. The *Monitoring and Evaluation Plan* identifies the measures we will use to track progress, benchmarked against the Victorian Public Health and Wellbeing Outcomes Framework, with localised measures to fill identified gaps through Council's biennial Household Liveability Survey, Australian Urban Observatory Liveability Index, and shared data from the Liveability Partnership.

An Action Agenda will be reviewed each financial year over the 4-year plan, establishing a set of incremental actions which detail how Council, partner organisations and the community will work together to achieve the Plans' objectives, and measure impact. Actions will be developed through consideration of:

- **Council's priorities identified within the Council Plan**
- **Community engagement, participation and surveys:** Providing updated health and wellbeing data to evidence emerging needs and priorities.
- **Strategic partnerships:** Identifying local organisations, groups and businesses with aligned strategies, activities, advocacy, mobilised workforce or funding for the delivery of actions within the Plan.

The *Liveability Plan 2017–29* will be evaluated in 2029 in consultation with partners and the community. This evaluation will summarise the achievements and progress towards the Plans' 12-year vision, and trends emerging around each of our outcome areas.

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Cardinia Shire Council



Liveability Plan Review: What we heard

Report on engagement January to February 2025

June 2025

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Executive summary

Cardinia Shire's Liveability Plan 2017-29 (the Plan) is Council's municipal public health and wellbeing plan required by all local governments under the Victorian *Public Health and Wellbeing Act 2008*. The aim of the Plan is to achieve maximum levels of health and wellbeing by identifying and assessing the actual and potential public health issues and risks in the community and outlining strategies and actions to minimise or prevent them. The Plan has a focus on 'keeping well people well' and provides a strategic framework to improve liveability, health, and wellbeing in the shire over a 12-year time frame.

Under the Act 2008, Council must review the Plan every four years, including "an examination of data about health status and health determinants in the municipal district" and to "provide for the involvement of people in the local community in the development, implementation and evaluation of the public health and wellbeing plan." This ensures the Plan provides a contemporary approach to inform the operational activities of Council, partner organisations and local community groups.

Initial community engagement to review the Liveability Plan was conducted between January and February 2025. This first phase of community engagement was supported by funding from VicHealth and aimed to understand the opportunities to improve health outcomes identified by communities who face the greatest barriers to health, including the impacts from climate change on health.

A summary of the engagement outcomes is outlined in Figure 1 below.

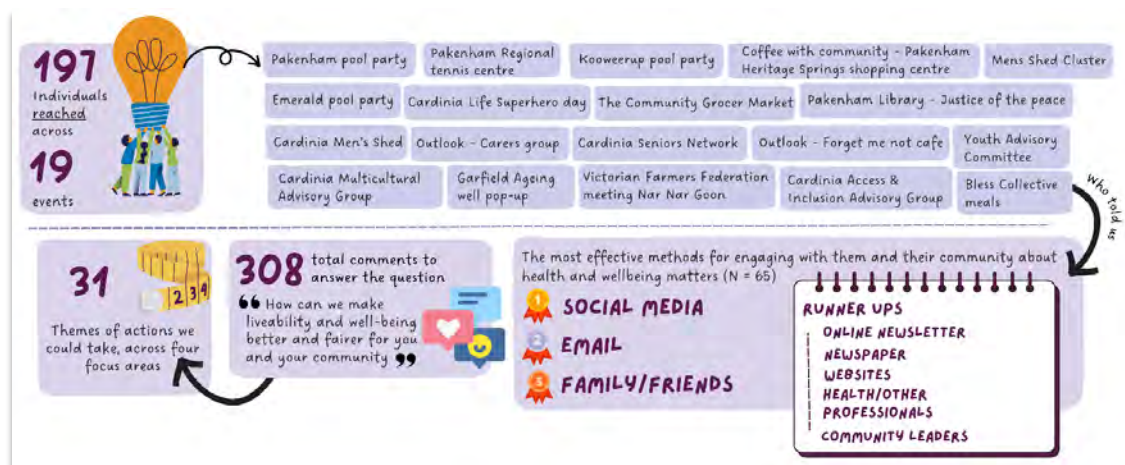


Figure 1. Summary of community engagement outcomes

Key themes have emerged from the data, as described within the *Engagement findings* section of this report. These findings were used to inform changes to the Liveability Plan, alongside other key sources discussed in the *Decision-making* section of this report.

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Community Consultation

Council's Health and Social Planning Team conducted various community engagement activities from January to February 2025, to help inform the 2025 review of Cardinia Shire's Liveability Plan.

Objectives and purpose

The **objective** of this phase of engagement was to inform changes within the Liveability Plan including updating objectives and domains.

The **purpose** of the engagement was to consult community groups and members who experience poorer health, social and/or economic outcomes, to understand opportunities to improve health and health-equity.

Engagement promotion

Community feedback was collected via random intercept surveys and group interviews, across nineteen council-related events and existing community group meetings, allowing for issue exploration, particularly in group settings.

These locations were prioritised based on their targeting of the primary audiences identified from groups listed within Council's Background Report for the Social Justice and Equity Policy. The populations and groups identified are those who experience poorer health, social and/or economic outcomes that the general population, including:

- Aboriginal and Torres Strait Islander communities
- People from culturally and linguistically diverse communities
- LGBTQIA+ communities
- Children, young people and families
- Older adults
- People with disability
- People of different genders
- People experiencing socioeconomic disadvantage
- People living in rural areas.

The opportunities to interact with community members were provided by various units within council. These opportunities were already organised by council staff, or were events organised and held by partner agencies or groups who have established relationships with council. This included regular meetings of established community groups. See Appendix 1 for a list of engagement locations.

Engagement activities

The set questions asked of community members comprised an overarching question: "What could make health and wellbeing better or fairer for you or your community", as it applied to the following four domains aligned to the Liveability Plan outcome areas:

1. Mental and physical wellbeing
2. Safety and community connection
3. Family violence
4. Financial wellbeing

Where possible and appropriate, participants were also asked for some basic demographics along with their preferred channels of communication for receiving health and wellbeing information.

Participants were offered the following methods to provide feedback:

1. Completing an anonymous, written feedback form at one of the events,
2. Submitting written feedback via the provided paper forms to Council via mail or email,
3. Providing feedback verbally to a Council representative, which was transcribed onto a feedback form, or,
4. In group settings, providing feedback verbally which was transcribed by a Council staff member.

See Appendix 2 for a copy of the feedback form.

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Who we heard from

Overall, 197 community members were reached by the community engagement activities. Not all attendees at the group interviews necessarily participated however, with some possibly not able or choosing to due to comfort in public disclosure or personal preference. Demographics of participants in group interviews were not collected due to the inability to maintain privacy and confidentiality in these settings, and as a result, these demographics were not captured in the below figures. Of those who did provide demographics, participants comprised a mix of ages and gender, with those identifying as female between 36 and 49 years of age being the largest cohort as can be seen in figure 2 below. Participants preferring not to answer are denoted by "0".

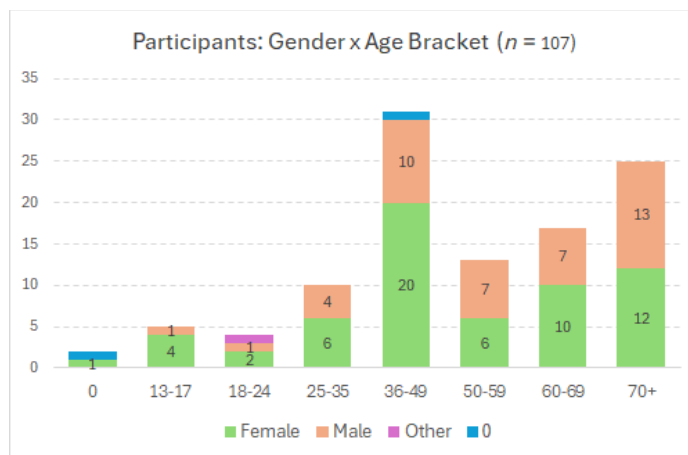
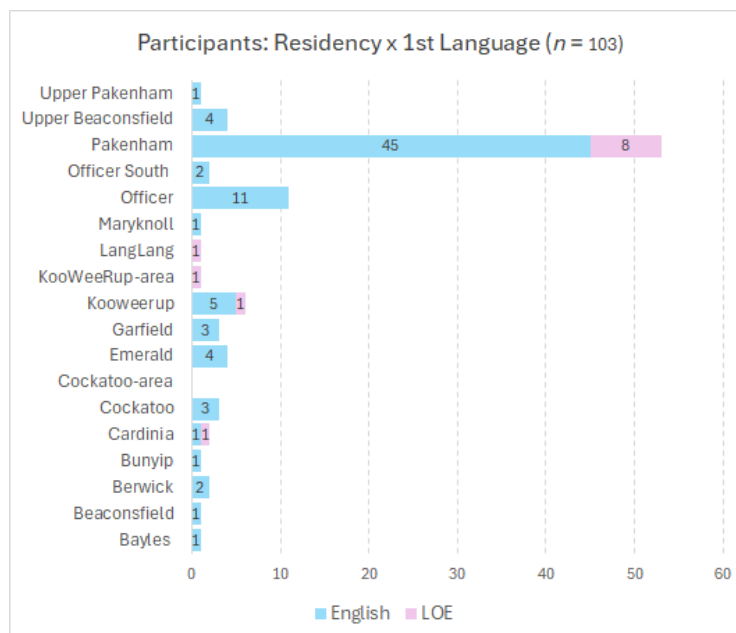


Figure 2: Count of participants' age by self-identified gender

Figure 3 below reveals the resident living or working location and first language spoken by participants, with native English speakers residing in Pakenham being a large majority.



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Figure 3: Count of participants' resident location by 1st language (English vs Language Other than English)

Engagement findings

Feedback collected was categorised under the four health and wellbeing areas, and then thematically analysed to identify solutions raised in response to the key question “*how could health and wellbeing be made better or fairer for you or your community?*”

An overarching theme from the feedback was that while there is an appreciation for the Shire’s facilities, services, amenities and activities, they aren’t easily accessible to everyone. This was seen to have the greatest impact on health and wellbeing, from those who face the greatest health, social and economic barriers.

It is important to note that feedback gathered from participants was not limited to (but could include) features, places, services, facilities or programs that Council directly delivers, funds or regulates. All responses gathered, related to each respondent's experience of health and wellbeing within the boundaries of Cardinia Shire.

What we heard

Participant Communication Preferences

Figure 3 presents the results for communication preferences in relation to how participants preferred to receive information about health and wellbeing matters, with social media the most reported.

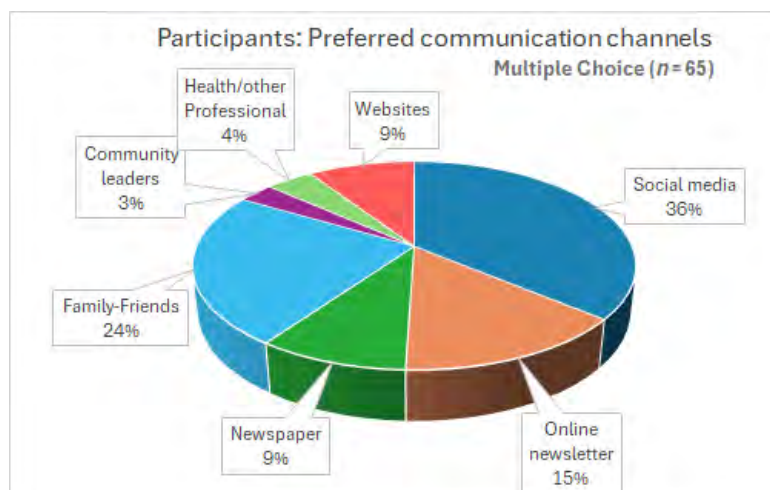


Figure 3: Preferred communication channels for Health & wellbeing information

Participants were also asked if there were other channels of communication which they preferred that were not listed in the set of options. Table 2 reveals that email is a commonly preferred communication channel, along with the remaining ‘other’ responses.

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Table 2: Count of the 'Other' communication preferences reported

OTHER	COUNT
Email	23
Newsletter	10
Post	9
SMS/Text	4
Library	3
School	2
Facebook	1
Noticeboards	1
Community groups	1
TV	1
Books	1
Rates Notice	1

What communities need to improve their wellbeing

There were 308 comments for feedback, which were classified into 31 themes across the four categories. The table below outlines the core themes that emerged for each category. Some quotes have been chosen to highlight the meaning and stories that were shared across these themes.

Mental and Physical Wellbeing (i.e. exercise, nutrition, social connection, reducing alcohol, drugs, smoking and vaping)	
<p>Communities need improved access and awareness of the existing facilities, services and activities that the Shire has, as well as addressing the gaps in services and facilities that exist. Commonly articulated ideas for solutions included more and well-maintained open spaces, more healthcare and food options locally to avoid long travel distances, improved public transport options, consider financial and accessibility impediments for vulnerable groups, and improved promotion of facilities, activities and services.</p>	<p><i>"I like that parks are fenced and enclosed, but they all need toilets, especially accessible toilets, more seating, shade, and a place to fill up my drink bottle."</i> - Respondent, intercept survey, Pakenham</p> <p><i>"Need more halal food options locally... We go all the way to Dandenong market to do our shopping"</i> - Respondent, intercept survey, Kooweerup</p> <p><i>"Educate the community about what [food] is fresh and in season; we have been spoilt by the supermarkets having a variety of produce 12 months of the year."</i> - Participant, group interview, Nar Nar Goon</p>
Safety and Community Connectedness (i.e. fair access, cultural safety, crime)	
<p>Communities need opportunities and spaces where they feel welcome and safe to connect, and connection in turn, fosters safety. Commonly articulated ideas for solutions included visible safety personnel and design features, more community events and groups, especially for young people, and safe pedestrian crossings. Positives were shared about staff in public places and cultural events.</p>	<p><i>"More opportunity for people to interact with people of all different backgrounds"</i> - Respondent, intercept survey, Pakenham</p> <p><i>"I feel safe on [my] road, as there is a great police presence already. I get to know local people through walking.... but let's help residents connect"</i> - Respondent, intercept survey, Pakenham</p>
Family Violence (i.e. financial, physical and emotional abuse)	
<p>Communities need increased education and awareness, access to welfare and housing support, and improved laws and legal system. Common solutions articulated included</p>	<p><i>"Family support is really important, financially and to help look after children ... people need a better understanding of family law"</i> - Respondent, intercept survey, Pakenham</p>

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increasing knowledge of the issues involved and solutions, early life education about violence, and improved processes to support people in escaping family violence.	<i>"Across Victoria we have various examples of intergenerational programs – we have to start with the younger generation" - Participant, group interview, Kooweerup</i>
Financial Wellbeing (i.e. budgeting and understanding bills)	
Community need increased education, awareness and information. Commonly articulated ideas for solutions included reducing cost of living pressures through low-cost activities, increasing awareness of free activities and increasing financial skills across all communities and scenarios, from schools through to people in distress.	<i>"I use a lot of free services, Libraries, waste teams provided free re-useable nappies, uses cardboard drop off day at the tip to save money." - Respondent, Intercept survey, Pakenham</i> <i>"Reliable financial advice is important as we age, especially if you lose a partner who manages the finances. Access to help with computers would...help manage online finances" - Respondent, Intercept survey, Garfield</i>

Decision making

We listened widely, drawing insights from the findings of this engagement, alongside data gathered from recent government surveys (Census, Victorian Population Health Survey), local surveys (Cardinia Shire Household Liveability Survey), research partners and papers, and government strategies and policies, to inform the drafted changes to the Liveability Plan. With the Council Plan being developed simultaneously, we also gathered understanding about community priorities from the 2025 Deliberative Panel Report.

How the results shaped the outcome

We acknowledge and honour the contributions of the 197 community members who shared their stories of struggle, persistence and hope, alongside their ideas and perspectives of the solutions to creating a healthy and fairer community. Each of these stories have contributed to the creation of the Draft reviewed Liveability Plan.

The themes have informed a list of insights under the Liveability Plan domains for Council and key stakeholders to consider for future action, including as part of the development of the Council Plan 2025-29. This data was considered alongside a comprehensive analysis of public health data, policy analysis, and internal and external stakeholder engagement, to update the objectives within the revised Draft Liveability Plan based on needs and priorities.

Next steps

The final phase of community engagement, commencing from 22 July though to 22 August 2025, will seek to ensure that the objectives reflect our communities' current needs and priorities, and shape how Council partners with organisations to enhance the health and wellbeing of our community.

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Appendices

Appendix 1 - Community Engagement Activities Conducted

DATE	GROUP/VENUE	PARTICIPANTS ¹	DATA COLLECTION METHOD
27/02/2025	Bless Meals Pakenham	15	Intercept interviews
10/01/2025	KooWeeRup Swimming Pool	9	Intercept interviews
13/01/2025	Pakenham Regional Tennis	9	Intercept interviews
15/01/2025	Pakenham Swimming Pool	4	Intercept interviews
16/01/2025	Heritage Springs Pakenham	8	Intercept interviews
17/01/2025	Emerald Swimming Pool	5	Intercept interviews
20/01/2025	Super-Hero Day (Pakenham pool)	5	Intercept interviews
30/1/2025	Community Grocer Pakenham	8	Intercept interviews
31/01/2025	Justice of Peace (Pakenham Library)	5	Intercept interviews
26/02/2025	Youth Action Committee Pakenham	8	Group Interview
5/2/2025	Cardinia Men's Shed	9	Group Interview
6/2/2025	Christ Church Carers' Group	7	Group Interview
13/2/2025	Cardinia Seniors network meeting	40	Group interview
18/02/2025	Outlook Forget me Not	4	Intercept interviews
18/02/2025	Vic Farmers Federation Nar Nar Goon	5	Group Interview
19/2/2025	Cardinia Access & Inclusion Advisory Committee	10	Group Interview
20/02/2025	Brewers Café Garfield (Ageing well)	3	Intercept interviews
20/02/2025	Multicultural Advisory Group	8	Intercept interviews
26/2/2025	Men's Shed Cluster	35	Group Interview
TOTAL		197	





¹ Respondents to intercept interviews and attendees at group interviews (not necessarily contributors)


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Appendix 2 – Community engagement response form


Share your thoughts to help us create
a liveable and healthy community

What could help make this better or fairer for you and your community?

 <p>Improving mental and physical wellbeing Things like exercise, healthy eating, social connection, reducing alcohol, drugs, smoking, vaping harm.</p>	
 <p>Improving safety and community connectedness Things like fair access, cultural safety and crime.</p>	
 <p>Reducing family violence Things like reducing all forms of violence and abuse, financial, physical, emotional.</p>	
 <p>Improving financial wellbeing and resilience Things like budgeting and understanding bills.</p>	



To provide feedback over the phone or get further information, contact Cardinia Shire Council on **1300 787 624** or mail@cardinia.vic.gov.au.
If you need an interpreter, call **131 450** to speak to a translator.
Ask the translator to ring Cardinia Shire Council on **1300 787 624**.



7.3.3 DRAFT ROAD MANAGEMENT PLAN 2025 - 2029

Responsible GM:	James Kelly
Author:	Ana Caicedo
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>2.1 We support the creation of liveable spaces and places 2.1.2 Plan and maintain safe, inclusive and connected open spaces, places and active travel routes.</p> <p>5.1 We practise responsible leadership 5.1.1 Build trust through meaningful community engagement and transparent decision-making.</p>

Recommendation

That Council:

1. Endorses the Draft Road Management Plan 2025-2029 (Attachment 1) for public consultation.
2. Approves the commencement of a public consultation period from 22 July 2025 to 19 August 2025.
3. Receive a further report on the outcomes of the public consultation in October 2025 for consideration prior to the formal adoption of the Road Management Plan 2025-2029.

Executive Summary

The *Draft Road Management Plan 2025–2029* outlines Cardinia Shire Council's strategic approach to managing its local road network, footpaths, and associated infrastructure in compliance with the Road Management Act 2004. This updated plan reflects a comprehensive review of the current Road Management Plan (adopted in June 2022), incorporating benchmarking, internal consultation, and alignment with the Municipal Association of Victoria (MAV) template to enhance clarity and consistency.

Background

Under the Road Management Act 2004, Council is designated as a Road Authority for local roads, footpaths, and associated infrastructure within the municipality. The Act requires Cardinia to maintain a Road Management Plan that details the standards and procedures for managing its road network. The current Road Management Plan was adopted on 20 June 2022 and requires a comprehensive review before 31 October 2025.

The review process for the Draft Road Management Plan 2025-2029 has included:

- Benchmarking against other Victorian councils' RMPs.
- Internal consultation with relevant Council departments and subject matter experts.
- Adoption of the new MAV template for Road Management Plans to enhance consistency and clarity.

On 16 June, Council was briefed on the process for the review. This report seeks Council's endorsement to release the Draft Road Management Plan 2025-2029 for public consultation.

Proposed Changes and Key Elements of the Draft RMP

The Draft Road Management Plan 2025-2029 aims to provide a more transparent and accessible document for the community, while ensuring Council continues to meet its legal obligations and manage its road assets effectively within available resources. Significant proposed changes and clarifications include:

- **Revised Asset Classes:** The Draft RMP better aligns the types of assets included in the Plan to the requirements of the Road Management Act 2004.
- **Road and Pathway Classification:** The Draft RMP proposes updated classifications for Council-managed roads and footpaths. These classifications guide the level of service and inspection frequencies.
- **Inspection Frequencies:** Revised schedules for proactive inspections of various road and pathway classifications have been incorporated, informed by best practice guidelines and risk assessment.
- **Intervention Levels:** The plan clearly defines the measurable extent of damage (e.g., pothole depth, footpath trip hazard height) that triggers scheduled repair works. Some intervention levels have been refined to better reflect current industry standards and community expectations.
- **Response Times:** Updated timeframes for addressing identified defects, categorised by urgency and asset type, are detailed in the plan.
- **Clear Language and Format:** The document has been prepared in plain English, utilising the MAV template to improve community understanding of Council's responsibilities and the service levels they can expect.
- **Register of Public Roads:** The RMP references the separate but related Register of Public Roads, which details all public roads and ancillary areas for which Council is responsible.

Balancing Road and Footpath Management

While Cardinia has historically been characterised by its extensive rural road network and lower population density, the Australian Bureau of Statistics now categorises the Shire as a medium density major city local government agency, and it is increasingly resembling other fast-growing peri-urban councils such as Melton and Wyndham. These municipalities have had to shift their asset management focus beyond traditional vehicular roads to also prioritise the safety and accessibility of pedestrian infrastructure. Suburbs such as Pakenham, Officer and Beaconsfield are becoming denser and more walkable, with growing residential developments and activity centres that are encouraging people to walk more.

As Cardinia's community evolves, so must its asset management approach. It is now important to recognise the changing risk profile associated with increasing pedestrian activity, particularly in areas with ageing footpaths. Importantly, with our ageing population expected to increase significantly over the coming decades, investing in safe, well-maintained pedestrian networks is needed. Older adults are particularly vulnerable to trip and fall incidents, which can result in life-altering injuries and substantial risks to Council.

Rebalancing investment to give footpaths and walkable infrastructure a higher degree of importance and urgency than what our current RMP indicates is deemed necessary and responsible.

Financial and Resource Implications

Preliminary information suggest that additional resources will need to be allocated for the inspection, maintenance and repair of kerb, channel and footpaths to ensure that the assets

are managed in a way that the risk for pedestrians, especially in high activity areas, is appropriately controlled.

Once the asset inspection data is further analysed in conjunction with the progression of the review of the RMP, officers will make a recommendation to Council for the allocation of additional funds.

Consultation/Communication

The development of this new Draft Road Management Plan has been a collaborative effort, informed by robust internal consultations with Council staff and expert insights from an external industry specialist. The next step is to inform the broader community about this refreshed plan.

It is important to note that much of the content within this document is non-negotiable. This includes Council's fundamental roles, responsibilities, and legal obligations, which are strictly guided by the Road Management Act 2004. Similarly, the service levels, encompassing our inspection frequencies and intervention thresholds, are inherently bound by current and future forecast resourcing.

It is recommended that Council seeks genuinely constructive feedback that focuses on the document's overall structure and its clear intent, and that the public is invited to provide feedback until 19 August 2025.

Following the public consultation period, all submissions will be collated, analysed, and considered by Council officers. A summary of the feedback, along with any recommended adjustments to the Draft RMP, will be presented to Council for consideration at its October 2025 Ordinary Council Meeting. Subject to Council's decision, the final Road Management Plan 2025-2029 will then be formally adopted and published.

Legal and Risk Implications

The review and update of the Road Management Plan are crucial for Council to comply with its statutory obligations under the Road Management Act 2004. Adopting an RMP consistent with MAV best practice guidelines helps to mitigate Council's exposure to civil liability claims related to road conditions, by clearly defining and adhering to documented standards of inspection, maintenance, and repair. The proposed changes are intended to further strengthen Council's due diligence in this regard.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*.

This Road Management Plan sets standards for safe road network maintenance for everyone. While the plan's technical aspects are objective, their application can impact genders differently. For instance, footpath conditions affect perceived safety, particularly for those walking or using public transport. Accessible crossings are crucial for individuals with prams or assistive devices, often impacting women. This Plan ensures basic safety; future detailed assessments will explore how infrastructure projects can further enhance accessibility and safety for all genders.

Attachments

1. Attachment 1 - Draft Road Management Plan 2025 [7.3.3.1 - 30 pages]

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Cardinia Shire Council – Draft Road Management Plan (V5.0)

Review history 2004 to 2025

Version Control	Details	Date
Version 1.0	Adopted by Council	December 2004
	Reviewed	June 2009
	Revoked	August 2009
Version 2.0	Adopted by Council	August 2009
	Reviewed	June 2013
	Revoked	December 2018
Version 3.0	Adopted by Council	December 2018
	Reviewed	June 2021
	Revoked	June 2022
Version 4.0	Adopted by Council	June 2022
	Reviewed	July 2025
	Revoked	TBC
Version 5.0	Adopted by Council	TBC

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Definitions

Ancillary Areas	Any area designated as an ancillary area by the coordinating road authority under section 18 of The Act and may include any area which is a 'park and ride' carpark, rest stop or scenic lookout.
Arterial Road	Refers to freeways, highways and declared main roads, which are managed by the Victorian Government, through Head of Transport for Victoria (as the co-ordinating road authority).
Co-ordinating road authority	The organisation which has the responsibility to co-ordinate works. Generally, if the road is a freeway or arterial road, this will be Head of Transport for Victoria. Generally, if the road is a municipal road, this will be Council.
Council	Refers to Cardinia Shire Council
Demarcation agreement	A formal agreement between Council and another organisation that defines areas of responsibility.
Motor vehicle	Refers to a vehicle that is propelled by an in-built motor and is intended to be used on a roadway. This does not include a motorised wheelchair or mobility scooter which is incapable of travelling at a speed greater than 10 km/h and is solely used for the conveyance of an injured or disabled person.
Municipal road(s)	Road for which the municipal council is the co-ordinating road authority. The Road Management Act 2004 imposes specific duties on the municipal council with respect to the inspection, repair and maintenance of these roads and associated road-related infrastructure.
Non-road infrastructure	Refers to infrastructure in, on, under or over a road, which is not road infrastructure. This includes (but is not limited to) such items as gas pipes, water and sewerage pipes, cables, electricity poles and cables, tram wires, rail infrastructure, bus shelters, public telephones, mailboxes, roadside furniture and fences erected by utilities, or providers of public transport.
Other roads	Include roads in state forests and reserves, and roads on private property. Municipal councils are not responsible for the inspection, repair or maintenance of these roads.
Pathway	Refers to a footpath, bicycle path, shared path or other area that is constructed or developed by Council for members of the public (not motor vehicles) to use. Pathways may be further categorised as: <ul style="list-style-type: none"> • Footpaths – pathways designated solely for use by foot traffic (and limited mobility devices such as wheelchair users) • Bicycle pathways – pathways designated solely for use by cyclists, scooters and the like but excluding foot traffic, and • Shared pathways – pathways designated for use by riders of bicycles, the riders of electric scooters and pedestrians.
Public Road	As defined by the Road Management Act 2004 and includes a freeway, an arterial road, a municipal road declared under section 14(1) of the Act and a road in respect of which Council has made a decision that it is reasonably required for general public use and is included on the Register of Public Roads.
Plan	Refers to this Road Management Plan.
Reported Hazards	Situations reported to Council by the public that present an immediate and significant risk to the safety of road and pathway users (e.g. chemical spill, flooding across 50% of road surface, fallen trees/limbs or other objects on or blocking traffic lanes, etc).

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Road	Has the same meaning as in the Road Management Act 2004, being inclusive of any public highway, any ancillary area and any land declared to be a road under section 11 of that Act or forming part of a public highway or ancillary area.
Road infrastructure	Refers to infrastructure which forms part of a roadway, pathway or shoulder, which includes structures and materials.
Road-related infrastructure	Refers to infrastructure installed or constructed by the relevant road authority to either facilitate the operation or use of the roadway or pathway, or support or protect the roadway or pathway.
Road Reserve	Refers to the area of land that is within the boundaries of a road.
Roadside	Refers to any land that is within the boundaries of the road (other than shoulders) which is not a roadway or pathway. This includes land on which any vehicle crossing or pathway, which connects from a roadway or pathway on a road to other land, has been constructed. Example: any nature strip, forest, bushland, grassland or landscaped area within the road reserve would be considered roadside.
Roadway	Refers to the area of a public road that is open to, or used by, the public, and has been developed by a road authority for the driving or riding of motor vehicles. This does not include a driveway providing access to a public road, or other road, from adjoining land.
Rural	All roads that do not meet the definition of Urban as defined in section 3 (Definitions) of the Road Management Act 2004
Shoulder	Refers to the cleared area, whether constructed or not, that adjoins a roadway to provide clearance between the roadway and roadside. This does not refer to any area that is not in the road reserve.
Temporary Measures	Measures implemented to reduce the risk to users of the road network until such time as appropriate repairs can be completed. (e.g. installing barriers, signage, closing the road/footpath, etc.)
Timeframe	The specified period of time in which an inspection or intervention is planned to take place. H = Hours, WD = Working Days, W = Weeks, M = Months, Y = Years
Urban	As defined in section 3 (Definitions) of the Road Management Act 2004

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Introduction

1.1 What is the purpose of this Plan

This Plan is a road management plan for the purposes of s.39 of the Road Management Act 2004.

The Cardinia Shire is a road authority, as defined in the Act and is responsible for approximately 1,666 km of local roads and 932 km of pathway assets. Cardinia Shire Council is committed to ensuring that accessible, quality services and facilities are provided to our community. The Road Management Plan complements the Council's development of Asset Management Plans for Roads, Pathways, Bridges and Drainage, by addressing specific elements of the inspection, repair, maintenance and management of the road and pathway network, as well as the legislative responsibilities under the Act.

Section 50 of the Road Management Act 2004 sets the following objectives for a municipal road management plan:

- 1) To establish a system for our road management functions, which is based on policy, operational objectives and available resources.
- 2) To set a performance standard for our road management functions.

Although it is termed a 'plan' in the legislation, it is functionally an operational protocol document – describing the systems and rules we use to make decisions and meet obligations within our available resources. The plan forms part of a larger Asset Management Framework related to maintenance and operations.

1.2 Legislation guiding this Plan

In addition to the Road Management Act 2004, the plan also considers the following Acts, regulations and codes of practice:

- Local Government Act 2020
- Ministerial Codes of Practice
- Road Management (General) Regulations 2016
- Road Management (Works and Infrastructure) Regulations 2015
- Road Safety Act 1986
- Wrongs Act 1958.

1.3 What is covered in this Plan?

The Plan is divided into six sections:

1. Introduction.
2. Rights and Responsibilities – covers legislation and local laws relevant to road management.

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3. Road Management Systems - how we classify roads, streets and footpaths – known as our asset hierarchy – and the plans and processes we use to maintain roads and road-related infrastructure.
4. Register of Public Roads – what's in it, how to access it and the process for making changes.
5. Technical References.
6. Attachments:
 - a. Attachment 1, Road Hierarchy – Roads
 - b. Attachment 2, Pathway Hierarchy
 - c. Attachment 3, Inspection Requirements
 - d. Attachment 4, Inspection Frequencies
 - e. Attachment 5, Defect Intervention Levels and Repair Timeframes

1.4 Updating the Plan

This Plan is a dynamic document that will be reviewed regularly in accordance with the timelines specified in the Act and associated Regulations. It will be checked against the current needs and expectations of the community. Council will review the performance of the Plan on an annual basis through the Budget preparation process.

This Plan must be updated within a defined period following Council elections. Outside of this cycle, changes may be required from time to time.

A process will be used to manage changes to this Plan:

- If material changes are made to standards and specifications, a report will be presented to Council, along with a brief explanation as to why such changes are necessary. The review process must follow the steps as set out in the Road Management (General) Regulations 2016 Part 3 – Road Management Plans.
- When changes do not alter these technical aspects of road management, changes may be approved by the Chief Executive Officer (CEO).

These changes will be made in accordance with the processes prescribed by the Road Management Act 2004. To assist with version control, these changes will be numbered as follows:

- Versions presented to Council will be renumbered by whole numbers – for example, from Version 1.00 to 2.00.
- Those approved by the Director will be renumbered by decimals – for example, from Version 1.00 to 1.01.

1.5 Exceptional Circumstances

Council will make every effort to meet its commitments under this Plan. However, there may be situations or circumstances that affect Council's business activities to the extent that it cannot deliver on the service levels of the RMP. These include but are not limited to: natural disasters, such as fires, floods, or storms, or a prolonged labour or resource shortage, due to a need to commit or redeploy Council staff and/or equipment elsewhere or due to the effects of pandemic and or government intervention.

OFFICIAL**1.5.1 Suspension of the Plan**

In the event that the CEO of Council has considered the impact of such an event on the limited financial resources of Council and its other conflicting priorities, and determined that the Plan cannot be met, then pursuant to Section 83 of the Wrongs Act 1958, the CEO will write to Council's Officer in charge of the Plan and inform them that some, or all, of the timeframes and responses in Council's Plan are to be suspended.

Council statements to residents about the suspension or reduction of the services under the RMP will include reference to how the work that will be done has been prioritised, and the period for which it is likely to be affected.

1.5.2 Reinstatement of the Plan

Once the scope of the event/s have been determined, and the resources committed to the event response have been identified, then there will be an ongoing consultation between Council's CEO and Council's Officer responsible for the Plan, to determine which parts of Council's Plan are to be reactivated and when.

1.5.3 Communication and documentation around Plan suspension

Council will provide information/statements to residents about the suspension or reduction of the services under its Plan, including:

- How the work that will be done has been prioritised; and
- The period for which it is likely to be affected.

This information will be provided by the Council on its website where its Plan is located and other channels as appropriate such as press releases or social media.

Where Council has suspended, in part or whole, its Plan, associated documents (e.g. communications, meeting minutes, schedules, etc.) will be recorded and stored.

1.5.4 Inspections and repairs during suspension of Plan

The suspension of the Plan will not necessarily mean that all inspections and repairs halt. However, it may mean that only certain categories of inspections and repairs are undertaken. These will be based on a risk assessment and resources available to the Council, taking into account the resources needed to address the impact of the trigger event. For example, some reactive inspections may take place and repair (temporary or permanent) of roads/footpaths which pose a high risk may be undertaken, depending on the resources available to the council and the accessibility of each asset.

1.6 Responsibility for the Plan

Overall responsibility for administering and implementing the Plan rests with the Manager Operations.

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Rights and Responsibilities

2.1 Public Roads

Public roads are defined in the Road Management Act 2004 as including:

- a freeway
- an arterial road
- a municipal road declared under section 14(1) of the Road Management Act 2004
- a road in respect of which Council has decided that it is reasonably required for general public use and is included on the Register of Public Roads.

2.2 Key stakeholders

The key stakeholders impacted by this Plan include:

- the general community (for recreation, sport, leisure and business)
- residents and businesses adjoining the road network
- pedestrians
- vehicle users with motorised vehicles, such as trucks, buses, commercial vehicles, cars and motorcycles
- users of smaller, lightweight vehicles, such as pedal-powered bicycles, motorised buggies, wheelchairs, prams and so on
- tourists and visitors to the area
- emergency agencies (Victoria Police, Country Fire Authority, Ambulance Victoria, State Emergency Services)
- the military (in times of conflict and emergency)
- traffic and transportation managers
- Council as the responsible road authority and manager of the road and pathway network asset
- construction and maintenance personnel, who build and maintain asset components
- utility agencies using the road reserve for infrastructure (water, sewerage, gas, electricity, telecommunications)
- state and federal governments, who periodically provide funding for roads.

2.3 Coordinating & Responsible Road Authority

Section 35 of the Road Management Act 2004 provides that a road authority has power to do all things necessary or convenient to be done for or in connection with the performance of its functions under the Act.

Section 36 of the Road Management Act 2004 outlines which road authority is the coordinating road authority. According to subsection (c), the coordinating road authority:

If the road is a municipal road, the municipal council of the municipal district in which the road or part of the road is situated.

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However, there are instances where several authorities are responsible for components of the road within the road reserve. Section 37 of the Road Management Act 2004 identifies who is the responsible road authority in particular circumstances.

2.4 General Functions of a Road Authority

The general functions of a road authority are described within Section 34 of the Road Management Act 2004.

2.5 Rights of the Road User

The rights of public road users, which are legally enforceable, are set out in Sections 8 to 10 of the Road Management Act 2004.

2.6 Obligations of Road Users

2.6.1 General Usage

The common law requires that a road user must take reasonable care for their own safety

The *Road Safety Act 1986* sets out obligations on road users, including section 17A which requires that a person who drives a motor vehicle on, or uses, a highway must drive in a safe manner have regard for all relevant factors, including without limiting their generality, the following:

- (a) physical characteristics of the road
- (b) prevailing weather conditions
- (c) level of visibility
- (d) the condition of any vehicle the person is driving or riding on the highway
- (e) prevailing traffic conditions
- (f) the relevant road laws and advisory signs
- (g) the physical and mental condition of the driver or road user.

Section 17A of the *Road Safety Act 1986* also requires that a road user must take reasonable care:

- (a) to avoid any conduct that may endanger the safety or welfare of other road users
- (b) to avoid any conduct that may damage road infrastructure and non-road infrastructure on the road reserve
- (c) to avoid conduct that may harm the environment of the road reserve

2.6.2 Incident Claims

If a person proposes to make a claim in relation to a public road or infrastructure for which Council is the responsible road authority, that person should contact Council and Council will initiate respective investigation and insurance reporting processes.

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In accordance with Section 110 of the Road Management Act 2004, Council is not legally liable for property damages where the value of the damage is equal to or less than the threshold amount.

In cases where the claim relates to assets Council does not own or is not responsible for on the road reserve, the person who proposes to make a claim must refer the claim to the other authority or person responsible for those assets.

2.6.3 Permits for work within a road reserve

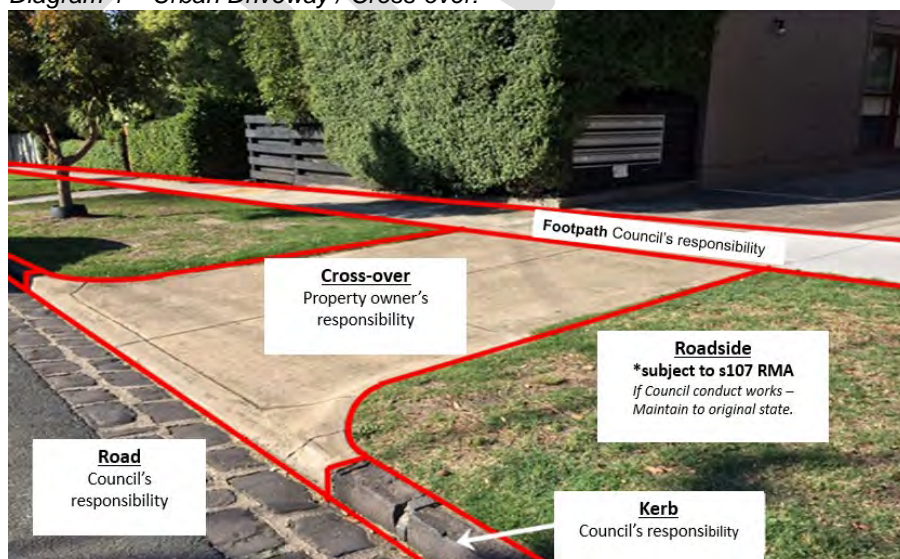
In cases where an individual or organisation proposes to carry out works within the road reserve that may impede public access, or interfere with road infrastructure, they must apply for an appropriate permit. There are some exemptions, as noted in the Road Management (Works and Infrastructure) Regulations 2015.

2.6.4 Obligation of others

There are several assets within the road reserve that Council does not have an obligation to inspect and/or maintain. These include:

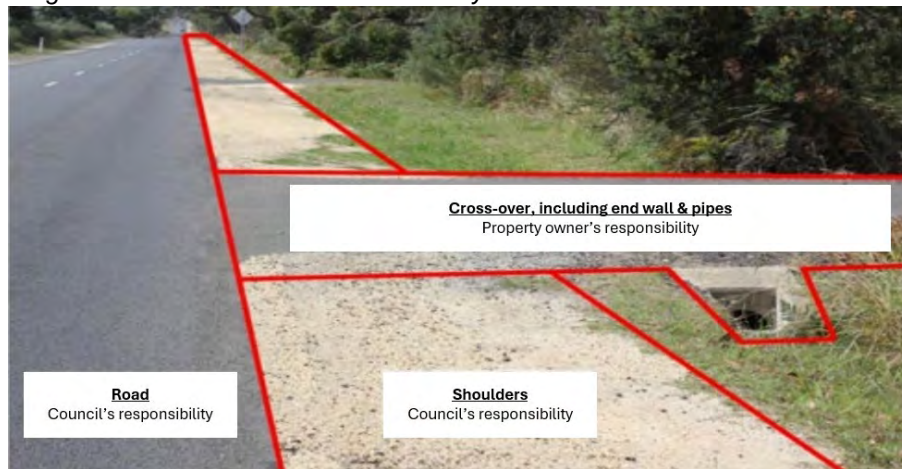
- **Non-road infrastructure** – This includes (but is not limited to) such items as gas pipes, water and sewerage pipes, cables, electricity poles and cables, tram wires, rail infrastructure, bus shelters, public telephones, mailboxes, roadside furniture and fences erected by utilities, or providers of public transport.
- **Vehicle driveways** – the vehicle crossing (including Cross-over), located between the carriageway and the property boundary, must be maintained by the adjoining property owner. However, Council is responsible for the portion of the driveway where the constructed pathway is reasonably required by the public in accordance with the following diagrams:

Diagram 1 – Urban Driveway / Cross-over:



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Diagram 2 – Extra Urban & Rural Driveway / Cross-over:



- **Single property stormwater drains** – for drains constructed within the reserve that carry water from a single property to an outlet in the kerb, or other drain.
- **Utilities** – including, but not limited to; telecommunication, power, water, gas and rail authority assets.
- **Roadside** – as per Section 107 of the Road Management Act, Council has no “*statutory duty or a common law duty to perform road management functions in respect of a public highway which is not a public road or to maintain, inspect or repair the roadside*”, described as “*any land that is within the boundaries of the road (other than shoulders) which is not a roadway or pathway*”. This includes landscaped tree plots within the footpath/pathway where the surface of the tree plot is not constructed with the intention of providing a trafficable pedestrian surface.

Where Council becomes aware of a hazard created by the defective condition of assets / infrastructure owned by another party, Council may at its absolute discretion:

- If located within assets / infrastructure for which Council is responsible (e.g. footpaths, road surfaces, etc.), or otherwise presents an immediate and significant risk to members of the public, undertake temporary measures to reduce the risk to members of the public until such time as the respective owner can implement permanent repairs (subject to Council's available resources).
- Report in writing (e.g. email or letter) the presence of the hazard to the responsible party and request that repairs be implemented within a reasonable timeframe.
- Where repairs are not completed by the responsible party within the respective timeframe, Council may complete necessary repairs and invoice the responsible party for the costs.

However, where another party has a duty in relation to the asset / infrastructure, and Council has a discretionary power to take remedial action in relation to that matter, only that other party with the duty is liable in a subsequent proceeding, in accordance with s.104 of the Road Management Act 2004.

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Road Management Systems

3.1 Background and Process

In the context of this Plan, and as per the requirements of the Act, Cardinia Shire Council defines Management System as a process-based system which enables Council to make decisions in line with community expectations, needs and targets.

Road asset management involves managing both physical assets and uses and operation that have the potential to impact their condition. It applies to all road assets, including:

- the road – pavement and surface, as well as footpaths, kerb and channel
- structures – bridges, culverts and traffic management devices
- road infrastructure – traffic signals and on-road electrical assets.

The aim of our road management system is to deliver a safe and efficient road network and meet community needs to the best of our ability, within available resources.

To create a road asset management system that would best meet our needs when inspecting, maintaining and repairing public roads, we used the following nationally recognised asset management frameworks:

- International Infrastructure Management Manual (IIMM) 2015, IPWEA
- IPWEA National Asset Management Systems (NAMS+)
- Other references, as listed in Technical References.

The system is designed to set the direction for our asset management activities. It is also linked to the annual business planning cycle.

3.2 Asset Hierarchies – Municipal Road Network

This Plan applies to all Public Roads for which Council is the coordinating road authority in accordance with Sections 36 and 37 of the Act. These are roads and pathways listed in Council's Register of Public Roads that Council has deemed to be:

- Managed and maintained by Council, and
- Considered to be reasonably required for general public use.

All roads and footpaths within the municipal road network are classified according to a hierarchy that takes into account how they are used, who uses them and how often. The hierarchy classification is used to determine the levels of service required, prioritise works programs and determine defect intervention responses. The classifications in the hierarchy are:

1. **Road & street network** - Is divided into the following categories:
 - Local Arterial
 - Local Major Collector
 - Local Minor Collector

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- Local Access
- Limited Access

See Attachment 1 for more information.

2. Pathway network

Is divided into 2 categories, each of which is divided into 3 sub-categories, as follows:

Footpaths:

- High
- Medium
- Low

Shared and Bicycle Pathways:

- High
- Other Shared Pathways

See Attachment 2 for further information.

3.3 Our Road Network

More information about Council's road network is shown in the tables below.

Table 3.1 – Road network length by Classification / Hierarchy:

Classification / Hierarchy	Length (km)	% of Network
Local Arterial	230	14%
Local Major Collector	111	7%
Local Minor Collector	224	13%
Local Access	1092	66%
Limited Access	9	1%
Other Roads & Trails	230	14%
Total	1666	

Table 3.2 – Road Network Length by Surface Type:

Surface Type	Length (km)	% of Network
Sealed	844	51%
Unsealed	822	49%
Total	1666	

Table 3.3 – Pathway Network Length by Category:

Classification	Length (km)	% of Network
Footpath High	31	3%
Footpath Medium	49	5%
Footpath Low	791	85%
Shared Pathway High	11	1%
Shared Pathway Other	50	5%
Total	932	

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3.4 Maintenance Management System

3.4.1 Maintenance Management

Council has responsibilities to all road users and the community to maintain public roads to a reasonably safe and suitable standard, within our available funds and resources. By developing long-term maintenance programs for our assets, we are better able to plan how we do this.

The following maintenance requirements shape our annual program and budget:

Routine maintenance standards

Standards vary across the network depending on the asset type and relevant risk factors, such as traffic volumes and composition, operating speeds, the susceptibility of assets to deterioration and the cost effectiveness of repairs. Competing priorities for funding are also relevant.

Defect intervention levels have been established using the *VicRoads Standard Specification Section 750* and adapting it to local conditions.

The standards will be reviewed periodically to make sure they are adequate (see section 1.4).

Repair and maintenance works

Works must be completed within a specified time, depending on the severity and location of the defect. Response times are determined using local knowledge and experience and past performance as a guide.

Response times are monitored and will be periodically reviewed (see section 1.4).

Temporary mitigation measures

These are temporary works designed to reduce the risk of an incident, until such time as repair or maintenance works can be completed.

Response times and safety measures – for example warning signs, flashing lights, and safety barriers – are determined by reference to the risk to safety, road type and traffic volume.

Emergency works

Works that result from emergency incidents and must be undertaken immediately, for the safety of road users and the public.

Emergency works might include traffic incident management, responses to fires, floods, storms and spillages, and any assistance required under the Victorian State Emergency Response Plan and Municipal Emergency Management Plan.

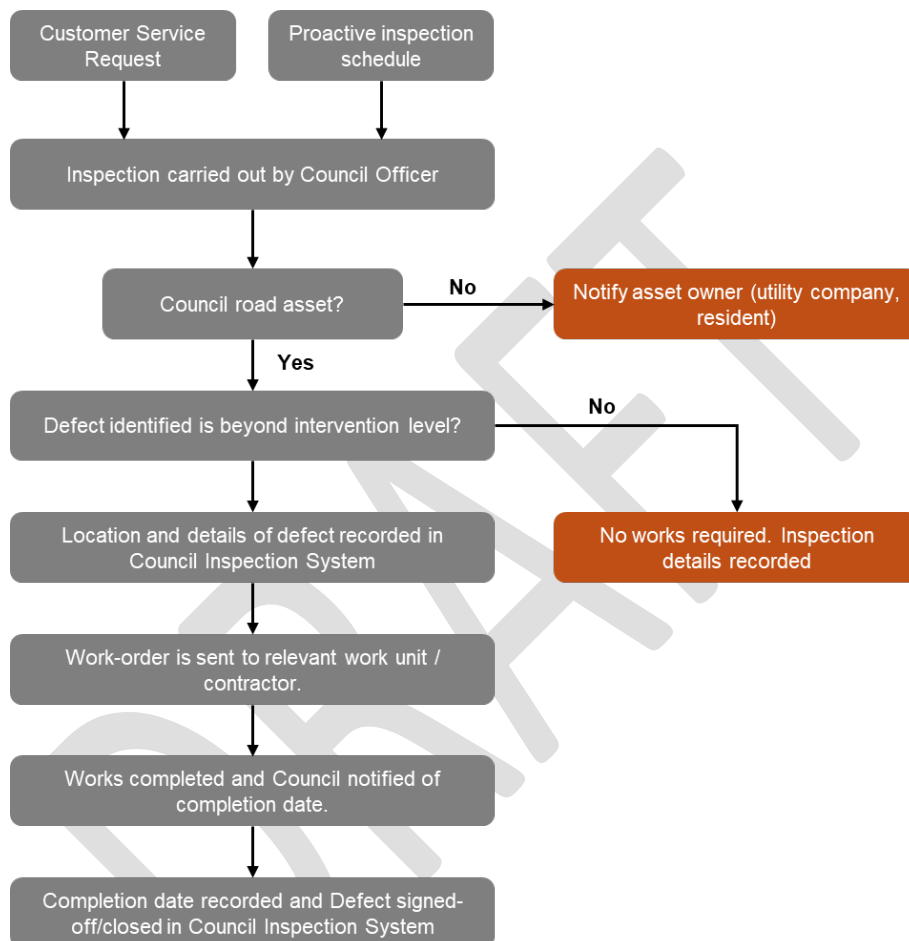
Day to day decision system & process

The flow chart shown below outlines Council's day to day decision system process that includes how Council records works and inspections undertaken. This process includes:

- Pro-active inspections based on this Plan

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- Reactive inspections when required
- Determination of third-party assets, notification of owners and mitigating actions
- Work scheduling and planning as per Council service levels
- Work prioritisation as per risk and response times

Diagram 3 – Maintenance management process

3.4.2 Asset Management Plans

Our asset management plans guide the development of long-term asset renewal programs, helping us to plan and finance asset renewal and replacement. Council has five Asset Management Plans that impact assets found in the Road Reserve including:

- Roads Asset Management Plan
- Pathway Asset Management Plan
- Open Space Asset Management Plan
- Bridge Asset Management Plan
- Drainage Asset Management Plan.

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These documents detail the strategic guidelines and identify renewal, and upgrade improvements for the road network. The Road Asset Management Plan takes a lifecycle approach to the management of Council's road network and identifies the elements necessary for the long-term sustainability of road assets.

Council's current funding profile for each asset group to deliver desired services is contained in each of the Asset Management Plans.

3.4.3 Maintenance Surveys and inspections

A four-tier regime is used to inspect our road network assets. It covers safety issues, incidents, defects and condition inspections.

1. Reactive inspections (Request for Service or RFS)

These inspections are conducted in response to requests from the community. The inspection is carried out by a Council employee and assessed according to the Hazard intervention levels, contained within Attachment 5.

2. Proactive Inspections

Regular timetabled inspections that are scheduled depending on traffic flow, the types of defects likely to impact the asset and the perceived risks of these defects.

3. Condition Inspections

These inspections identify structural integrity issues which, if untreated, are likely to adversely affect the network overall. These issues may impact short-term serviceability, as well as the ability of the asset to perform for the duration of its intended life span.

These inspections are carried out in accordance with the Council's asset management plans.

3.4.4 Maintenance responsiveness and performance targets

The following information is recorded when we receive a Request for Service (RFS) from the community:

- Date the request was received
- Details of the request, including the location and nature of the reported hazard/defect (including any specific measurements if provided), name of the person making the request, copies of any photographs provided, etc.
- The personnel / department to which the request has been assigned for action

By recording this information, we can monitor compliance against target response times – that is, the time it takes from receiving a request to carrying out an inspection and ultimately completing necessary works.

Customer requests will be inspected and assessed in accordance with timeframes specified in Attachment 5. Following are some possible outcomes from a reactive inspection:

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- If a defect identified exceeds a *Description / Intervention level* specified in Attachment 5, a work order would be created with a date for completion of works in line with respective specified repair timeframes.
- If repairs are significant – for example, rehabilitation works are required – temporary mitigation measures may be undertaken to reduce the risk posed by the hazard/defect until the proper works can be undertaken (and subject to available resources).
- If the defect is assessed as below the *Description / Intervention Level* specified in Attachment 5, it would be noted (including why), but no remedial action will be conducted.

In all cases, the action taken would be noted against the original request.

Target response times and intervention times are based on 'normal' conditions. The same level of service would not apply in cases where the Plan has been suspended, under Section 1.5.

3.5 Asset Levels of Service

Five elements are taken into account when determining appropriate levels of service for the road and pathway network. These are:

- Community expectations;
- Technical standards;
- Organisational capacity;
- Performance measures and targets;
- Safety of road and footpath users.

Register of Public Roads

Council maintains a register of public roads – called the Register of Public Roads – with the details of all public roads and ancillary areas for which we are responsible.

The Register of Public Roads is available on Council's website www.cardinia.vic.gov.au. A hard copy is made available upon request at our Customer Service Centre, 20 Siding Avenue, Officer, 3809.

4.1 Maintenance Demarcation (Boundary) Agreements

Where there are boundary agreements between us and other road authorities or private organisations, the schedule of roads affected, and agreements are listed in the Municipal Road Register.

Council has agreements with the following road authorities:

- Baw Baw Shire Council;
- Bass Coast Shire Council;
- Casey City Council;

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- Yarra Ranges Council;
- South Gippsland Shire Council;
- Department of Transport and Planning.

4.2 Roads not listed on the Register

The following roads are not listed on our Register of Public Roads:

- Roads which are the full responsibility of the state government, or a private enterprise;
- Unused roads for which we have not accepted responsibility;
- Roads drawn out on a plan of subdivision, until such time that we accept responsibility for these roads;
- Roads which we have not determined are reasonably required for general public use.

Technical References

- i. AS ISO 31000:2018 – Risk Management – Guidelines
- ii. Integrated Asset Management Guidelines for Road Networks (AP-R202) 2002, Austroads Inc.
- iii. International Infrastructure Management Manual (IIMM) 2015, IPWEA
- iv. VicRoads Risk Management Guidelines
- v. VicRoads Standard Specification Section 750 – Routine Maintenance

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Attachment 1: Road Hierarchy – Roads

Category	Description
4A- Local Arterial	<p>Caters for major vehicle movements across shire. Provides vital contribution to arterial road network that may have limited alternative higher order routes available locally. May have limited direct property access provisions.</p> <p>Focus on through traffic movements. Provides access between major activity centres. Key economic significance for the area.</p>
4B1 - Local Major Collector	<p>Provides connection between local collector/access roads and arterials with low/medium access provisions. Makes major contribution to road network complimenting arterial network. Alternative routes may be available.</p> <p>Provides major connection between estates, arterial network roads and activity centres.</p>
4B2 - Local Minor Collector	<p>Provides important connection between local roads and arterials whilst also providing access. Makes minor contribution to road network, generally impacting limited area. Alternative routes will likely be available.</p> <p>Provides connection between properties, arterial/collector network and/or activity generators.</p>
4C - Local Access	<p>Provides access from properties to the higher order road network. Low strategic value and usually minor contribution to surrounding network.</p> <p>Provides direct access to properties and the “normal” or default classification of a local road.</p>
4D - Limited Access	<p>Limited to only a handful of properties and generally unsealed. Very low use and very little impact on surrounding network.</p> <p>Short link to provide access to generally only a few properties</p>
4E – Fire Access Tracks	<p>Access in most cases restricted to emergency and maintenance vehicles and not subject to RMP inspection and maintenance standards.</p> <p>A select number, where ungated and regularly used by members of the public are inspected and maintained as per 4D – Limited Access roads.</p>

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Attachment 2: Pathway Hierarchy

2.1 Footpaths

Category	Area	Description
High	High-use Areas	Areas identified as potential high risk due to the nature and volume of pedestrian traffic associated with particular properties adjacent to Council footpath. These properties may include malls, major shopping areas, preschools, schools, community buildings (halls, library, health centres,) elderly homes precincts, medical precincts and hospitals.
Medium	Moderate-use Areas	Moderately trafficked pedestrian areas such as designated collector footpaths.
Low	Other Areas	All other constructed paths for which Council is responsible including residential areas.

2.2 Shared & Bicycle Pathways

Category	Area	Description
High	High-use Pathways	The category of 'highest use' that includes pathways used by high volumes of commuter cyclists, select high-use recreational pathways and select tourist pathways.
Low	Other Pathways	This category includes all other shared bicycle/pedestrian pathways.

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Attachment 3: Inspection Requirements

Inspection Type	Purpose	Inspection and Reporting Requirements
Reactive – Request for Service (RFS)	Reactive inspections are designed to confirm the nature of defects/hazards reported by members of the public or Council employees and identify any that exceed the intervention levels specified in Attachment 5.	<p>Performed by a Council representative with knowledge of Description / Intervention Levels (Attachment 5) and road maintenance techniques who may then call in a higher level of expertise if necessary.</p> <p>Defects are measured and photographed as specified in Council procedures.</p> <p>Documentation is required to identify the specific safety defect as detailed in Appendix 5, the time it was first reported, the time/date it was inspected and by whom.</p>
Proactive Inspection	Council inspects all roads, pathways, and bridges for which it is responsible on a cyclic basis to identify defects which exceed the stated intervention levels. The inspection program reflects the priority identified in each asset group classification system and appropriate use of resources in accordance with the requirements of the Act.	<p>Proactive Inspections of roads, footpaths, pathways and bridges are performed by a Council representative with knowledge of Description / Intervention Levels (Attachment 5).</p> <p>Defects are identified, measured and photographed as specified in Council procedures.</p> <p>A record of each asset is to be completed detailing the name of the inspector, the inspection date, and a description of any defects found that exceed the intervention levels specified in Attachment 5.</p> <p>In addition, details of the inspection will be electronically recorded against the particular asset inspected.</p>
Bridge Inspections	<p>Level 1 Inspections are carried out in conjunction with a Routine or Reactive inspection to check the general serviceability of the structure, particularly the safety of road users, and to identify any emerging problems.</p> <p>Details regarding Level 2 and 3 Inspections are included within Council's Bridge Asset Management Plan.</p>	
Night Inspections	Inspections undertaken in accordance with a formal programmed inspection schedule for select assets (as specified in Attachment 4) to assess the reflectivity of road signage, cat's eyes and roadside guideposts, and the visibility of line marking at night.	Performed by a dedicated Plan inspector, Night Inspections are conducted via a slow-moving vehicle with standard driving lights (low beam), with visibility, legibility, and reflectivity assessed by eye from distances specified respective of each asset defect type.

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Attachment 4: Inspection Frequencies

If an Inspection Frequency falls due on a Weekend or Public Holiday, the due date to complete the inspection is the next Working Day.

Due to resource planning compliance with this Plan for inspection frequencies of 1 Month, will practically operate with a nominal inspection frequency within a calendar month.

H = Hours, WD = Working Days, W = Weeks, M = Months, Y = Years

Asset Group	Hierarchy Category	Reactive Inspection Timeframe	Proactive Inspection Frequency	Night Inspections
Sealed Roads (and respective Regulatory, Warning and Hazard Signs)	4A – Local Arterial	5 WD	1 M	1 Y
	4B1 – Local Major Collector	5 WD	2 M	2 Y
	4B2 – Local Minor Collector	8 WD	3 M	
	4C – Local Access	10 WD	12 M	n/a
	4D – Limited Access	10 WD	12 M	
Unsealed Roads (and respective Regulatory, Warning and Hazard Signs)	4A – Local Arterial	5 WD	4 M	1 Y
	4B1 – Local Major Collector	5 WD	6 M	2 Y
	4B2 – Local Minor Collector	8 WD	12 M	
	4C – Local Access	10 WD	12 M	n/a
	4D – Limited Access ³	10 WD	12 M	
Footpaths, Kerb & Channel¹	High	5 WD	6 M	
	Medium	8 WD	12 M	n/a
	Low	10 WD	24 M	
Shared Pedestrian & Bicycle Pathways	High	5 WD	6 M	
	Other Pathways	10 WD	12 M	n/a
Vehicular Bridges & Major Culverts²	Timber Bridges	5 WD	6 M	
	Concrete Bridges	5 WD	12 M	
	Major Culverts	5 WD	12 M	n/a
Emergency Response – All Asset / Categories		24 H	n/a	n/a

¹Kerb and Channel assets only subject to proactive inspections when directly adjoining High category footpaths.

²Level 1 inspections only.

³Also applied to a limited select number of 4E – Fire Access Tracks where they are ungated and used regularly by the public (e.g. for recreational purposes).

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Attachment 5: Defect Intervention Levels and Repair Timeframes

If a Defect Intervention or Repair Timeframe falls due on a Weekend or Public Holiday, the due date to complete the intervention or repair is the next Working Day.

Where a defect is due to be repaired > 8 weeks, temporary measures, may be implemented to reduce risk as much as is reasonably practicable pending permanent repairs in line with Repair Timeframes.

Pram crossings & ramps providing transition between road and footpath/pathway levels are treated as part of Footpaths & Pathways for the purposes of intervention levels and repair timeframes.

H = Hours, WD = Working Days, W = Weeks, M = Months, Y = Years

5.1 Sealed Roads

Defect type	Description / Intervention Level	Repair timeframes by hierarchy			
		4A	4B1 & 4B2	4BC	4D
Pothole	Potholes in sealed pavement >50 mm in depth and >300 mm in diameter Potholes located in dedicated/marked bicycle lanes >30 mm depth and >150 mm diameter.	2 W	3 W	4 W	12 W
Edge break	Edge breaks >75 mm laterally over a 2m or greater length from the nominal seal line.	3 W	6 W	12 W	12 W
Edge / shoulder drop	Edge drops onto an unsealed shoulder >75 mm in depth over a 1m or greater length.	6 W	6 W	12 W	12 W
Depressions / deformations	Depression / deformations in the traffic lane of a sealed pavement >75 mm in depth under a 3m long straight edge.	3 M	6 M	12 M	12 M
Missing pit lids	Missing Council drainage pit lids.	1 WD	1 WD	1 WD	1 WD
Damaged pit lids	Damaged Council drainage pit lids (such that they are potentially structurally unsound).	2 WD	4 WD	8 WD	8 WD
Roadside Vegetation – encroachment	Vegetation intruding into the road envelope: <ul style="list-style-type: none"> <4.9 m clearance over the trafficable portion of 4A roads <4.5 m over the trafficable portion of 4B1 roads 	2 W	4 W	n/a	n/a

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	<ul style="list-style-type: none"> <4.0 m over the trafficable portion of 4B2 and 4C roads 	n/a	8 W	12 W	12 W
Roadside Vegetation – Obstructing sightlines	Vegetation that is obstructing sightlines to intersections or regulatory, warning and hazard signs.	4 W	8 W	6 M	6 M

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5.2 Unsealed Roads

Defect type	Description / Intervention Level	Repair timeframes by hierarchy			
		4A	4B1 & 4B2	4C	4D ¹
Pothole	Potholes in unsealed pavement >100 mm in depth and >500 mm in diameter	8 W	8 W	12 W	12 M
Wheel ruts / scouring	Wheel ruts or scouring on an unsealed road >100 mm in depth	6 W	6 W	12 W	6 M
Corrugations	Corrugations on an unsealed road >75 mm in depth and >150 mm between each corrugation, over a distance of 50 metres or more.	6 W	6 W	12 W	6 M
Roadside Vegetation encroachment	Vegetation intruding into the road envelope:	2 W	4 W	n/a	n/a
	<ul style="list-style-type: none"> <4.5 m over the trafficable portion of 4A, 4B1 and 4B2 roads <4.0 m over the trafficable portion of 4C and 4D roads 	n/a	n/a	8 W	12 W
Roadside Vegetation – Obstructing sightlines	Vegetation that is obstructing sightlines to intersections or regulatory, warning and hazard signs.	4 W	8 W	4 M	6 M

¹Also applied to a limited select number of 4E – Fire Access Tracks where they are ungated and used regularly by the public (e.g. for recreational purposes).

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5.3 Traffic Control Devices

Defect type	Description / Intervention Level	Repair timeframes by hierarchy			
		4A	4B1 & 4B2	4C	4D
Missing / Damaged Signage	Regulatory, warning and hazard signs missing, illegible or damaged making them substantially ineffective when viewed from 100 metres.	1 W	2 W	3 W	4 W
Missing / Damaged Guard Rail or fencing	Guard rail/fence damaged or missing making them substantially ineffective	12 W	12 W	6 M	6 M
Damaged Retaining wall	Road and footpath retaining walls with a component affected so as to render ineffective.	6 M	6 M	6 M	6 M
Missing / Damaged Pavement Markings, guideposts and rumble bars	Pavement markings which are missing or faded making them substantially ineffective	15 M	15 M	15 M	15 M

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5.4 Footpaths

Defect type	Description / Intervention Level	Repair timeframes by hierarchy		
		High	Medium	Low
Vertical Displacement	Sealed footpaths – Vertical Displacement >25 mm in height Gravel footpaths – Vertical Displacement >50 mm in height.	8 W	12 W	2 Y
Loose segmented pavers	Loose and unstable segmented pavers (i.e. bluestone, bricks, etc.) that move underfoot	8 W	12W	2 Y
Cracking	Cracking in footpaths >40 mm wide	8 W	12 W	2 Y
Undulations	Sealed footpaths – Undulations (depressions / bumps) >75 mm in depth/height under a 1.2m straight edge Gravel footpaths – Undulations (depressions / bumps) >100 mm in depth/height under a 1.2m straight edge ¹	8 W	12 W	2 Y
Dislodged / missing pieces / potholes	Sealed footpaths – Dislodged or missing pieces or potholes >300 mm in length/width and >25 mm in depth Unsealed footpaths – Dislodged or missing pieces or potholes >300 mm in length/width and >50 mm in depth	8 W	12W	2 Y
Missing pit lids	Missing Council drainage pit lids	1 WD	1 WD	1 WD
Damaged pit lids	Damaged Council drainage pit lids (such that they are potentially structurally unsound)	2 W	4 W	8 W
Vegetation overhead clearance	Vegetation intruding into the footpath envelope: • <2.5 m over footpath surface	2 M	3 M	4 M
Damaged / missing tactile indicator	Damaged rendering ineffective or missing	3 M	12 M	18 M
Missing plank (Timber footpaths only)	Missing timber plank	1 WD	1 WD	1 WD

¹Not applied to intentional design elements such as integrated drainage swales / water-bars, speed humps, etc. Such elements are assessed on a case-by-case basis to ensure they remain functional while also not presenting an unreasonable safety risk to users.

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5.5 Shared & Bicycle Pathways

Defect type	Description / Intervention Level	Repair timeframes by hierarchy	
		High	Other Pathways
Vertical Displacement	Sealed pathways – Vertical Displacement >25 mm in height Gravel pathways – Vertical Displacement >50 mm in height	8 W	12 W
Cracking	Cracking perpendicular to path of travel >30 mm wide Longitudinal cracking >20 mm wide	8 W	12 W
Undulations	Sealed Pathways – Undulations (depressions / bumps) >75 mm in depth/height under a 1.2m straight edge Gravel Pathways – Undulations (depressions / bumps) >100 mm in depth/height under a 1.2m straight edge ¹	8 W	12 W
Dislodged / missing pieces / potholes	Sealed pathways – Dislodged or missing pieces or potholes >300 mm in length/width and >25 mm in depth Gravel pathways – Dislodged or missing pieces or potholes >300 mm in length/width and >50 mm in depth	8 W	12 W
Missing pit lids	Missing Council drainage pit lids	1 WD	1 WD
Damaged pit lids	Damaged Council drainage pit lids (such that they are potentially structurally unsound)	2 W	8 W
Vegetation clearance	Vegetation intruding into the pathway envelope: <ul style="list-style-type: none"> <3.0 m over shared pathway surface and within <50 cm from each edge 	2 M	4 M
Vegetation – Obstructing sightlines	Vegetation that is obstructing sightlines to intersections or regulatory, warning and hazard signs when viewed from <20 m	2 M	4 M
Damaged / missing tactile indicator	Damaged rendering ineffective or missing	3 M	18 M

¹Not applied to intentional design elements such as integrated drainage swales / water-bars, speed humps, etc. Such elements are assessed on a case-by-case basis to ensure they remain functional while also not presenting an unreasonable safety risk to users.

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5.6 Kerb and Channel

Defect type	Description / Intervention Level	Repair timeframes by hierarchy	
		High use footpaths	All other categories
Vertical Displacement	Vertical displacement – uplift section >50 mm	8 W	12 W
Horizontal Displacement	Horizontal displacement section >50 mm	8 W	12 W

[END]

7.3.4 FESTIVALS AND EVENTS GRANT PROGRAM 2025/2026

Responsible GM:	Debbie Tyson
Author:	Bronwyn Ward
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:	1.1 We empower our communities to be healthy, connected and resilient 1.1.2 Enrich local identity and opportunities for the community to connect through art, history and cultural expression. 4.1 We support our productive land and employment land to grow local industries 4.1.5 Strengthen and promote our shire's unique identity and visitor attractions.

Recommendation

That Council:

1. Endorses the allocation of \$61,838 in funding to 13 eligible applicants under the 2025-26 Festivals and Events Grant Program, as outlined in the attached audit summary.
2. Notes the reopening of the grant program for new submissions, with a rolling assessment process to be maintained until 30 June 2026 or until allocated funds are exhausted.
3. Delegates authority to the Chief Executive Officer to approve future grant applications under this program, in accordance with the assessment criteria and funding guidelines.
4. Notes that Officers will provide a summary report to Council at the conclusion of the 2025-26 financial year, detailing all successful grant applications approved under delegated authority.

Executive Summary

The report presents the initial outcomes of the 2025-26 Festival and Event (F&E) Grant Program (the Program).

The Program was established to support the delivery of high-quality, inclusive, and sustainable events that contribute to Cardinia Shire's cultural vibrancy, community connection, and regional visitation. A total of 39 applications were received, requesting \$264,935 in funding against a total available pool of \$255,000.

Applications were assessed against the updated program guidelines, which include tiered funding categories, minimum matching contributions, and strengthened eligibility and assessment criteria. The assessment process involved consultation with relevant officers, subject matter experts, and management.

The assessment confirmed that 13 applications met the minimum requirements and are recommended for funding, with a total allocation of \$61,838. The remaining applications were deemed ineligible due to incomplete submissions, insufficient financial evidence, and/or non-compliance with tier-specific thresholds.

To support continuous access to funding and improve responsiveness to community needs, the Program will now operate on a rolling basis until 30 June 2026 or until all funds are exhausted. Unsuccessful applicants will be provided with detailed feedback and offered tailored support to resubmit, provide further information to meet minimum requirements and to strengthen future submissions.

Council is asked to endorse the proposed funding allocation, note the reopening of the program, and delegate future approval authority to the Chief Executive Officer. By delegating approval to the CEO, this will result in expediting grant monies to the applicant to support the delivery of events. Officers will provide a summary report to Council at the conclusion of the financial year detailing all successful applications approved under delegation.

Background

The Program supports the delivery of a diverse range of events that contribute to the Shire's cultural identity, social connection, and regional appeal. The program is structured across three funding tiers, catering to both community-led initiatives and commercial event operators. Each tier includes specific eligibility and assessment criteria relating to attendance, visitation, matching contributions, and community engagement.

The 2025–26 grant round opened earlier this year, with a total funding pool of \$255,000 available. A total of 39 applications were received, requesting \$264,935 in funding. Applications were assessed by officers in consultation with relevant departments and subject matter experts, using the updated guidelines adopted for this financial year.

Discussion

The assessment of the program examined all 39 submitted applications and found that 13 met the minimum eligibility and assessment requirements. The remaining applications were deemed ineligible due to a range of issues, including:

- Incomplete application forms
- Insufficient financial documentation, budget clarity, or they had not provided a budget
- Failure to meet tier-specific matching contribution thresholds
- Applications submitted for private or exclusive events
- Duplicate or overlapping applications for the same event
- Applications already receiving Council funding through other programs

To address these concerns and ensure a fair, transparent, and robust process moving forward, officers recommend:

- Endorsing the funding allocation of \$61,838 to the 13 eligible applicants
- Reopening the program for rolling submissions until 30 June 2026 or until funds are exhausted
- Delegating future approval authority to the Chief Executive Officer, with a summary report to be provided to Council at the end of the financial year

Policy Implications

The grant program aligns with Cardinia Shire's Liveability Plan. The Program is also referenced in the Council Plan.

Financial and Resource Implications

The budget for this program in the 2025/2026 round FY is \$255,000. The funding required to support the 13 eligible applications is \$61,838.

The remaining \$193,162 will be allocated to the re-opened round and assessed on a rolling basis until funds are exhausted.

Climate Emergency Consideration

There are no Climate Emergency Considerations as part of this process.

Consultation/Communication

A comprehensive communications plan was implemented to promote the Program across Cardinia Shire. The program was widely advertised through Council channels, including a targeted social media campaign designed to reach new and emerging community groups as well as commercial operators.

To support applicants, the Arts and Culture team delivered a series of recorded online information sessions. These sessions introduced the grant round, highlighted key changes to the program guidelines and eligibility criteria, and provided guidance on budget preparation, including access to a downloadable budget template.

Applications were assessed by a multidisciplinary panel of officers from across Council, including representatives from Arts and Culture, Economic Development, Risk, Health and Safety, and Connected Communities. This cross-functional approach ensured a balanced and informed assessment process.

Applications were assessed using the SmartyGrants platform by internal staff from multiple departments, with each application reviewed against eligibility criteria and project suitability. Officers discussed funding recommendations and identified any conditions to be applied to successful grants if applicable.

As part of the assessment process, the Risk, Health and Safety team reviewed all applications to identify potential risks to Council and recommend appropriate mitigation measures or funding conditions.

All staff involved in the assessment process were required to declare any conflicts of interest to ensure transparency and integrity in decision-making.

Following Council endorsement, successful applicants will be notified via a formal letter of offer issued through SmartyGrants. To support continuous improvement of the Program, feedback will be sought from funded applicants during the initial offer stage. This feedback will inform future refinements to the program guidelines, assessment processes, and potential policy development.

Unsuccessful applicants will be formally notified of the outcome and provided with specific feedback outlining the reasons their application did not meet the eligibility or assessment criteria. This feedback will include guidance on how to strengthen their submission, with reference to the program guidelines and assessment expectations. The grant program will be reopened for resubmissions, allowing unsuccessful applicants the opportunity to address identified gaps and enhance their applications.

In addition, event organisers that were unable to submit an application during the initial round will be contacted and encouraged to apply, ensuring equitable access to funding opportunities.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. It was determined that a Gender Impact Assessment (GIA) was not required

as the subject matter of this report does not relate to a policy, program or service that has a direct or significant impact on the community.

Confidential Attachments

The Confidential Attachment 1 – Summary of Eligible Applications and Confidential Attachment 2 - Summary Ineligible Applicants (listed in Attachments section) is designated confidential information pursuant to the *Local Government Act 2020*, s.3(1)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..

Attachments

1. Confidential Attachment 1 - Summary of Eligible Applications [7.3.4.1 - 2 pages]
2. Confidential Attachment 2 - Summary Ineligible Applicants [7.3.4.2 - 3 pages]

7.4 Financial Reports

7.4.1 VALUER GENERAL SUPPLEMENTARY RATE ADJUSTMENT 2025-26 FINANCIAL YEAR

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. Acknowledges the adjustment required to use the revised Rate in the Dollar when striking the 2025-26 property rates, to reflect the Valuer General of Victoria's supplementary valuations received post budget consideration but prior to 30 June 2025.
2. Approves amending the Rate in the Dollar for each differential category for the 2025-26 financial year as follows:

Category	Rate in the dollar
Base Rate	0.0021648
Farm Land	0.0016236
Urban Industrial and Commercial Land	0.0031391
Urban Farm Land	0.0018396
Urban Residential Land	0.0023158
Urban Vacant Land	0.0043296
Cultural and Recreational Land	0.0016236

3. Approve the Chief Financial Officer to update the 2025-26 budget schedules and other related administrative edits.

Executive Summary

A minor adjustment is required to the annual rate setting process for the 2025-26 financial year. The adjustment has been identified prior to the striking of rates for the 2025-26 financial year and formal endorsement from Council is sought via this report.

This matter has arisen because of Council receiving supplementary valuation changes from the Valuer General of Victoria (VGV) in the period between when the 2025-26 Budget was submitted to Council for adoption and prior to 30 June 2025. This has resulted in a revised rate base calculation to be used in determining 2025-26 rating levels, which differs from the rate base used in the adopted 2025-26 Budget.

The rate in the dollar (RID) can be corrected prior to generating annual rates notices to ensure residents are correctly rated, and to ensure Council remains compliant with the legislated rate cap. Acknowledgement of this change, and revisions to the RID and rating data in the 2025-26 Budget requires approval by Council.

While procedural in nature, it is important to formally and transparently acknowledge and effect this adjustment. If not adjusted, the 2025-26 rating procedure would result in Council charging an overall rate increase of 3.02 per cent, which is above the 3.00 per cent approved rate cap increase for 2025-26. This change represents approximately \$0.38 reduction per assessment on average.

Background

Council's 'rate in the dollar' (RID) used to calculate all differential rates charges for the 2025-26 year was set at the Council meeting on 16 June 2025 through the formal adoption of the 2025-26 Budget.

Rates in the dollar are established by calculating the annual allowable rates income using the 2024-25 Capital Improved Valuations (CIV) applicable to each differential rate type (as provided by the Valuer General of Victoria (VGV)) and applying the rate cap increase of 3.00%.

Supplementary valuation data completed by the VGV late in the financial year after the submission of the final draft budget to Council has resulted in the lowering of the total applicable CIV for all differential rate types, which in turn has reduced the total annualised income for 2024-25 and subsequently the calculation of the capped income for the 2025-26 year.

As a result, the RID to be applied to the 2025-26 CIV needs to be reduced (compared to that reported in the adopted 2025-26 Budget) to ensure Council's rates charged are in line with the 3.00% rate cap.

Supplementary valuations are a normal part of the rating process and arise throughout the year from changes to rateable properties (such as new rateable properties created and revisions to property valuations). Council received several late supplementary valuations in 2024-25 because of objections lodged by property owners resulting in a reduction in the overall CIV. Officers will consider amending the processes regarding the processing of supplementary valuations in future years to ensure ongoing accuracy and transparency and to ensure such instances are mitigated so close to the end of the financial year.

Revised rates in the dollar should be applied to ensure accurate rates charges to ratepayers and to avoid Council being considered 'non-compliant' with the legislated rate cap.

It is recommended that Council acknowledge and support the use of the revised rates in the dollar as shown below for the striking of the 2025-26 rates and approve the updating of figures in the 2025-26 Budget at the Council meeting to be held on 21 July 2025.

	Adopted budget				Revision required			
	Number of Levies	Rate in \$ 25/26	Rates (\$,000)	Average Rates	Number of Levies	Rate in \$ 25/26	Rates (\$,000)	Average Rates
Base Rate	17,542	0.0021652	35,957	2,049.71	17,542	0.0021648	35,949	2,049.31
Farm Land	1,164	0.0016239	4,279	3,679.77	1,164	0.0016236	4,282	3,679.06
Urban Commercial and Industrial Land	1,833	0.0031397	48,641	4,519.71	1,833	0.0031391	8,283	4,518.83
Urban Farm Land	40	0.0018399	2,343	58,563.74	40	0.0018396	2,342	58,552.29
Urban Residential	31,124	0.0023163	5,658	1,562.84	31,124	0.0023158	48,632	1,562.54
Urban Vacant Land	2,130	0.0043304	8,285	2,656.17	2,130	0.0043296	5,657	2,655.65
Total capped rates	53,833		105,163	1,953.56	53,833		105,145	1,953.18
Cultural & Recreational Land (1)	5	0.0016239	81	16,343.31	5	0.0016236	82	16,343.31
Total rates	53,838		105,243		53,838		105,227	

(1) Cultural and Recreational Land rates are not subject to the FGSR rate cap

Financial and Resource Implications

The recommended revisions to Council's rates in the dollar represents an average reduction of approximately \$0.38 per assessment for the 2025-26 rates.

The impact of these proposed changes has no overall financial impact to the adopted 2025-26 Budget.

Consultation/Communication

In bringing this issue to Council promotes the transparency and accuracy of rating procedures for the community, and will assist to increase the community's understanding of rates processes, and to ensure compliance with the legislated rate cap.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. It was determined that a Gender Impact Assessment (GIA) was not required as the subject matter of this report does not relate to a policy, program or service that has a direct or significant impact on the community.

Attachments

Nil

7.4.2 2025-2026 WELLBEING SUPPORT GRANTS

Responsible GM:	Debbie Tyson
Author:	Kym Ockerby
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:	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. 1.1.2 Enrich local identity and opportunities for the community to connect through art, history and cultural expression. 1.1.3 Lead by example in creating an inclusive and welcoming community for all by facilitating community education, capacity building, connection and celebration of our diversity. 1.1.4 Facilitate a partnership approach to create safer communities. 1.1.5 Work closely with the community to deliver programs that build community resilience, relating to a pandemic or other disasters.

Recommendation

That Council approves 54 applications for funding under the 2025-2026 Wellbeing Support Grant Program to the value of \$102,810.

Executive Summary

The Wellbeing Support Grant Program provides support for sustainable initiatives that improve health and wellbeing, support volunteer development, and build capacity of community organisations.

Applications for the 2025-2026 Wellbeing and Support Grant round opened on 20 January and closed on 6 April 2025.

Council received 92 Wellbeing Support Grant applications, three applications were withdrawn by the applicants after submission, leaving a total of 89 applications for the 2025-2026 grant round totalling \$232,148.

Following an extensive assessment process, grant applications have been evaluated against eligibility criteria, and it is recommended that 54 applications be approved for funding to a total value of \$102,810.

Background

The aim of the Wellbeing Support Grant Program is to equitably support sustainable community led initiatives that address identified and unmet community need, that aim to:

- Improve resident health and wellbeing
- Support opportunities for volunteer development
- Build capacity of community groups through support for projects and programs.

The Wellbeing Support Grant program is managed by the Connected Communities team. Grant applications opened on the SmartyGrants platform from 20 January and closed 6 April 2025.

We have seen a steady increase in interest in the program with an initial 92 applications received in the 2025-2026 grant round, the highest number of applications received for the program to date.

Year	Number of applications received
2025-2026	92
2024-2025	77
2023-2024	70
2022-2023	42
2021-2022	75
2020-2021	56

Applications were assessed by a multidisciplinary group of Council officers and Managers from various departments across the organisation.

These assessments were then reviewed by the Executive Leadership Team and presented to a Council Briefing for further input before being presented to a Council Meeting for endorsement.

Below are the outcomes following this process:

Application Funding Recommendations	Number of Applications
Fully funded	43
Partially funded *	11
Not recommended or Ineligible	35
Total amount allocated	\$ 102,810

*some requests ineligible

Eligible applications can be broken down into the following categories:

Application Category	Applications	Funds Allocated
Volunteer Support Grants	4	\$10,324
Seeding Grants	13	\$57,581.59
Small Change Grants	37	\$34,904.46

Policy Implications

The grant program aligns with Cardinia Shire Council's Liveability Plan. The Wellbeing Support Grants are also referenced within the Council Plan.

Council's Wellbeing Support Grant Guidelines provide details about the grant categories and assessment process.

Financial and Resource Implications

The available funding for the 2025–2026 Wellbeing Support Grant program is \$102,724. The total amount required to support 54 recommended applications is \$102,810 which is an overspend of \$86.

Consultation/Communication

A comprehensive Communications Plan was undertaken, and as a result the program and invitations for applications were widely promoted throughout Cardinia Shire via various channels.

The inaugural Cardinia Shire Grant Expo was held in February this year to promote grant opportunities within Cardinia (including the Wellbeing Support Grant program), provide advice and assistance and target new and emerging community groups in the Shire.

Upon endorsement at Council Meeting, applicants will be advised of the outcome via a 'letter of offer' through the SmartyGrants system.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. A Gender Impact Assessment (GIA) has been identified as a requirement for this program – Wellbeing Support Grants and will be completed prior to the planning, engagement, and delivery of the next grant round (2026 – 2027).

Confidential Attachments

The Confidential Attachment 2 (listed in Attachments section) - Confidential 2025-26 Wellbeing Support Grant recommendations– is designated confidential information pursuant to the Act, 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..

Attachments

1. Attachment 1 - Wellbeing Support Grant Guidelines [7.4.2.1 - 4 pages]
2. Confidential Attachment 2 - 2025-26 Wellbeing Support Grant recommendations [7.4.2.2 - 9 pages]

Cardinia Shire Council

Wellbeing Support Grant Program Guidelines



The Wellbeing Support Grant Program is available to assist with the establishment of new community organisations, projects and services, as well as the enhancement of existing projects and programs, for the benefit of our diverse community.

Objectives

The key objective of the grants program is to equitably support sustainable initiatives that address an identified and unmet community need, with an aim to:

- improving resident health and wellbeing
- supporting opportunities for volunteerism
- building capacity of community groups, projects and programs to be sustainable.

Cardinia Shire's Liveability Plan 2017 – 2029

All applications must demonstrate alignment with at least one of the outcomes listed in Cardinia Shire's Liveability Plan.

Vision: Cardinia Shire is a liveable, resilient community where the environment flourishes and residents are healthy, included and connected.

Outcomes:

- Improve mental health and wellbeing
- Improve social cohesion
- Improve safety
- Improve healthy eating and active living
- Reduce family violence
- Improve financial wellbeing and resilience
- Reduce harm from tobacco, alcohol, drugs and gambling

For further information on Cardinia Shire's Liveability Plan please [click here](#).

Categories

There are three categories of funding:

1. **Seeding Grant** to support the establishment of new community groups or initiatives (i.e. programs or projects) that seek to improve community health and wellbeing.
2. **Volunteer Support Grant** to assist with the recruitment and development of volunteers.
3. **Small Change Grant** to assist with ad hoc requests for support from established community-based groups and community service organisations.

Eligibility

Applicants must be:

- not-for-profit; and
- locally based and/or servicing Cardinia Shire residents;
- a Community Asset Committee of Council; or
- incorporated (or be auspiced by an incorporated organisation – please note, Community Asset Committees cannot take on the function of an auspice) or operated by a Committee of Management, or an alternative formally recognised governance model (e.g company limited by guarantee).

If a licence, lease or funding agreement exists between Council and the community organisation, then the agreements need to be signed and current in order for applications to be considered.

Community groups with incomplete or outstanding projects must complete these before any further applications will be considered.

What cannot be funded

Funding will not be allocated to:

- activities which are a primary or core service and/or responsibility of Council or State or Federal governments
- individuals
- private, profit-making organisations
- political organisations
- capital works projects (as defined in Council's [Community Capital Works Grants Policy](#))
- public space/township beautification projects
- replacement of existing equipment and/or furnishings at community and recreational facilities
- maintenance of community or recreational facilities
- events
- operating costs
- existing salaries.

Seeding Grant

Applicants for Seeding Grants may only apply for a grant to support establishment costs of a new organisation, group, club, project, program or service. Examples include:

- promotional material to advertise a new program or group
- incorporation fees
- insurance
- design costs for a newsletter or website
- purchase of small items of equipment.

Where insurance costs are requested in the set-up of an organisation, Council will commit to funding this cost for the first year only.

Other ongoing costs must be evidenced to be sustained without further Council support beyond the first year of its life.

Volunteer Support Grant

Applicants for Volunteer Support Grants may apply to undertake a range of initiatives that will grow and develop volunteering within Cardinia Shire. Examples include:

- establishing volunteering programs
- training and development of volunteers, where not mandated by regulation, nor within the scope of training that is provided by the organisation*
- promotion of volunteering opportunities.

*Applications cannot include requests for support for [training already subsidised by Council](#).

Small Change Grant

Applicants for Small Change Grants may apply for funding to assist with a range of ad hoc costs that cannot be met through other funding sources. Examples include:

- purchase of small items of equipment
- uniforms
- website redevelopment
- short term projects
- Christmas decorations

Operating costs associated with the day-to-day running of an organisation/group will not be funded through small change grants. If the organisation/group cannot continue without the item/program/service then it is considered an operating cost.

Grant criteria

All applications must:

- demonstrate a benefit to the health and wellbeing of Cardinia Shire residents and align with Cardinia Shire's Liveability Plan
- support equitable access and inclusion
- address an unmet need (and provide evidence of this need)
- clearly identify beneficiaries
- clearly state objectives with measurable outcomes; and
- address how the application fits within the scope of the grant category.

Grant Funding

Applicants must substantiate the grant amount requested.

Only one successful application for funding per applicant is permitted each financial year.

- Seeding Grant - maximum of \$5,000
- Volunteering Support Grant - maximum of \$3,000
- Small Change Grant - maximum of \$1,000

Assessment Process

Applications received will be assessed by a multidisciplinary panel of Council staff and endorsed by Council.

Dispute Resolution

If an applicant wishes to query a grant assessment, written requests for clarification may be sent by post or email:

Post

Att: Connected Communities Team
Cardinia Shire Council
PO Box 7
Pakenham VIC 3810

Email

mail@cardinia.vic.gov.au

All requests will receive due consideration and a written response will be provided.

7.4.3 2025-2026 COMMUNITY CAPITAL WORKS GRANTS

Responsible GM:	Debbie Tyson
Author:	Rachael Chinnock
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 3.1.1 Partner with community, business and industry to take action on, and adapt to, climate change.</p>

Recommendation

That Council endorses the following community grants across three categories of the 2025-2026 Community Capital Works Grant round:

1. Five Community Capital Works Grants (category 1) – total value of \$97,000
2. Eight Community Capital Works Partnership Grants (category 2) - total value of \$170,590.56
3. Two Major Equipment Grants (category 3) – total value of \$5,292.64

Executive Summary

The 2025/20206 Community Capital Works Grants (**CCWG**) and Major Equipment Grants program consists of three categories.

- **Category 1 (CCWG)** – Up to \$20,000 per project. All works to be conducted will be co-ordinated by Council, with no matched funding asked of by the Community Group.
- **Category 2 (CCWPG)** – Up to \$35,000 per project. Co funded and managed by the Community Group applying.
- **Category 3 (major equipment)** – Up to \$20,000 per application to match the Community Groups funds.

Expressions of interest for category two CCWPG opened 16 September 2024 and closed on 12 December 2024. Subsequently, successful EOI applicants were invited to submit a detailed application when applications opened for all three grant categories on 20 January 2025. Applications for all three grant categories closed on 20 March 2025.

Applications Received

A total of 24 applications were received under the three grant categories for the 2025/26 Community Capital Works Grant round, amounting to \$444,906.60.

A total of nine eligible applications were received under Category 1. Council officers recommend supporting five of these applications to the value of \$97,000.

A total of twelve applications were received under Category 2. Council officers recommend supporting eight of these applications to the value of \$170,590.56.

A total of two applications were received under Category 3. Council officers recommend supporting both applications to the value of \$5,292.64.

2025-2026 applications received by category:

Application Status	Category 1	Category 2	Category 3
Recommended	5	8	2
Withdrawn	0	0	0
Ineligible	1	0	0
Not Recommended	4	4	0
Total	10	12	2

Background

Council's Community Capital Works Grants program assists successful community groups to upgrade community and recreational facilities that are used to strengthen local community networks and support community wellbeing. Improvements to facilities funded through this program boost people's participation and involvement in their local communities.

The CCWG program is guided by the Community Capital Works Grants policy and consists of three program categories:

Category 1 (CCWG) – Up to \$20,000 available per project. All works to be conducted will be coordinated by Council, with no matched funding asked of by the Community Group and no works undertaken by the group. Projects must fit in within pre-determined priority areas.

2025/26 Category One Priority Areas

1. Upgrade to Accessibility:

- Access points – (widen doorways, make doors automatic, accessibility to the building)
- Making a bathroom more accessible (handrails, grab rails, unisex facilities etc)
- Internal and external pathways to assist with exiting in an emergency.

2. Building sustainability:

- LED lighting - LED lighting can reduce energy costs, maintenance requirements and improve lighting levels (excludes sports field lighting)
- Heating and cooling improvements including the installation of efficient split systems to replace gas heating.
- Replacement of old inefficient hot water systems
- Solar PV – the installation of rooftop solar electricity systems that will generate renewable energy to reduce costs and environmental impacts (dependent on building suitability)
- Rainwater harvesting – a rainwater harvesting or filtration system to reduce water costs and provide environmental benefits.
- Mechanical ventilation to improve air quality for small to medium sized rooms regularly used by groups (e.g. Kindergarten/childcare, classrooms, meeting rooms).

- Insulation – the installation of insulation to improve thermal comfort and reduce energy costs.

3. Crime prevention through environmental design:

- External security lighting
- Changes to external design – removal of unseen areas

4. Removal of hazardous materials:

- Asbestos removal where this will benefit approved future works to the facility.
- Switchboard upgrades – to remove asbestos, improve capacity and improve safety for users

Category 2 (CCWPG) – Up to a maximum of \$35,000 available per project. The applicant manages project works. Grant contribution by the Community Group is based on a rating scale depending on the overall annual income of the group. The rating scale being:

- Up to \$5,000 – 10% contribution
- \$5,000 – \$15,000 – 30% contribution
- \$15,000 and above - 50% contribution

Category 3 (major equipment) – Up to \$20,000 available for groups to purchase major equipment. All projects are match funded, 50% from Council and 50% from the group.

Assessment of Applications

Eligible applications are assessed by an Internal Council Cross Divisional Group (ICCDG), with representatives from various Council Teams.

Policy Implications

The CCWG Program is guided by the Community Capital Works Grants policy and program. Projects funded under the Community Capital Works and Major Equipment Grants are subject to the following Council and Government Policies:

- Community Capital Works Grants Policy
- Access and Inclusion Policy
- Recreation Reserve Facility Standards Policy
- Recreation Reserve Management and Usage Policy
- Buildings and Facilities Maintenance Policy
- Asset Management Policy
- Children's Services Regulations Playground safe standards
- Department of Education and Training Early Years Policy Guidelines OHS Policy
- Risk Management Policy

Financial and Resource Implications

The total cost of recommended projects for 2025 /26 is:

2025/2026 recommended project costs	
Category One	\$97,000
Category Two & Three	\$175,883
Total	\$272,883.20

Climate Emergency Consideration

Environmental upgrades are a key component of the Community Capital Works Grants program and policy. Applications were considered in line with the policy and as such many of the recommended applications provide an environmental benefit.

Consultation/Communication

An extensive internal and external communication process on the Community Capital Works Grants program included:

- Promotion of the grants to the community in accordance with a well-developed Community Grants Communication Plan - both during, and in the lead-up to the grant rounds opening. Promotion of the grants was undertaken through social media, with targeted emails to eligible groups sent out by various teams within Council.
- Provision of support with the application process by relevant Council staff. This involved staff encouraging and supporting eligible groups to apply in their usual interaction with these organisations and groups.
- A Grant Expo featuring a grant writing workshop and grant handbook.
- Liaison with applicants to confirm application details during the assessment process.
- Program information presentations to select stakeholder groups.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. A Gender Impact Assessment (GIA) was completed as part of the engagement/ planning/ development of the proposed 26/27 Community Capital Work Grant Policy and Guidelines, as part of the grant program review and identified a number of recommendations to include in future rounds:

Recommendation 1 - Improved access, inclusion and communication for senior women and men.

Recommendation 2 - CCWG Assessment guidelines to include Fair Access and Gender Impact priorities within CCWG assessment weightings

Confidential Attachments

The Confidential Attachment 1, 2 and 3 (listed in Attachments section): Is designated confidential information pursuant to the Act, 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.

Attachments

1. Confidential Attachment 1 - Category 1 Community Capital Works Grant round 2025-2026 recommendations [7.4.3.1 - 1 page]
2. Confidential Attachment 2 - Category 2 Community Capital Works Partnership Grant 2025-2026 recommendations [7.4.3.2 - 1 page]
3. Confidential Attachment 3 - Category 3 Major Equipment Grant 2025-2026 recommendations [7.4.3.3 - 1 page]
4. Attachment 4 - Cardinia Community Capital Works Grants Program Policy [7.4.3.4 - 9 pages]
5. Attachment 5 - 2025-2026 Community Capital Works Grants Program Guide [7.4.3.5 - 22 pages]



Community Capital Works Grants program policy

1 Policy alignment

This policy details the administration of the Community Capital Works Grants and is intended to achieve consistent management of the grants program based on the principles of community participation and good governance.

2 Purpose

The Community Capital Works Grants Program aims to assist community groups to improve facilities that are being used to promote local community networks and support wellbeing. The three community grant categories include:

Category 1: Capital Works Grants – Council funds and delivers projects on behalf of the community group.

Category 2: Capital Works Partnership Grants – both Council and the community group provide a financial contribution to the project. Community groups deliver project.

Category 3: Major Equipment Grants – for the purchase of plant and equipment to undertake maintenance at the facility.

The objectives of Category 1 and 2 are to:

- upgrade the facilities from which community groups provide services to the community
- improve facilities that are primarily focused on the delivery of services or programs that promote local community networks
- improve facilities that positively contribute to community safety and the wellbeing of residents, foster community ownership and management of local facilities.

The objectives of Category 3 are to:

- provide eligible committees of management with an opportunity to purchase maintenance equipment that will be used to maintain playing surfaces, outer grounds, or large internal building areas, on their own accord, without the need to engage contractors
- create opportunities for committees to work together in obtaining funding for new grounds equipment and collaborate in the usage of this equipment.

3 Scope

Groups and organisations eligible for Community Capital Works Grants must:

- be an incorporated not-for-profit, managed by a volunteer board or committee of management, or
- be a committee established by Council or Victorian Government to manage a Council or Crown-owned asset.

And meet the following:

- have adequate public liability insurance
- have no outstanding grant acquittals or outstanding debts owing to Council
- propose an initiative which will benefit the Cardinia Shire community and be located in Cardinia Shire
- be able to supply financial statements and information as requested
- be able to meet conditions associated with receiving the grant
- demonstrate that the proposed activity is consistent with local, state and federal regulations
- be able to provide supporting data, when requested, proving that the project is adequately costed.

Groups that use facilities managed by a committee of management must obtain the approval of the committee of management prior to lodging an application for a grant. For groups that use facilities on Crown land, approval from the relevant state government body is required prior to applying for the grant.

The community capital works grants are intended to provide funding towards works that enhance a Council or Crown-owned asset. This may include new works as well as capital improvement and renewal work which modernises the facility and improves the use and efficiency by community groups.

Projects that provide an environmental benefit are encouraged.

All projects must demonstrate how they will meet Council's enhanced building standards (e.g. sustainable building standards for energy and water-use efficiency, universal access standards) even if this is not the sole focus of the project(s).

The following will not be funded:

- general maintenance activities
- works proposed in facilities not owned by or managed on behalf of Council or the Victorian Government
- requests for retrospective funding, where projects have commenced prior to receiving funding approval
- consultancy fees
- groups and organisations with an outstanding debt to Council.

Applications for capital works on private land will be assessed on a case-by-case basis where there is a demonstrated community benefit and where the private land is managed by a community committee.

4 Policy description

Council provides ongoing annual funding through the community capital works grants program to support community groups to provide programs and services that strengthen the Cardinia Shire community and deliver strategic outcomes on behalf of Council.

Cardinia Shire Council is committed to providing this funding efficiently, equitably, and ethically.

Grant opportunities will be widely promoted across the municipality using a variety of promotional avenues to enable all eligible groups the opportunity to apply for a grant.

Under the community capital works grants program, 3 grant categories are available for the community. Each grant category will have its own set of guidelines to be read in conjunction with this policy.

4.1 Category 1: Capital works grants

- Maximum of \$20,000 (per project).
- Projects must deliver capital improvements to a building or grounds from which the community group deliver services.
- Projects must align with the list of priorities set by Council.
- A simplified application process proposing the project idea is required.
- The Internal Council Cross-Divisional Group (ICCDG) will be responsible for assessing the applications.

All works to be carried out from the grant will be coordinated by Cardinia Shire Council, with no matched funding asked of by the community group and no works undertaken by committees or clubs.

5% of total annual package allocated to Category 1 programs will be directed to Building and Facilities to manage the program (project management costs).

Projects must align with Council's strategic objectives. In some instances, a building condition and assessment report may be required.

Examples of set priorities include:

- Improvements to access and incision (widen doorways, install grabrails etc)
- asbestos removal where future works will occur
- hot water systems providing effective outcomes
- lighting upgrades for security, improved internal lighting and energy reduction
- rooftop solar energy systems or similar

Community groups will be required to submit a simplified application to register for Category 1 grants. Only Set Priorities as identified in the current year's grants round can be applied for.

Application process

The Community Group will not be required to submit quotes, detailed plans, building permits, product specifications, Public Liability and Workcover Certificate as part of the process. Council will undertake the installation/construction of works on behalf of the successful community group. Where the project cost is likely to exceed the \$20,000 budget allocation, further discussions between the applicant and Council to revise the scope may be required.

Category 1 applications will go through a preliminary assessment process and be short-listed by the ICCDG and provided to Council's Senior Leadership Team (SLT) for endorsement. Grants will be referred to a full Council meeting for endorsement and formal approval.

All applicants will be informed of the outcome of their application in writing and offered the opportunity to discuss their application.

4.2 Category 2: Capital works partnership grants

- Recommended maximum project cost \$70,000 (co-funded with maximum \$35,000 Council contribution).

- If the project exceeds \$70,000, the shortfall must be met by the group.
- Grants must be for the enhancement of a Council or Crown owned asset and may include works such as:
 - building extensions and improvements
 - capital improvements or upgrades of playing surfaces, play equipment, or other infrastructure.
- Grant contribution by the community group is based on a rating scale dependent on the overall annual income of the group. The rating scale is:
 - up to \$5,000 = 10% contribution
 - \$5,000–\$15,000 = 30% contribution
 - above \$15,000 = 50% contribution.
- The ICCDG will be responsible for assessing the applications.
- The application has 2 stages:
 - Stage 1 – Simplified application as an expression of interest (EOI).
 - Stage 2 – Detailed application process for projects that are invited to proceed to Stage 2.
- Community group must demonstrate financial capacity to service the grant.
- The committee contribution may include a negotiated voluntary labour component.
- Works must be delivered by the community group in line with the grant requirements.

Committees will be required to provide annual financial statements for the preceding financial year at the time of the submission of the grant application ensuring their groups capacity to pay for the project as per the agreement.

Application process

Stage 1 – Expression of interest

Community groups are invited to submit a simplified application as an EOI to be assessed by Council's Grants Team with assistance from project support officers from the appropriate team.

If the application is eligible and supported in principle, the community group is invited to submit requirements for Stage 2 via a detailed application.

If an application is not supported at Stage 1, project support officers will work with the community group to explore other options or assist in the group applying for a community capital works grant in future years.

Stage 2 – Detailed application

Community groups submit full details of the proposal as outlined in the application guidelines.

Applications will be assessed by the ICCDG. Each application is assessed against a set criteria and discussed by the ICCDG. Once agreement is reached by the ICCDG, the grants are presented to Council's SLT, Council Briefing and then Council Meeting for Council endorsement.

All applicants will be informed of the outcome of their application in writing and offered the opportunity to discuss their application.

4.3 Category 3: Major Equipment Grant

- Applicants' contribution matched (dollar for dollar) by Council to a maximum grant amount of \$20,000 (e.g. total project cost \$40,000).
- The ICCDG will be responsible for assessing the applications.
- Applications must be consistent with agreed reserve maintenance schedules.
- Community groups must demonstrate financial capacity to purchase the equipment.
- Equipment must comply with current relevant safety standards.

- All projects will be funded on a matched funding basis: for each dollar from the community group, Council will contribute \$1.

Application process

Community groups are required to supply full details of the proposal as outlined in the application guidelines. Applications will be assessed by the ICCDG.

If an application is not supported, the project support officer will work with the community group to explore other more suitable opportunities, or to assist the group applying for a community capital works grant in the following year.

All applicants will be informed of the outcome of their application in writing and offered the opportunity to discuss their application..

5 Assessment criteria

Due to funding availability, it is not always possible to support all applications or grant the full amount applied for.

To assist Council to assess the competing projects in Category 1 Capital Works Grants and Category 2 Capital Partnership Grants, applicants must demonstrate that the project meets the following criteria. Selection will be based on the following:

Priority 1

- projects that enhance access and inclusion
- projects that address occupational health and safety and/or regulatory compliance issues.

Priority 2

- projects that maintain a facility at an acceptable level for its current use
- projects that improve facilities that are not fit for current use.

Priority 3

- projects that upgrade facilities
- projects relating to facilities that are of an acceptable standard for current use.

Applications must also:

- demonstrate how the local and wider community will benefit from the project
- be consistent with Council plans and priorities
- be consistent with strategic plans for the facility/location
- demonstrate the group's capacity to deliver the project both from a financial and project management perspective.

To assist Council to assess applications for Category 3 Major Equipment Grants, applicants must demonstrate that the project meets the following criteria:

Priority 1

- demonstrate the need for major equipment and how it will support and improve the ongoing maintenance of the facility.

Priority 2

- demonstrated need for funding assistance.

Priority 3

- ability to maintain and store the equipment.

For all categories, preference will be given to projects that are not eligible for state or federal government or other funding assistance. Applications for funding to support additional state or federal funding will be considered.

The ICCDG will be responsible for assessing the applications for Category 3 based on how each project meets the program criteria.

5.1 Change in project scope

Any change in project scope after a grant has been awarded must be discussed with the program support officer and applied for through the SmartyGrants program for approval. The change in scope will be considered and any additional costs or expenses as a result will be borne by the project applicant.

5.2 Application for multiple projects in one year

Applicants can submit more than one project in a given year. The community capital works grants program is designed to extend to as many community groups and organisations as possible and will be spread broadly throughout the municipality. If the budget is exhausted for the year, with a risk of some groups unable to be funded, discussions will be held with any groups that have applied for multiple projects, to prioritise their proposal and decrease the number of projects to allow other groups to be successful.

5.3 Acquittal

All projects for which grants have been made must be completed and acquitted in the financial year the grant is received.

Community groups cannot receive funds for a new project when there is a funded project in progress.

6 Roles and responsibilities

Council's Building and Facilities Unit will be responsible for:

- determining the set priorities in category grants (with assistance from project support officers and the grants team if required)
- the administration and completion of approved grants in Category 1
- delivering projects within the grants timeframe
- reporting projects and finalisation when they have been delivered to the grants team.

Internal Council Cross Divisional Group (ICCDG)

Membership includes nominated Council officers, including a minimum of one senior Council officer.

The ICCDG will be responsible for:

- assessing the simplified applications in Category 1, providing support or refusal of the project
- assessing the simplified EOI applications in Category 2, providing approval or refusal to progress to Stage 2
- assessing the detailed Stage 2 applications in Category 2
- assessing the applications in Category 3
- providing final endorsement prior to the recommendations being provided to the GM responsible for these grants, SLT and Council.

GM, responsible for the grants program, and SLT

Responsible for reviewing the ICCDG recommendations prior to presenting them to Council via briefing/s and to a Council meeting for endorsement.

Community groups applying for the grant

Responsible for understanding and adhering to the program guidelines.

Grants team

Responsible for the facilitation and administration of the community capital works grants program in accordance with this policy.

Project support officers

Responsible for liaising, supporting, and communicating throughout the grants process with their respective group.

Councillors

Councillors will be briefed on the recommendations of Council officers and will be responsible for endorsing grants at a Council Meeting. Officer recommendations will be presented at up to 2 Council briefings prior to Council meeting. Councillors must direct any communication regarding the grant applications to the CEO or General Manager responsible for the grants program.

To ensure an accountable and transparent assessment process, anyone with a conflict of interest regarding specific projects will not participate in any discussions or decision making relating to that specific application.

7 Compliance

In addition to the terms and agreement provided to successful applicants via a letter of offer and within the program guide, the following conditions apply to all Council's grants and funding programs.

- When an organisation or individual accepts a grant and/or signs an agreement it means that they accept the conditions outlined in their terms of agreement /funding offer.
- All projects are to be completed within the allocated financial year. Multiple-year funding is not available under this grant program.
- Proof of project completion must be provided to Council prior to payments being processed by Council.
- Grant funds will only be carried over under exceptional circumstances. Recipients must make written application for consideration of funds to be carried into future financial years.

If community asset committees (formally Section 86 Committees) require a loan or donation, written approval from Council's Governance Unit is required. Community asset committees are unable to enter into loan agreements unless approval is provided by Council and a formal loan agreement between the committee and the company/person is entered into. This is to protect the rights of both sides and ensure that a loan repayment schedule is included.

7.1 Recourse for non-compliance

If a community group disagrees with the outcome of their grant application, a written request may be made within 4 weeks of receiving notification of the outcome. Such requests will be received and reviewed by the General Manager responsible for the grants program and a formal response will be provided.

8 Related documents

Type of document	Title and/or RMC link
Commonwealth/Victorian legislation	n/a
Strategic directions paper	n/a
Policies	Building and Maintenance Policy
Strategies	n/a
Guidelines	Roles and Responsibilities for the management of the Community Capital Works Grants Program Community Capital Works Grants Program Guide
Procedures	Internal Council Cross Divisional Group - Terms of Reference Community Capital Works Grants Program Guide

7 Glossary of terms

Acquittal - Information provided by a grant recipient that ensures that funds have been administered responsibly and in line with conditions of the grant program.

Capital works - Defined as building extensions and improvements. Playing surface improvements and lighting projects are also considered to be capital works items. Built in or fixed equipment may also be considered for funding. It is not intended that the grant program will fund portable items, however, where portable equipment meets best practice models, such as portable playground equipment in kindergartens, these items will be considered for funding.

Council - Cardinia Shire Council being a body corporate constituted as a municipal Council under the *Local Government Act 2020*

Councillors - The individuals holding the office of a member of Cardinia Shire Council.

Council officer - The Chief Executive Officer and staff of Council appointed by the Chief Executive Officer.

Crown-owned/Victorian Government owned – Facilities owned by the Victorian Government that are either managed by a Victorian Government appointed committee or allocated to Council who generally appoint their own committee of management.

Grant - Sum of money given to organisations or individuals with an expectation that the money will be used for an agreed and specified purpose.

Grants team - The team within Council that administers the community capital works grants program.

Project support officers - Officers from various teams across Council that support the groups in their respective areas.

Set priorities – Set priorities for infrastructure will be based on Council's strategic objectives in consultation with a building assessment report, condition rating (where applicable), an asset management plan and community consultation. Essential safety measures and emergency works

are not reliant on community capital works grants, these works will be undertaken through the usual building and facilities implementation process.



Community Capital Works Grants 2025 – 2026

Program Guide

- Grant terms and conditions
- Council contacts
- Important dates
- The terms and conditions of Community Capital Works Grants are outlined in this document.
- These terms and conditions should be read in conjunction with the Community Capital Works Grants Policy. (The information in the policy is included on the Apply for a Community Capital Works Grant web page on Council's website at www.cardinia.vic.gov.au/ccwg)
- Related documentation

Grants may be subject to additional conditions specific to your project, which will be outlined in a letter of offer from Council.

Council reserves the right to cancel a grant agreement if a grant recipient does not adhere to the terms and conditions outlined in this document and/or letter of offer.

If at any stage you require further information or wish to discuss your grant, please contact Council's Connected Communities Team on 1300 787 624 or email CCWG@cardinia.vic.gov.au.

Overview

The Community Capital Works Grants Program aims to assist community groups to improve facilities that are being used to promote local community networks and support family wellbeing. This will be undertaken by the availability of three categories.

	CATEGORY 1 - CAPITAL WORKS GRANTS	CATEGORY 2 - CAPITAL WORKS PARTNERSHIP GRANTS	CATEGORY 3 - MAJOR EQUIPMENT GRANT
Objectives	<ul style="list-style-type: none"> • Upgrade the facilities from which community organisations provide services to the community • Improve facilities that are the primary focus for services or programs that promote local community networks • Improve facilities that positively contribute to community safety and the wellbeing of residents <p>foster community ownership and management of local facilities</p>		<ul style="list-style-type: none"> • Enable eligible Recreation Reserve Committees of Management an opportunity to purchase major maintenance equipment that will be used to maintain playing surfaces or their facility on their own accord, without the need to engage contractors • Create opportunities for reserve committees to work together in obtaining funding for new equipment and collaborate in the usage of this equipment.
Funding formula	<ul style="list-style-type: none"> • Maximum of \$20,000 (per project) • Grants available from a Set Priorities list that will benefit the enhancement of the facility. • Simple application process for Community Groups only • The ICCDWG will be responsible for assessing the applications <p>** All works to be carried out from the grant will be co-ordinated by Cardinia Shire Council, with a no match funding</p>	<ul style="list-style-type: none"> • Maximum \$70,000 (per project- maximum \$35,000 Council contribution) • Grants must benefit the enhancement of a Council asset. This could include building extensions and improvements, capital improvements at recreation reserves and sporting facilities, built-in or fixed equipment installations or portable items which meet best practice standards (for example, playground equipment in kindergartens). • Grant contribution by the Community Group is based on a rating scale pending the overall 	<ul style="list-style-type: none"> • \$1 from Council and \$1 from the applicant to a maximum grant of \$20,000 • The ICCDWG will be responsible for assessing the applications and selecting successful applications-based set priorities. • Applications must be consistent with any agreed reserve maintenance schedules • Community group must demonstrate financial capacity to purchase the equipment • The Committee contribution may include a negotiated voluntary labour component.

	<p>asked of by the Community Group and no works undertaken by committee's/clubs.</p> <p>5% of total package allocated to Category 1 programs will be directed to Building & Facilities to manage program (Project Management Costs).</p>	<p>annual income of the group. The rating scale being:</p> <ul style="list-style-type: none"> ○ Up to \$5,000 – 10% contribution ○ \$5,000 – \$15,000 – 30% contribution ○ \$15,000 and above - 50% contribution • The ICCDG will be responsible for assessing the applications • Two stage process: <ul style="list-style-type: none"> ○ Stage 1 – Simple application - Expression of Interest (EOI) ○ Stage 2 - Detailed application process for projects that are invited to proceed to Stage 2. • Community group must demonstrate financial capacity to service the grant • Works implemented by community organisation with assistance from Cardinia Shire Council • The Committee contribution may include a negotiated voluntary labour component. 	
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Definitions

1. Grant recipient refers to the legal entity awarded a Community Capital Works Grant.
2. Grant Administrator is the Council Officer overseeing the administration of the Community Capital Works Grants program.
3. Liaison Officer - provide ongoing project advice and support to groups with regards to proposed projects and project applications.
4. SmartyGrants is an online grants administration system. To register go to:
<https://cardinia.smartygrants.com.au/applicant>
 A link to SmartyGrants is also located on Councils website.
5. Contractor tradesperson or business engaged to provide materials/works/services for your project.
6. Construction/building work refers to work being undertaken on a building or a structure including:
 - construction, altering or converting
 - fitting out or commissioning
 - renovating or refurbishing
 - decommissioning or demolishing
 - relocation or placement of a building or structure on land
 - work that is similar in nature to the above listed.
7. Construction Induction Card entitles a cardholder to perform construction work after having completed general OHS induction training for the construction industry. It is also known as a 'white card' or 'red card'.
8. Safe Work Method Statement (SWMS), formerly known as a Job Safety Analysis, is a risk assessment of a worksite. A SWMS must be project-specific and should:
 - list types of high-risk construction work being done
 - state the health and safety hazards and risks arising from that work
 - describe how the risks will be controlled
 - describe how the risk control measures will be put in place
 - detail who is responsible for compliance with the SWMS.
9. High-risk work includes but is not limited to the following types of work:
 - works where there is a risk of a person falling more than two metres
 - construction work involving demolition
 - work involving the removal or likely disturbance of asbestos
 - construction work involving structural alterations where some sort of temporary support will be used to prevent the structure from collapsing
 - work involving a confined space (see definition of confined space).
 - work involving a trench or tunnel
 - construction work on or near:
 - pressurised gas distribution mains or piping
 - chemical, fuel or refrigerant lines, or
 - electrical installations or services.

Note: 'Near' means close enough that there is a risk of hitting or puncturing the mains, piping, electrical installation or service.

 - work in an area that may have a contaminated or flammable atmosphere
 - work involving tilt-up or precast concrete
 - work on or next to roads or railways that are in use
 - work at a workplace where there is any movement of powered mobile plant

- work in an area where there are artificial extremes of temperature
 - work in, over or near water or other liquids if there is a risk that someone may drown.
10. Confined space is any space in an enclosed or partially enclosed structure that:
- may be entered, and
 - is difficult to get into or out of, and
 - is (or should be) at normal atmospheric pressure while someone is in it, and
 - contains (or could contain) a contaminated atmosphere, an unsafe level of oxygen or a substance that could engulf a person.

Category 1 Grant Priority Areas:

All applications for a category 1 grant will be assessed against these 4 priority areas:

Priority area 1: Upgrades to Accessibility

Priority area 2: Building Sustainability

Priority area 3: Crime Prevention through Environmental Design

Priority area 4: Removal of Hazardous Materials

Upgrade to Accessibility:

- Access points – (widen doorways, make doors automatic, accessibility to the building)
- Making bathrooms more accessible (handrails, grab rails, unisex facilities etc)
- Internal and external pathways to assist with exiting in an emergency.

Building sustainability:

- LED lighting - LED lighting can reduce energy costs, maintenance requirements and improve lighting levels (excludes sports field lighting)
- Heating and cooling improvements including the installation of efficient split systems to replace gas heating;
- Replacement of old inefficient hot water systems
- Solar PV – the installation of rooftop solar electricity systems that will generate renewable energy to reduce costs and environmental impacts (dependent on building suitability)
- Rainwater harvesting – a rainwater harvesting or filtration system to reduce water costs and provide environmental benefits.
- Mechanical ventilation to improve air quality for small to medium sized rooms regularly used by groups (e.g. Kindergarten/childcare, classrooms, meeting rooms).
- Insulation – the installation of insulation to improve thermal comfort and reduce energy costs.

Crime prevention through environmental design:

- External security lighting
- Changes to external design – removal of unseen areas

Removal of hazardous materials:

- Asbestos removal where this will benefit approved future works to the facility.
- Switchboard upgrades – to remove asbestos, improve capacity and improve safety for users

Terms and conditions

1 Eligibility

- 1.1 Community groups must be eligible under the [Community Capital Works Grants Policy](#) to apply for a grant.
- 1.2 The Early Years Management organisations can apply for grants that support the facilities from which they operate.
- 1.3 To ensure your project meets the program objectives, eligibility, and assessment criteria we require community groups develop their project in consultation with Council. In principle support from the relevant Liaison Officer within Council will be required.
- 1.4 If a licence, lease, or funding agreement exists between Council and the applicant, then the agreement needs to be signed and current in order for applications to be considered.
- 1.5 Community groups with incomplete or outstanding projects are not eligible to apply for further projects and applications will not be considered.

2 Applications

- 2.1 Applications must be made using the SmartyGrants online platform.
- 2.2 Late applications will not be accepted.
- 2.3 Applications must be supported with relevant requested documentation. Incomplete applications will not be considered.
- 2.4 Category 2 – Community Partnership Grants will require applicants to submit a simple application as an expression of Interest. These applications will be assessed by the Connected Communities Team Officer with assistance from Liaison Officers from the appropriate team. If application is recognised as eligible and supported in principle, the community group is invited to submit requirements for Stage two, detailed application. Details required within the simple application EOI include:
 - Committee or Community group details
 - Written submission stating how the project will assist the facility/committee
 - Mud map identifying where the infrastructure will be located on the site
 - Approximately cost to deliver project
 - Confirmation that the committee can meet the financial scaling requirements by providing their annual financial statement for the preceding two financial years
 - Written confirmation that landowner approves proposal

**Within the below checklists, associated actions for each category are highlighted in the relevant columns below

- 1 – Capital Works Grants
- 2 – Capital Works Partnership Grants
- 3 – Major Equipment Grants

1	2	3	Checklist – Application stage	Completed
			Check the Community Capital Works Grants Policy to ensure your group is eligible. If unsure contact your Liaison Officer at Council (You will find a list of Council contacts at end of this document). The information in the policy is included on the Apply for a Community Capital Works Grant web page on Council's website at www.cardinia.vic.gov.au/ccwg	
			Ensure your project meets the Policy objectives plus one or more of the priority areas for Community Capital Works Grants as outlined in the Policy. This includes aligning your application to one or more of the priority areas listed in Cardinia Shire's Liveability Plan 2017-29 . You will need to include this information in your application.	
			<p>To apply go to the Apply for a Community Capital Works Grant web page on Council's website at www.cardinia.vic.gov.au/ccwg This will link you to the SmartyGrants online grants website.</p> <p>If you have not applied for a grant in the past, you will need to set up a login and password for SmartyGrants. Instructions are provided on the grants link.</p> <p>IMPORTANT: View the application form and make sure you understand the required documentation, if not ask your Liaison Officer or the Connected Communities Team.</p> <p>Once you have registered for a SmartyGrants log in you can return to your grant application through their website at https://cardinia.smartygrants.com.au/applicant</p> <p>You can start and save your application and return to it as you collect the required information.</p> <p>The email you supply on your application form will be used to correspond with you regarding your grant outcome and throughout the project process.</p> <p>Know your grant deadlines – Important dates at listed at the end of this document and online. Late applications cannot be accepted.</p>	
			<p>Collect your ABN – Community organisations must have an ABN to apply for a grant.</p> <p>To search or apply for an ABN go to the ABN Lookup website at www.abr.business.gov.au</p>	

		<p>Identify if your organisation is a Community Asset Committee of Council, an Incorporated Association under the Crown Land (Reserves) Act or an Incorporated Association.</p> <p>Collect your incorporation number and details or establish an auspice arrangement with an associated Incorporated Association. To search for your organisation's Incorporation number, go to the Consumer Affairs website at www.consumer.vic.gov.au</p>	
		<p>Collect evidence of support for the project from your Committee of Management.</p> <p>A copy of meeting minutes or a letter of support from your organisation that clearly identifies support for the project from your Committee of Management is required for your application.</p>	
		<p>Collect letters of support from the landowner or manager for your project. This may include a Reserve Committee of Management or DELWP.</p> <p>Facilities on DEWLP Land: A letter of endorsement from DELWP is required for your application. You will also need to clarify if any asbestos is present in your facility. Evidence of this confirmation is required for your application. If asbestos is present, please request and upload a copy of the asbestos register supplied by DELWP.</p> <p>Kindergarten projects: The Early Years Management organisations can apply for grants that support the facilities from which they operate. Parent Advisory Groups who have CCWG ideas for projects are required to contact their Early Years Manager to discuss their ideas. The Early Years Manager is required to apply. Applications from Parent Advisory Groups will not be considered.</p>	
		<p>Discuss your project proposal with the relevant Liaison Officer at Council to ensure the project aligns with Council Plans and that they have indicated principle support.</p> <p>Relevant contacts are listed at the end of this document. Please contact the Connected Communities Team if you are unsure who your Liaison Officer is at Council.</p> <p><i>Keep a copy of your correspondence with Council as this is required for your application.</i></p>	
		<p>Contact the Buildings and Facilities team regarding your project requesting information on the building and environmental requirements for your project. Most projects will have some specific building and/or environmental considerations.</p> <p><i>Email: BuildingFacilities@cardinia.vic.gov.au include Community Capital Works Grant project proposal in the subject line.</i></p> <p><i>Keep a copy of your correspondence with Council as this is required for your application.</i></p>	

		<p>Check if there is any heritage or other overlays on your community facility through Councils Connected Communities Team or Liaison Officer.</p> <p>Email CCWG@cardinia.vic.gov.au include <i>Community Capital Works Grant enquiry</i> in the subject line.</p>	
		<p>You are required to submit plans of your project. Please ensure these provide adequate detail and measurements for assessment of your project.</p> <p>If you require assistance with what to include in your plans, please consult with the relevant Liaison Officer for further details.</p>	
		<p>To establish if your project requires a building permit or a commercial builder, complete the request for building permit advice form on Council's website at www.cardinia.vic.gov.au/ccwg</p> <p>Email the completed form to mail@cardinia.vic.gov.au attention to the Municipal Building Surveyor in the subject line.</p> <ul style="list-style-type: none"> • If you require a building permit, you will be required to submit quotes from private building surveyors. • If you require a commercial builder, you will be required to include their licence number on the application form. <p>Keep a copy of your correspondence with Council as this is required for your application.</p>	
		<p>Identify the different trades required for all works involved in your project. There is a list of trades in the application form– if you are unsure on the project requirements discuss with a member of the Buildings and Facilities team, e.g. a project to build a new shed may involve a building permit, concreting, electrical and plumbing works.</p>	

		<p>Collect quotes from contractors – Council strongly encourages applicants to seek more than one quote for all works to ensure project value for money and price validity. It is the project manager's responsibility to do their due diligence when seeking quotes to ensure work is good value for money and quality workmanship.</p> <p>Contractor Insurance requirements - Your preferred contractors are required to provide current certificate of Public Liability Insurance for \$20 Million and WorkCover Insurance with their quote.</p> <p>Contractors are also required to submit Safe Work Method Statements before works commence. Not all contractors/trades people are familiar with these requirements so discuss these requirements with your contractor when requesting a quote.</p> <p>Remember to advise your contractor that grants are not awarded until July which means that works may occur in a different financial year. Please ensure that your quotes allow for price increases.</p> <p>It is important that Council are consulted at this stage to ensure that any unforeseen project costs can be identified and included in the application (e.g. engaging structural engineers).</p> <p>See Section 8 of these Terms and Conditions for further information on contractor requirements.</p>	
		Request your contractors supply product specification documentation with their quote where required, e.g. lighting, tapware, air conditioning units. Specific requirements are outlined in the application form.	
		<p>If you plan to apply for volunteer labour, check that the works to be carried out are suitable for volunteer labour by discussing with Council's OHS Officer. Refer to Section 11 for more information on volunteer labour.</p> <p>A copy of the Volunteer Labour kit can be downloaded from Council's website at www.cardinia.vic.gov.au/ccwg</p>	
		As a part of council grant qualification, along with information set out in Guidelines, committees will be required to provide an annual financial statement for the preceding financial year at the time of the submission of the grant application ensuring their organisations capacity to pay for the project as per the agreement.	
		Submit your application before the due date.	

3 Grant offer

- 3.1 Council will notify grant applicants in writing of successful and unsuccessful grant applications.
- 3.2 Grant offers will outline conditions specific to the applicant's project.
- 3.3 The grant offer is made to the legal entity as identified in the grant application.
- 3.4 If any changes occur affecting the legal entity of the grant recipient throughout the life of the grant the Connected Communities Team must be notified in writing and the grant agreement may be forfeited.
- 3.5 Successful grant recipient cannot transfer their grant to any other legal entity without written approval from Council.

4 Acceptance of grant offer

- 4.1 The grant recipient must submit their *Acceptance of Offer* via SmartyGrants by the due date outlined in SmartyGrants.
- 4.2 If Council has not received the *Acceptance of Offer* by the deadline, then the grant is deemed to be forfeited by the grant recipient and no longer available to the recipient.
- 4.3 By submitting the acceptance of offer, the grant recipient agrees to:
 - complete the project as outlined in their application
 - complete the project within the grant delivery timeline
 - adhere to the conditions outlined in the grant offer
 - adhere to the Community Capital Works Grants terms and conditions as outlined in this guide.

5 Project Management

- 5.1 The Grant Recipient must nominate a representative as the Project Manager, to act as liaison between contractors and Council, coordinate any approved volunteer labour, and to oversee Occupational Health and Safety (OHS) issues. Refer also [Section 9](#) and [11](#)
- 5.2 The Project Manager must be nominated, and Council's Connected Communities Team advised of their contact details, when the grant is accepted.
- 5.3 The nominated Project Manager must be available throughout the duration of the project.
- 5.4 If the Project Manager changes throughout the duration of the project Council's Connected Communities Team must be notified in writing. Failure to provide updated project contact details will not be grounds for an extension or leniency of program requirements.
- 5.5 The Project Manager is required to oversee the administrative requirements of the grant through SmartyGrants.
- 5.6 Where volunteer labour is approved as part of the grant (and documented within Council's letter of offer), the Project Manager will be required to contact a member of Council's Occupational Health and Safety team to discuss how OHS requirements will be managed and monitored for the project. This will include developing an appropriate *Safe work methods statement (SWMS)*.

1	2	3	Checklist – Accepting your grant offer	Completed
			Ensure you have read and understood the terms and conditions for your grant listed in this document and outlined in your letter of offer.	
			Complete and submit the 'Acceptance of offer' form by logging into the SmartyGrants website. Submit the form by the due date outlined in SmartyGrants.	
			Confirm the Project Manager contact details on the 'Acceptance of offer' form on the SmartyGrants website.	

6 Project and/or project stage commencement

- 6.1 Project Managers are to advise Council of a preferred project start date in the *Project Commencement Request*.
- 6.2 Prior to entering into any contract or arrangement with a supplier/contractor, the grant recipient must complete Project Terms and Conditions as outlined within the Letter of offer.
- 6.3 Written approval for the works to commence must be received from Council prior to scheduling or commencing works. Council will be in contact with the Project Manager to advise timelines once the Project Commencement Form has been submitted via SmartyGrants and assessed by the relevant Council Officers.
- 6.4 Commencement of projects without approval will lead to grants being withdrawn and all charges related to the project and modifications if the project does not meet the required standards will be the responsibility of the grant recipient. The grant recipient will be ineligible for future grant applications.

7 Permits

- 7.1 All lawful permits must be obtained by the Project Manager and provided to Council prior to works commencing.
- 7.2 Building permits must be obtained from a qualified registered building surveyor prior to the commencement of work.
- 7.3 Where building or planning permits for a granted project are unable to be issued, the Project Manager must contact the Connected Communities Team to discuss the options for the granted project.
- 7.4 Council cannot support illegal building work or building work that is not carried out strictly in accordance with a building permit, issued in accordance with the *Building Act 1993* (the Act). Where an offence in accordance with the Act has occurred, the grant recipient shall remain responsible to remove

the building or achieve compliance with the Building Regulations 2006 within a period agreed to with the landowner and to the satisfaction of Council's Building Unit on behalf of the Municipal Building Surveyor.

- 7.5 As Cardinia Shire Council does not offer a building permit service, the Project Manager shall obtain and pay for any required building permit and any necessary documentation to demonstrate compliance.

8 Contractors

- 8.1 Only qualified registered builders can be engaged to carry out building works unless the grant recipient has received written permission from a Council Building Surveyor to use a building practitioner of a different category.

- 8.2 All contractors and sub-contractors (including those providing work in-kind) are required to provide the grant recipient with the following:

- a *Certificate of currency* for:
 - Public Liability Insurance (minimum of \$20 million cover)
 - WorkCover or Personal Injury Insurance
 - Professional Indemnity Insurance (minimum of \$2 million cover) may be required
- copy of Construction Induction Cards (also known as 'white card' or 'red card') for all personnel on site
- If the total project works exceed \$50,000, Contractor insurance may apply*
- a project specific *Safe Work Methods Statement (SWMS)*.
- COVID Safe Plan

This information must be provided to Council using the Project Commencement form in SmartyGrants.

- 8.3 Written approval for the nominated contractor(s) to commence works must be received from Council's Connected Communities Team prior to the contractor commencing works.

9 Occupational health and safety and risk management

- 9.1 Under the *Occupational Health and Safety Act 2004* and *OHS Regulations 2007*, Cardinia Shire Council has a legal responsibility to, as far as reasonably practicable, provide and maintain for its employees, contractors and volunteers, a working environment that is safe and without risk to health.
- 9.2 OHS and risk management requirements of Project Manager include the completion and submission of a range of documentation throughout the granted project, and as identified throughout this document.
- 9.3 Only holders of a Construction Induction Card are entitled to work on a construction site. Visitors to a site must always be in the company of a holder of a Construction Induction Card

- 9.4 As such, where volunteer labour is a component of a granted project, volunteers are not permitted to enter a construction site (as defined under the OHS Regulations 2007), unless they hold a Construction Induction Card or undertake a site induction and are always accompanied on site by a person who holds a Construction Induction Card.
- 9.5 In the event of an incident occurring at a worksite, injured persons must receive appropriate medical attention and the area must be made safe. The incident report form must be completed by the end of the working shift in which it occurs.
- 9.6 If a serious incident occurs, Council must be notified as soon as practicable by calling 1300 787 624.
- 9.7 The Project Manager must ensure the following.
- A documented emergency procedure that is project specific is developed for the worksite.
 - Any building permit is made available for inspection by the Municipal Building Surveyor (and any other appropriate Council Officer) during the carrying out of building work.
 - All building sites shall be appropriately fenced to restrict unauthorised access to the satisfaction of the relevant building surveyor and in accordance with Council's local laws.
 - Where building work involves only part of a building, alterations to emergency evacuation, plans shall be approved by the relevant building surveyor to ensure occupiers of the building are safe from any dangers or conditions of the building site, and that building occupiers can safely evacuate the building and land to the street.
- 9.8 When a contractor is performing the works, the Project Manager should ensure that the contractor complies with these requirements

1	2	3	Checklist – Project Commencement	Completed
			<p>Prior to scheduling or commencing works, complete the 'Project Commencement Request' form on the SmartyGrants website. Please ensure that you have ALL documentation ready before submitting.</p> <p>Upload required documentation including permits, contractor insurances and OHS documentation see section 7 and section 8</p>	
			<p>Written notification from Council must be received before works can commence. The Connected Communities Team will advise when contractor documents have been accepted and works can commence.</p>	
			<p>The Project Manager is responsible for overseeing the OHS components of the project. Seek support from Council if you are unsure of what is required.</p>	

10 Funding and payments

- 10.1 The funding provided is for the project as described in the grant application and finalised within Council's Letter of Offer.
- 10.2 Council will be as outlined in the Funding Formula per each category, the grant amount will be confirmed in the letter of offer.
- 10.3 Where expenditure on a granted project exceeds the total estimated and that was agreed to be funded by Council, the excess will be the responsibility of the Project Manager unless otherwise agreed by Council.
- 10.4 The project should be completed in the financial year in which the grant is allocated.
- 10.5 In exceptional circumstances, projects may request funding to be carried over beyond the financial year in which the grant is allocated.
- 10.6 To apply to carry over grant funds beyond the allocated financial year the grant recipient must contact Council's Connected Communities Team and complete and return the Carry forward/cancellation request form by no later than the last Friday of May in the grant period.
- 10.7 Approval to carry over a project will be at the discretion of Council. Notification of unsuccessful or successful carry over requests will be made in writing to the Project Manager.
- 10.8 Grants will only be extended by one financial year. Remaining grant money carried over for projects granted an extension will be forfeited at the end of the second financial year.
- 10.9 Should a Project Manager wish to cancel the granted project and relinquish the corresponding Council grant offer, the Project Manager must contact the Connected Communities Team and complete and return the Carry forward/cancellation request form by no later than the last Friday of May.
- 10.10 Payments are made upon receipt of a Request for Payment/Project Completion form, which must be supported with sufficient evidence of all claimed expenses incurred (i.e. paid supplier invoices, completed volunteer register, etc.)
- 10.11 The Project Manager can submit a payment request partway through the project so long as they have requested this before beginning the project and can provide sufficient evidence of all claimed expenses incurred.
- 10.12 The Project Manager must complete a Request for Payment/Project Completion form and contact Council to arrange an inspection of the completed project/project stage.
- 10.13 Final requests for payment must be submitted to Council by no later than the last day of May in the grant period.
- 10.14 Council will not make payment directly to suppliers.
- 10.15 Requests for payment must be supported with the following documentation requested within your Letter of Offer, these may include the following:
 - Certificate of electrical safety
 - Compliance certificate – plumbing
 - Occupancy permit
 - Certificate of final inspection.

10.16 Council will complete acquittal following the approved inspection. Once approved Request for Payment is submitted to Council's Finance Department for payment. Please allow up to 30 days to receive grant funding.

1	2	3	Checklist – Project completion /request for payment	Completed
			Once you have received notification that your project has been completed satisfactorily, upload paid invoices, images of the completed project works (before and after) and other required documentation outlined in your grant conditions to the Request for payment/completion form in SmartyGrants to receive payment.	
			Notify the Connected Communities Team when your project is finished. The team will arrange for an inspection of works.	

11 Volunteers

- 11.1 Volunteer labour can include any work that is not trades work or classed as 'high risk' work. Approved volunteer labour will be deemed to have the value of \$41.72 per hour.
- 11.2 Volunteers are not permitted to enter a construction site unless they hold a Construction Induction Card or have undertaken a site induction and are accompanied at all times onsite by a person who holds a Construction Induction Card, as outlined in [section 9](#).
- 11.3 Prior to commencing any volunteer activities on this site, volunteers must have received a site-specific induction from the Project Manager.
- 11.4 The nominated Project Manager should either directly supervise all volunteers undertaking activities on this project at all times or nominate a qualified contractor or volunteer to do so in their absence.
- 11.5 Council will not permit volunteers to undertake 'high risk' work at any time. Refer to definition 9.
- 11.6 All volunteer workers must complete the Volunteer Registration Form before undertaking work on the project and sign the Volunteer register on each occasion they enter and exit the worksite.
- 11.7 Project Managers that have been approved by Council to provide volunteer labour as a component of their contribution to the project must ensure that all volunteer hours are recorded in the Volunteer Register, and that this is kept onsite at all times. Council may request to see this register throughout the project.

1	2	3	Checklist – Volunteer Labour	Completed
			Check you have been granted volunteer labour in your Letter of Offer.	

		Refer to the Volunteer Labour Kit for details on how to manage volunteer Labour as part of your project. A copy of the Volunteer Labour kit can be downloaded from Council's website at www.cardinia.vic.gov.au/ccwg	
		To claim approved volunteer hours complete and submit the Request for payment/project completion form with supporting documentation.	

12 Reporting

- 12.1 Council may request a Project status report at any stage during the project.
- 12.2 Project status reports will be requested in writing to the Project Manager.
- 12.3 Project status reports are submitted through the SmartyGrants online grants platform.

1	2	3	Checklist – Project Status Reports	Completed
			Complete a Project status report in SmartyGrants and submit if requested.	

13 Changes in project scope

- 13.1 The organisation's committee of management and landowners must support changes in the project scope.
- 13.2 Relevant Council officers must be consulted regarding any change in scope.
- 13.3 An outline of the changes must be made in writing using the Change of Project Scope for in SmartyGrants. This form will be allocated by contacting the Connected Communities Team of your intent to change the project scope CCWG@cardinia.vic.gov.au. Evidence of committee support and consultation with Council officers must be included with the Change of Scope form.
- 13.4 Granted projects may be subject to additional or changed grant conditions if the project scope changes. These will be outlined in writing by Council to the Project Manager.
- 13.5 Council reserves the right to approve or decline any change in scope.
- 13.6 Any changes in scope will not receive additional funding.

1	2	3	Checklist – Change in scope request	Completed
			Consult with Council Officers regarding proposed changes to your project.	
			Contact Connected Communities Team to request a Change of Project Scope Form. This form is to be completed and submitted via SmartyGrants. You are required to supply evidence of support for the change in project from your Committee of Management.	
			Council will notify the grant recipient in writing if the change in scope is approved and outlining any changed grant conditions.	

14 Communication and publicity

- 14.1 Council encourages positive publicity to promote the granted project.
- 14.2 Project Managers are expected to cooperate with Council in publicising the project and Council's support must be appropriately acknowledged during the project, and in any publicity arising from it. Please contact the Connected Communities Team for guidance and advice in publicising your project and/or liaising with the media.
- 14.3 If an official launch or opening is held, Project Managers are required to forward an invitation to Councilor's or Council representatives to attend in support of the project completion.
- 14.4 If Council publicises or otherwise promotes the granted project or responds to a media enquiry concerning the granted project, Council may publish the name and contact details of the person who applied for the grant on behalf of the grant recipient group/organisation, the person nominated as the Project Manager, or any other person nominated.
- 14.5 Council may use and reproduce for its own purposes any photograph or other image of any event or thing relating to the granted project.

1	2	3	Checklist – Project publicity	Completed
			Contact the Council if you require guidance or advice in publicising your project and/or liaising with the media.	

Appendix 1

15 CCWG Program Evaluation

- 15.1 Project Managers will be required to participate in Councils CCWG project evaluation process by completing an evaluation survey, and by meeting with Council's Grant Officer to review the projects benefits and outcomes.

Grant contacts

For all phone enquiries relating to the Community Capital Works Grant Program please contact 1300 787 624 or alternatively e-mail ccwg@cardinia.vic.gov.au. Include Community Capital Works Grants in the subject line of your email correspondence.

Name/position	How they can help
Rachael Chinnock Connected Communities Grant Officer	Assistance with using SmartyGrants, uploading forms, administration process
Leah Humphries Facilities Support Officer	Advice and assistance regarding building requirements and regulations. Conducts inspections of projects when required
Brett Munckton Sustainable Facilities Officer	Advice regarding water saving initiatives, solar panels, heating and cooling, lighting levels – Most projects have elements that require environmental considerations
Desiree Lovell Environment and Heritage Manager	Advice regarding environmental upgrades including water saving and solar panel initiatives
Peter Truong Municipal Building Surveyor	Advice pertaining to building permit requirements. Please note, Council does not issue building permits – you will need to engage a Building surveyor to do this.
Rachael Hamilton or Josh McCleary Early Years Community Facilitators	Key contact for Kindergartens, Early Years, Integrated Services Centres
Ashira Harris – Recreation Project Officer Paul Boloutis – Recreation Project Officer	Key contact for recreation reserves and associated user groups
Hannah Milne Connected Communities Team	Information about Community Centres, Neighbourhood Houses and Halls
Bec Whiting Coordinator – Risk, Health & Safety	Will review SWMS and OHS information from contractors

Appendix 2

Project specification information

Community organisations are required to consult with Council Officers regarding their project requirements. The information below is to be used as a reference guide only. Council Officers will confirm the project specifications required for your project.

Air conditioner projects

Star ratings vary dependent on appliance type and size. A star rating within one star of the highest efficiency rating available for the size of the air conditioner should be sought. The air conditioner outdoor unit is to be located in a suitable location protected from the hot afternoon sun where possible.

Councils Buildings and Facilities team can provide advice on location and suitable star rating. Email BuildingFacilities@cardinia.vic.gov.au include Community Capital Works Grants in the subject line of your email

Cabinetry – including storage, kitchens, bathrooms, and office cabinetry

Please note Council does not support flat pack cabinetry or the purchase of filing cabinets. Please ensure you have plans that indicate access and egress pathways.

Councils Buildings and Facilities team can provide advice on requirements.

Email BuildingFacilities@cardinia.vic.gov.au include Community Capital Works Grants in the subject line of your email

Lighting projects

For all projects that involve new lighting please provide a lighting design completed in lux or similar software that indicates the lux levels that will be achieved. Highly efficient LED lighting is normally required for lighting projects. Motion sensor or timer switches where relevant are required. Your electrician can supply this information.

Councils Buildings and Facilities team can provide information on lux levels and lighting requirements.

Email BuildingFacilities@cardinia.vic.gov.au include Community Capital Works Grants in the subject line of your email

Flooring

Please note the use of commercial grade carpet and vinyl is required. Interchangeable carpet tiles are encouraged for ease of ongoing maintenance. Please ensure product details are included in quotes provided.

Councils Buildings and Facilities team can provide advice on suitable flooring.

Email BuildingFacilities@cardinia.vic.gov.au include Community Capital Works Grants in the subject line of your email.

Painting – internal

Please note low VOC (Volatile Organic Compounds) paint must be used for internal painting.

Appendix 2

Plumbing works

All projects are required to use water-efficient fixtures, fittings, and appliances. Water consumption figures must meet the following requirements:

- Wash hand basin taps: flowrate <4L/min;
- Toilets: dual flush, 3/4.5L/flush;
- Showers: flowrate <7.5L/min;
- Dishwashers: <12L/cycle; and
- Washing machines: <9L/kg clothes washed

As a guide at least a five-star WELS (Water efficiency labelling scheme) rating for all tap ware, appliances, and fittings and a 4-star WELS rating for toilets should be achieved. For information on WELS ratings please visit www.waterrating.gov.au

Councils Buildings and Facilities team can provide advice on water efficiency requirements.

Email BuildingFacilities@cardinia.vic.gov.au include Community Capital Works Grants in the subject line of your email.

Solar panel projects

Council requires tier one products to be used on all solar panel projects. Before seeking quotations, you must contact Council's Facilities Management Officer.

Structural report requirements for solar panel projects

Solar panel projects may require a structural engineering report to be undertaken as part of the project.

Please discuss the need for a structural report with Council's Facilities Management Officer prior to submitting your grant application to establish if this will be required as part of your project.

Contractors providing a structural engineering assessment are required to hold current Professional Indemnity Insurance.

Email BuildingFacilities@cardinia.vic.gov.au include Community Capital Works Grants in the subject line of your email

7.4.4 CONTRACT VARIATION CT000532 - MULTIPLE SPORTSFIELD LIGHTING PACKAGE

Responsible GM:	James Kelly
Author:	Shane McGrath
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>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>5.1 We practise responsible leadership 5.1.2 Manage our finances responsibly and leave a positive legacy for future generations.</p>

Recommendation

That Council approves the variation to Contract CT000532 – Multiple Sportsfield Lighting Package, increasing the total contract sum to \$1,234,225.69 (excluding GST) with a revised completion date of 31 July 2025 in accordance with Council's Procurement Policy.

Executive Summary

The purpose of this report is to approve the variation for contract CT000532, Multiple Sportsfield Lighting Package to a total contract sum of \$1,234,225.69 (excluding GST), with a contract completion date of 31 July 2025.

In accordance with the Council's Procurement Policy, any existing contract exceeding \$1,000,000 and variations exceeding 10% of the original contract value require Council approval.

This variation meets both criteria and is therefore presented for Council decision.

Background

Contract CT000532 was awarded at the February 2024 Council meeting to upgrade sports lighting at:

- Toomuc Recreation Reserve
- Dick Jones Park (Tennis)
- Mountain Road Reserve
- Upper Beaconsfield Recreation Reserve and
- Beaconsfield (Perc Allison) Recreation Reserve.

During delivery of the contract, variations have been encountered and the cumulative value of the required variations moving forward exceed the delegated threshold, and council approval is now sought.

Discussion

Each site has required minor variations to accommodate site-specific requirements such as conduit and cable extensions and minor upgrades to existing infrastructure.

Additionally, the Pakenham Football Club, tenant at Toomuc Reserve, requested an increase in lighting levels from 100 lux to 200 lux.

Two of the projects (Beaconsfield Recreation Reserve and Toomuc Reserve) were in receipt of grant funding. The funders have increased their funding contribution to the project as a result of the project variations.

Policy Implications

Procurement Policy 2021

Financial and Resource Implications

The revised total contract sum remains within the total approved project budget.

The approved FY24/25 budget for this project is \$1,277,797, comprising contributions from Council, the Victorian State Government (DEECA), and the Pakenham Football Club.

Additional contributions have since been received from DEECA for Beaconsfield Recreation Reserve variations and from SRV for variations at Toomuc Reserve (Pakenham Football Club). These additional contributions have reduced the amount that Council needs to contribute to the project.

The combined total of variations resulted in a 17% increase in the total contract sum. Refer to Confidential Attachment 1 - Contract Sum and Variations - Multiple Sportfield Lighting Package

Table 1 – Financial Considerations

	Amount (\$)
Approved FY24/25 project budget	\$1,277,797
<i>Council cash</i>	<i>\$890,199</i>
<i>Grant funding</i>	<i>\$387,598</i>
Approved contract value	\$1,050,638
Total Variations (increase 17%)	\$183,587.69
Revised contract sum	\$1,234,225.69

Climate Emergency Consideration

Not applicable

Consultation/Communication

Relevant stakeholders have been consulted.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. It was determined that a Gender Impact Assessment (GIA) was not required

as the subject matter of this report does not relate to a policy, program or service that has a direct or significant impact on the community.

Confidential Attachments

The Confidential Attachment 1 (listed in Attachments section) Contract Sum and Variations - Multiple Sportsfield Lighting Package – is designated confidential information pursuant to the Act, s.3(1)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 - Contract Sum and Variations Multiple Sportfield Lighting Package [7.4.4.1 - 2 pages]

7.5 Activity Reports

7.5.1 COUNCIL RESOLUTIONS REPORT - APRIL TO JUNE 2025

Responsible GM:	Wayne Mack
Author:	Natasha Berry
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	5.1 We practise responsible leadership 5.1.1 Build trust through meaningful community engagement and transparent decision-making. 5.1.5 Champion the collective values of the community through the Councillors' governance of the shire.

Recommendation

That Council note the report detailing implementation of Council resolutions for the period from 1 April 2025 to 30 June 2025.

Executive Summary

The attached report details all resolutions made from 1 April to 30 June 2025 and includes the actions taken to implement the decisions, the report does not include matters listed for noting.

The 'Quarterly Resolutions Report' was last tabled at the 14 April 2025 Council Meeting and reported on the period of January to March 2025. This report provided the resolutions register as it stands from 1 January to 31 March 2025.

For the period 15 July 2024 to 31 March 2025, 9 decisions were carried over from Town Planning and Council Meetings. Of these decisions, 1 has been completed, 7 decisions remain 'In-Progress' and 1 on hold.

For the period 1 April to 30 June 2025 there were 38 decisions made in the Town Planning and Council Meetings. Of these decisions, 32 have been completed, 5 decisions remain 'In-Progress' and 1 on hold.

Background

The Chief Executive Officer is responsible for ensuring that Council decisions are implemented without undue delay and when requested, to report to Council in respect of the implementation of these decisions.

The attached report informs the Council about the implementation of these decisions, in addition it provides transparency to our community.

Discussion

This report is provided for the information of Councillors to ensure transparency regarding the implementation of Council decisions and provide confidence to the Council that the decisions are implemented without undue delay.

Policy Implications

This regular report is in keeping with the *Governance Rules*.

Financial and Resource Implications

There are no financial considerations associated with this matter.

Climate Emergency Consideration

There are no Climate Emergency considerations regarding this report.

Consultation/Communication

All relevant staff have been consulted regarding this report.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. It was determined that a Gender Impact Assessment (GIA) was not required as the subject matter of this report does not relate to a future policy, program or service but rather a retrospective review of the implementation of them.

Attachments

1. Attachment 1 - Resolution Action Report - 1 April - 30 June 2025 [7.5.1.1 - 10 pages]

Resolution Action Report | 1 April – 30 June 2025

Meeting Date	Item No.	Item	Status	Action Required	Action Taken
Ordinary Council Meeting 15 July 2024	7.2.1	Pakenham East Precinct Suburb Naming	On hold	That Council, 1. following community consultation regarding a name for the new suburb created by the Pakenham East Precinct Structure Plan, resolves, subject to Geographic Names Victoria approval, to adopt the officer recommendation as follows; • The new suburb be named Honora and if a suffix is required by Geographic Names Victoria, works with the family members and Geographic Names Victoria to select a suitable extension to the name, and • Mount Ararat South Road be renamed Hannah Road, Mount Ararat North Road be renamed Mount Ararat Road, and • The boundary of the new suburb be as detailed in the plan attached which includes the wedge of land between Princes Highway and Princes Freeway on the eastern edge of the suburb, and • All other suggested names, from the voting list that accompanied the community engagement, be retained for naming of future road, places and features in the new suburb, and • All suggested names from the community engagement process and submissions, including Hannah, be investigated to identify which names can be approved for use as part of the subdivision process. 2. Forward the above resolution to the Office of Geographic Names (GNV) for formal approval and Gazettal	04/12/2024 Additional consultation undertaken which resulted in 'fields' being added so the suburb name proposed to be submitted to Geographic Names Victoria will be Honora Fields. Currently awaiting a request of a review before proceeding further with the naming process. 28/01/2025 The registration of the name with Geographic Names Victoria remains on hold pending external review. 09/07/25 This matter remains on hold pending external review of the process undertaken. Officers have enquired, but not been provided with an estimation of when a response is likely.
Ordinary Council Meeting 19 August 2024	10.3	Notice of Motion 1105 - Review of Council's unsealed roads and drainage maintenance program - Cr Springfield	In progress	That Council: 1. Undertakes a review of its maintenance strategy for the unsealed road and associated drainage network and presents a report to the Council on this within 6 months. 2. This review will focus on the appropriate alignment of maintenance work between the unsealed road and adjoining drainage network to best ensure good performance outcomes for these assets. 3. The review, amongst other elements, will incorporate a SWOT analysis of current maintenance practices across Cardinia's different topographical regions to help inform future maintenance strategy development. 4. The review, amongst other elements, will also focus on the performance and maintenance of both private and public driveway/crossover culverts and how these can impact the adjoining road network. 5. This review will also provide consideration towards Council's current resource allocation for the unsealed roads and drainage maintenance program and what future resource allocations may be required to improve the ongoing performance of these assets. 6. This review and subsequent report will be used to help inform future development of the maintenance strategy for Cardinia's unsealed road and drainage network.	A review is being undertaken with improvements and savings identified. Item remains in progress. 30 June 2025 A Council report has commenced, it aims to be considered at Council Meeting 21 July 2025.
Ordinary Council Meeting 16 December 2024	7.2.3	Torongo Park Naming	In progress	That Council undertakes a new community engagement process to determine the name for Officer District Park.	Engagement to commence from March 2025. Staff are engaging with Bunruong land council and are awaiting further communication from the group before progressing.
Council Meeting Agenda - 17 March 2025	7.2.5	Mercury Vapour Street Lighting Upgrade Program - Proposed Next Steps	In progress	That Council: 1. Endorses continuing to pause the replacement of mercury vapour lights in Heritage Springs and Lakeside estates pending the potential use of a retrofit LED globe by AusNet from July 2026. This will incur an additional annual cost of \$25,000 in energy and maintenance compared to replacing this lighting hardware. 2. Replaces mercury vapour lighting hardware in Beaconsfield and Garfield (403 lights) following community notification. 3. Provides decorative lighting hardware to Ausnet to replace failed decorative lights. This hardware is to be as close as possible in appearance	Discussions are taking place with the lighting supplier in relation to the lights for the replacements in Beaconsfield and Garfield. A list of decorative lights works is being compiled, that will occur as part of ongoing maintenance.

Resolution Action Report | 1 April – 30 June 2025

Meeting Date	Item No.	Item	Status	Action Required	Action Taken
				to the failed lighting. 4. Reinstalls decorative hardware to restore character in locations where standard hardware has been used to rectify failed decorative lights and poles.	
Council Meeting Agenda - 17 March 2025	10.1	Notice of Motion 1109 - Cr Collin Ross	Completed	That Council Officers report to a future Council meeting on the implementation of the Gender Equality Action Plan with respect to Gender Impact Assessments.	A Council report was considered at Council Meeting 16 June 2025.
Council Meeting Agenda - 17 March 2025	10.2	Notice of Motion 1110 - Cr Liz Roberts	In progress	That Council: 1. resolve to undertake a review of the Cardinia Shire Council Pedestrian and Bicycle Strategy providing \$25,000 in the 2025-26 financial year and provides a report back to Council by its February 2026 Meeting. 2. requests the review include an audit of progress to date since the strategy was adopted and outstanding actions 3. requests the review considers, but is not limited to, the following factors; a. Changes in walking and cycling behaviours Post – Covid pandemic b. Pedestrian and cyclist safety, incorporating accessibility c. The economic case for investment in walking 4. requires the Report include a review of the current actions within the strategy with the intent to prioritise actions to be linked to Council's advocacy program and Council's Capital works program.	Internal team working through a scope of works for the project, and likelihood of bringing something back to Council by February 2026. Next steps will be to engage internal stakeholders, confirm scope and commence review. Officers will return to briefing with a proposed scope for the review of the pedestrian and cycle strategy, before completing the strategy review.
Council Meeting Agenda - 17 March 2025	10.3	Notice of Motion 1111 - Cr Samantha-Jane Potter	In progress	That Council: 1. Requests the preparation of a report to be tabled within three Council Meetings providing an update on the development of the Officer Town Centre. The report is to include: a. information that is not deemed confidential in relation to any current planning applications or permits for both residential and commercial developments and b. any actions taken by council to facilitate development in the Officer Town Centre and c. what is holding up development and when can residents expect to see development commence?	A Council report has commenced, it aims to be considered at Council Meeting 21 July 2025.
Council Meeting Agenda - 17 March 2025	10.4	Notice of Motion 1112 - Cr David Nickell	In progress	That Council: 1. pause the demolition of the cafe and tea rooms building at Emerald Lake Park. 2. request the relevant Officers discuss with Emerald Arts Society, Hills Photographic Society and Cardinia Arts Society, opportunities for a pop-up arts display in the Emerald Lake Park buildings which are currently vacant in time for the 2025 PAVE festival. 3. requests a review of the Emerald Lake Master Plan to be completed and presented to Council within 6 months. The review should also consider Emerald Lake Park in the context of it being an important node of the wider Eastern Dandenong Ranges Trail corridor. 4. requests officers present Councillors a briefing report in April with details of works proposed to occur this financial year and how they fit into the current budget allocation. This is to include justification for demolition of the café and tea rooms building at Emerald Lake Park and what options would be available if the café and tea rooms remain.	Arts groups have been handed over the cafe building, with approval for their event granted and maintenance undertaken on the building. Councillors were briefed on proposed works on 14 April 2025. Officers presented an update to Councillors, and are progressing with a review of the masterplan.
Council Meeting Agenda - 17 March 2025	10.5	Notice of Motion 1113 - Cr David Nickell	In progress	That Council officers undertake a review of existing rural vacant lots that are below the minimum lot size specified in each zone (and/or overlays) within Cardinia's three Green Wedge Areas and that a report, including a map-based view and a list of property details (such as land size), is to be presented to the Council within three months.	A Council report has commenced, it aims to be considered at Council Meeting 21 July 2025.

Resolution Action Report | 1 April – 30 June 2025

Meeting Date	Item No.	Item	Status	Action Required	Action Taken
Town Planning Committee Meeting Agenda - 7 April 2025	5.1	Planning Application T240573 - 130 Greenhills Road Pakenham	Completed	That Council resolve to issue a Permit for Planning Permit Application T240573 at Lot 2 PS904617S (Proposed Lot B) 130 Greenhills Road, Pakenham for development of the land for warehouses, works within the Land Subject to Inundation Overlay, reduction in car-parking and advertising signs (illuminated business identification signs) in accordance with the endorsed plans, subject to the conditions listed in the Minutes.	The decision was issued to the applicant and parties in accordance with the resolution.
Council Meeting - 14 April 2025	7 1.1	Amendment C284card Pakenham Cemetery Rezoning	In progress	That Council write to the Minister for Planning and request: <ol style="list-style-type: none"> The Minister for Planning authorises Council to prepare Planning Scheme Amendment C284card to the Cardinia Planning Scheme pursuant to Section 8 of the Planning and Environment Act 1987 and for the Minister to act as the Planning Authority for the proposal. The Minister for Planning exercises the Ministerial powers of intervention pursuant to Section 20(2) of the Planning and Environment Act 1987 and direct Council to notify any potentially impacted owners and occupiers of land immediately adjacent to the east of the proposed rezoning of land included in the Amendment C284card proposal, exempting herself and Council from any other public notice requirements pursuant to the relevant provisions set out in Sections 17, 18 and 19 of the Planning and Environment Act 1987 The Minister for Planning approves Amendment C284card pursuant to Section 35 of the <i>Planning and Environment Act 1987</i>. 	Actions to seek authorisation from the Minister for Planning Scheme Amendment C284card have commenced.
Council Meeting - 14 April 2025	7 1.2	Amendment C283card - Fix up Amendment of Minor Anomalies and Errors	On hold	That Council resolves not to proceed with Amendment C283card to the Cardinia Planning Scheme until such time as: The results of the Agricultural Audit undertaken in 2024 are formally reported to Council and the community at a future Council Meeting.	Planning Scheme Amendment C283card is on hold until the Agricultural Audit 2024 is reported to Council.
Council Meeting - 14 April 2025	7 2.1	Appointment of Community Asset Committees for Recreation Reserves	Completed	That Council: <ol style="list-style-type: none"> Appoints the following persons to the respective recreation reserve Community Asset Committees appointed by Cardinia Shire Council in accordance with the <i>Local Government Act 2020</i>. Pound Road Reserve President Evan Joyce Secretary Lauren Britton Treasurer Tim Wilson Committee Member Allison Gillies Committee Member Joe Interlandi Committee Member Russell Pendlebury Committee Member Frank Mits Thanks Committee Asset Committee Members for their valuable contribution to the management of community recreation reserves. 	Resolution actioned.
Council Meeting - 14 April 2025	7 2.2	Glass Bin Advocacy Update	Completed	That Council: <ol style="list-style-type: none"> Notes its commitment to drive value for money within our waste services for the community. Notes and celebrate the success of the Container Deposit Scheme, with high community participation within Cardinia Shire Council. Advocates for the delay in the implementation date of the Recycling Victorias Kerbside reform glass only service. Continues to work with the Victorian Government towards their goal of providing services that maximise resource recovery. 	Officers continue to work with the advocacy groups, including advocacy to Victorian Government on this matter. Media responses provided in line with resolution position.

Resolution Action Report | 1 April – 30 June 2025

Meeting Date	Item No.	Item	Status	Action Required	Action Taken
Council Meeting - 14 April 2025	7 2.3	Visitor Economy Partnership	Completed	<p>That Council:</p> <ol style="list-style-type: none"> Endorses the establishment of the new Visitor Economy Partnership for the region, noting the endorsement from Yarra Ranges Council on 8 April 2025, and contingent upon endorsement from Nillumbik Shire Council on 29 April 2025. Supports the allocation of \$72,500 per year, adjusted annually for CPI increases, along with a contribution of 0.6 FTE of Cardinia Shire Council staff time to the Visitor Economy Partnership for the 3-year term of the agreement commencing 1 July 2025. This staff contribution is contingent upon the acceptance and at the discretion of the newly formed Tourism East Board. Delegates responsibility for the implementation of the new regional Visitor Economy Partnership, Tourism East, to the Chief Executive Officer, following legal incorporation. The Chief Executive Officer, or their authorised proxy, will also remain on the Board of Tourism East to ensure the interests of Cardinia Shire are represented and to continue guiding the strategic direction of the partnership. Notes that the Yarra Valley and Dandenong Ranges Destination Management Plan is the key strategic document for the Visitor Economy Partnership to implement. Upon appointment of the new Tourism Board, this plan will be reviewed and updated to accurately reflect and represent the new region, inclusive of Cardinia Shire. Notes that, pending approval and adoption of the amended constitution by Yarra Ranges Tourism, Cardinia Shire is required to maintain an industry representative on the Tourism East Board, with this person to be initially appointed from Cardinia's Tourism Advisory Committee. Acknowledges the significant amount of time and effort that Council officers have dedicated to securing this opportunity for Cardinia Shire's local tourism industry. 	The Visitor Economy Partnership has been established and in affect from 1 July 2025.
Council Meeting - 14 April 2025	7 2.4	Register of Confidential Council Decisions - 2020 - 2024	In progress	<p>That Council:</p> <ol style="list-style-type: none"> Notes the register of confidential items considered in Closed Council meetings from October 2020 to December 2024 (Attachment 1). Approves the recording of these items as an accurate record. 	Preparing to update the minutes for the relevant meetings, work is proposed for completion by 30 September.
Council Meeting - 14 April 2025	7 3.1	Community Vision 2040 and Deliberative Panel outcomes report	Completed	<p>That Council:</p> <ol style="list-style-type: none"> Notes and receives the summary of the community panel deliberative engagement process and the outcomes of the panel including their: Review and update of the Community Vision 2040 Priorities to inform the development of the draft strategic objectives for the Council Plan 2025-2029 and the long term financial, asset and liveability plans Adopts the reviewed Community Vision 2040, in accordance with Section 88(5) of the Local Government Act 2020, to come into effect from 1 July 2025. 	Community Vision 2024 updated received by Council. No further action at this time. Council Plan development will continue, informed by the Community Vision noted at this meeting.
Council Meeting - 14 April 2025	7 3.2	Draft Community Engagement Policy 2025-2029	Completed	<p>That Council:</p> <ol style="list-style-type: none"> Notes the outcome of the review of the Community Engagement Policy 2021-2024. Approves the Community Engagement Policy 2025-2029 (Attachment 2). 	The adopted Community Engagement Policy 2025-2029 has been published to Council's website. Media release has been prepared to communicate the new policy.
Council Meeting - 14 April 2025	7 3.3	Rates Recovery and Financial Hardship Policy	Completed	<p>That Council:</p> <ol style="list-style-type: none"> Revokes the Rates and Charges Financial Hardship Policy adopted 21 November 2022. Adopts the draft Rates Recovery and Financial Hardship Policy (refer Attachment 1). 	The adopted Rates Recovery and Financial Hardship Policy has been published to Council's website.

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Meeting Date	Item No.	Item	Status	Action Required	Action Taken
Council Meeting - 14 April 2025	7 4.1	Draft Revenue and Rating Plan 2025-2029	Completed	That Council: 1. Adopts in principle the Draft Revenue and Rating Plan 2025-2029 which is attached to this report and commence community engagement. 2. Supports further review of the differential rating structure to inform the development of the 2026-27 annual budget.	Draft Revenue and Rating Plan 2025-2029 community engagement commenced.
Council Meeting - 14 April 2025	7 4.2	2025-26 Draft Budget for adoption in principle	Completed	That Council: 1. Endorse the draft 2025-26 Budget (including the draft 2025-26 Capital Works Program) to be prepared in accordance with section 94 of the Local Government Act 2020 be approved in principle for the purpose of giving public notice and providing a period of public exhibition of the draft Budget. 2. Authorise the Chief Executive Officer to: 3. Give public notice in accordance with Council's Community Engagement Policy of Council's intention to adopt the 2025-26 Budget (including the 2025-26 Capital Works Program) at the Council meeting to be held on 16 June 2025. 4. Undertake any and all administrative procedures necessary to enable Council to carry out its functions in accordance with its Community Engagement Policy.	Draft 2025-26 Budget (including the draft 2025-26 Capital Works Program) community engagement commenced.
Council Meeting - 14 April 2025	7 4.3	Transformation of Core Business Systems	Completed	That Council: 1. Notes the description of current business systems and the impact of functional gaps identified by the Enterprise Software review, 2. Notes the anticipated benefits and risks associated with a co-ordinated, multi-year improvement project to implement business systems, 3. Notes that the draft 2025/26 Budget includes provision for enterprise system projects, and is subject to community consultation and further Council deliberation, and 4. Supports the initial steps to prepare public tender documents (including the appointment of probity advisors, confirming scoping and specification development), noting that any resultant request for tender would not be released for public tender until such time as the 2025/26 Budget is adopted with provision for such a project.	All resolutions of Council are noted. In line with resolution 4, Council officers have commenced the work (with external consultants) to develop documentation necessary to support future procurement.
Council Meeting - 14 April 2025	7 4.4	Contract Award CT000584 - Bulk Fuel, Oils and Lubricants	Completed	That Council awards contract CT000584 for the provision of Bulk Fuel, Fuel Card Services, Oils and Lubricants and Vehicle Care Products as defined by MAV Procurement, for a period of ten years with an optional extension of two years, with a final expiration date of 31 January 2037.	The contract has been created and is ready for officer administration actions against the contract.
Council Meeting - 14 April 2025	7 4.5	Tender Award RFT000060 - Recycling Processing Services	Completed	That Council: 1. Accepts the tender submitted by Re.Group Pty Ltd for RFT000060 Recycling Processing Services. 2. Delegates authority to the CEO to execute agreements with Re.Group Pty Ltd for the Recycling Processing Services contract with an initial completion date of 1 June 2028 plus a 1 x 2-year optional extension. Where all extensions are utilised, the contract completion date is 1 June 2030.	The contract has been created and is ready for officer administration actions against the contract.
Town Planning Committee Meeting - 5 May 2025	5.1	T240258 PA - Subdivision of land into four (4) lots (Consolidation and re-subdivision) at CA 9 SEC G, Harewood Park Road & Lot 4 on	Completed	Alternate Resolution That Planning Permit T240258 for subdivision on the land into 4 lots (Consolidation & resubdivision) known and described as CA 9 SEC G, Harewood Park Road and Lot 4 on PS627026, 19 Knight Road, Gembrook be deferred from consideration until a future Town Planning Committee.	The Planning Application was deferred to future Town Planning Committee meeting and proposed to be considered Town Planning Committee meeting 7 July 2025.

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Meeting Date	Item No.	Item	Status	Action Required	Action Taken
		PS627026, 19 Knight Road, Gembrook			
Town Planning Committee Meeting - 5 May 2025	5.2	T240419 PA - Use of Land for a Residential Building (Short Stay Accommodation) at 186 Beenak Road, Gembrook	Completed	That Council resolve to issue a Notice of Decision to Grant a Permit for Planning Application T240419 for use of a Residential Building (Short Stay Tourist Accommodation) at land known and described as Lot 1 TP545356, 186 Beenak Road, Gembrook 3783 subject to the conditions listed in the Minutes.	The decision was issued to the applicant and parties in accordance with the resolution.
Council Meeting - 19 May 2025	7.2.1	Lang Lang Public Artwork Update	In progress	That Council: <ol style="list-style-type: none"> Notes the progress of the Lang Lang Public Art Sculpture project. Approves the identified contingency sites for the sculpture's placement, as recommended by the Arts and Culture Reference Group, specifically: <ol style="list-style-type: none"> 1st Preference: 190 Westernport Road, Lang Lang (Dick Jones Reserve) subject to VicTrack approvals. 2nd Preference: McDonalds Track, Lang Lang (Council-owned Road reserve between Westernport Road and Clarke Road). Authorises responsible Officers to commence the delivery of the public artwork at the 2nd Preference contingency site on McDonalds Track if approvals from DTP or VicTrack are not received by June 30, 2025. Supports the review and update of councils Public Art Policy (2012-2017) to reflect current best practices and contemporary standards, with a revised policy to be presented at a future council meeting, and prior to further public artworks being delivered. 	Council has received preliminary approval from the Department of Transport and Planning to locate the Lang Lang Public Artwork at Thwaites Park on their land. This is subject to a Road Safety Audit, which is currently in progress. Should the Road Safety Audit not satisfy DTP requirements, the public artwork will be situated at the second contingency site, McDonalds Track (Council-owned Road reserve between Westernport Road and Clarke Road).
Council Meeting - 19 May 2025	7.2.2	Advocacy Guidelines and Framework	Completed	That Council: <ol style="list-style-type: none"> Endorses the Advocacy Guidelines and Framework. Endorses the Community Advocacy Toolkit. 	The <i>Endorsed Advocacy Toolkit</i> has been uploaded to Council's website
Council Meeting - 19 May 2025	7.2.3	Council Owned Land - 1 Halford Street Beaconsfield Upper	Completed	That Council: <ol style="list-style-type: none"> Notes an initial assessment indicates that 1 Halford Rd, Beaconsfield Upper known as Lot 21 LP2461 V3287 F381, is surplus to Council needs and not required to be retained and consequently resolve to: <ol style="list-style-type: none"> Commence the statutory process, as required under section 114 of the Local Government Act 2020, to advise of Council's intention to sell the subject land through a public process, for no less than market value (plus GST) as determined by an independent valuer; Pursuant to section 114 of the Local Government Act 2020, to give public notice of the proposed sale of the subject land on the Council website; Undertake Community Consultation in accordance with section 114 (2)(b) of the Local Government Act 2020. Include within the Community Consultation the ability for residents and community groups to put forward alternate uses of the site and express interest in leasing the site from Council. Notes a further report will be presented to a future Council meeting to enable consideration of any submissions and determination of the matter. 	The community engagement was undertaken from 10 June and closed on 8 July. The consultation was adjusted per the Alternate Resolution to enable submissions for alternate uses of the site. Submissions will now be collated with a report prepared for a future Council Meeting for consideration.
Council Meeting - 19 May 2025	7.2.4	Instrument of Delegation - Town Planning Committee	Completed	That Council, in exercise of the powers conferred by s 63 of the <i>Local Government Act 2020</i> (the Act) and s 188 of the <i>Planning and Environment Act 1987</i> : <ol style="list-style-type: none"> Delegate to the Town Planning Committee the powers, discretions and authorities set out in the attached Instrument of Delegation (the Instrument). 	New Instrument signed and filed. This completes the action.

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Meeting Date	Item No.	Item	Status	Action Required	Action Taken
				<ol style="list-style-type: none"> The Instrument: comes into force immediately upon this resolution being made and is to be signed by the Mayor, and remains in force until Council determines to vary or revoke it. The powers, discretions and authorities conferred on the Town Planning Committee by the Instrument must be exercised in accordance with the delegations and limitations set out in the Instrument and with any guidelines or policies Council may from time to time adopt. 	
Council Meeting - 19 May 2025	7.2.5	Instrument of Delegation - Council to CEO	Completed	<p>That Council, In the exercise of the power conferred by s 11(1)(b) of the <i>Local Government Act 2020</i> resolves that:</p> <ol style="list-style-type: none"> There be delegated to the person holding the position, or acting in or performing the duties, of Chief Executive Officer the powers, duties and functions set out in the attached Instrument of Delegation to the Chief Executive Officer, subject to the conditions and limitations specified in that Instrument. The instrument comes into force immediately upon this resolution being made and is to be signed by the Council's Chief Executive Officer and the Mayor. On the coming into force of the instrument all previous delegations to the Chief Executive Officer are revoked. The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt. 	New Instrument signed and filed. This completes the action.
Council Meeting - 19 May 2025	7.2.6	Instrument of Delegation - Council to Members of Staff	Completed	<p>That Council in exercising its powers conferred by the legislation referred to in the attached instrument of delegation (Attachment 1), Council resolves that:</p> <ol style="list-style-type: none"> There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached Instrument of Delegation to members of Council staff (S6), the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument. The instrument comes into force immediately upon this resolution being made and is to be signed by the Council's Chief Executive Officer and the Mayor. On the coming into force of the instrument all previous delegations to members of Council staff (S6) are revoked. The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt. Adopt the Decision Guidelines for Council Planning Staff set out in Attachment 2. 	New Instrument signed and filed. This completes the action.
Council Meeting - 19 May 2025	7.2.7	Instrument of Appointment and Authorisation - Planning and Environment Act 1987	Completed	<p>That Council in the exercise of the powers conferred by s 147(4) of the Planning and Environment Act 1987, resolves that:</p> <ol style="list-style-type: none"> The members of Council staff referred to in the attached Instrument be appointed and authorised as set out in the instrument: Georgia DAVIES-JACKSON Rhys ANSELL 	The Instrument has been filed and ID card issued to Council Officers.

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Meeting Date	Item No.	Item	Status	Action Required	Action Taken
				2. That the instrument comes into force immediately it is signed by Council's Chief Executive Officer and remains in force until Council determines to vary or revoke it.	
Council Meeting - 19 May 2025	7 2.8	Disbanding the Yarrabubba Reserve & Yannathan Recreation Reserve Community Asset Committees	Completed	That Council disbands the Yarrabubba Reserve Community Asset Committee and Yannathan Recreation Reserve Community Asset Committee.	Remaining members of both committees have been informed. Working with Property for licence agreements required with user groups.
Council Meeting - 19 May 2025	7 3.1	Biodiversity Conservation Strategy - mid term review	Completed	That Council notes the report and the progress made in the delivery of the Biodiversity Conservation Strategy action plan (Attachment 2).	Report presented and noted. No further action required.
Council Meeting - 19 May 2025	7 3.2	Investment Attraction Plan	In progress	That Council: 1. Endorses the Investment Attraction Plan (Attachment 1) and 2. Reviews this plan within four months of the adoption of the Council Plan 2025-2029.	The <i>Investment Attraction Plan</i> has been uploaded to the Cardinia Business webpage. Media release issued
Council Meeting - 19 May 2025	7 3.4	Submission - Infrastructure Victoria 30-year Strategy	Completed	That Council notes the Officer submission to Victoria's Draft 30-year Infrastructure Strategy (Attachment 1).	Submission was lodged by the due date - 28th April 2025.
Council Meeting - 19 May 2025	7 4.1	Quarterly Financial Report 2024/25 – Q3 March 2025	Completed	That Council: 3. 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. 4. 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. 5. Approves a contract variation amount of \$14,286 relating to the Alma Treloar Amphitheatre (CT000477).	The contract variation have been approved for officer administration actions against the contract.
Council Meeting - 19 May 2025	7 4.2	Contract Award RFT000064 - Building Cleaning & Internal Waste	Completed	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.	The contract has been executed and signed and is ready for officer administration actions against the contract.
Council Meeting - 19 May 2025	7 4.3	Contract Extension CT000102 - Microsoft Licencing	Completed	That Council extends contract CT000102 to Data#3 for the provision of Microsoft Licensing, until 30 September 2028.	The contract extension been executed and signed and is ready for officer administration actions against the contract.
Council Meeting - 19 May 2025	10.1	Notice of Motion 1114 - Cr Paton	Completed	That in response to the request from the Western Port Biosphere Councillor Liaison Committee, Council appoints Councillor Ross to act as substitute when required and adds the requirement of a substitute Councillor for this Committee in its list of committee nominations.	Western Port Biosphere CEO has been advised that Councillor Ross is appointed as substitute Councillor to the Councillor Liaison Committee.
Town Planning Committee Meeting - 2 June 2025	5.1	T240525 PA - Variation of Covenant at 151 Blue Horizons Way Pakenham	Completed	That Council resolve to issue a Notice of Decision to Refuse to Grant a Permit for Planning Permit Application T240525 for the Variation of Covenant AH232156Q on Lot 504 of PS547240 at L504 PS547240, 151 Blue Horizons Way, Pakenham VIC 3810 on the grounds listed in the Minutes.	The decision was issued to the applicant and parties in accordance with the resolution.

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Meeting Date	Item No.	Item	Status	Action Required	Action Taken
Council Meeting - 16 June 2025	7 1.1	Planning Scheme Amendment C282 - Officer Kiln - James Hicks Pottery	Completed	That Council: 1. Requests authorisation from the Minister for Planning to prepare and exhibit proposed Planning Scheme Amendment C282card under section 8A of the <i>Planning and Environment Act 1987</i> . 2. Considers planning permit application T230528, concurrently with proposed Planning Scheme Amendment C282card pursuant to Section 96A and 96B of the <i>Planning and Environment Act 1987</i> (Attachment 7). 3. Exhibits proposed Planning Scheme Amendment C282card concurrently with planning permit T230528, in accordance with sections 17, 18 and 19 of the <i>Planning and Environment Act 1987</i> , if authorisation to prepare the Amendment is received from the Minister for Planning; and 4. Authorises the Manager of Planning and Design to make any minor adjustments required to the proposed Amendment C282card documentation to meet the intent of the resolution.	Planning Scheme Amendment C282card has been submitted to the Minister, Department of Transport and Planning for authorisation.
Council Meeting - 16 June 2025	7 2.1	Response to Notice of Motion 1109 – Gender Equality Action Plan	Completed	That Council confirms its support for Gender Impact Assessment reporting improvements as outlined in this report.	Council's Gender Impact Assessment reporting have been implemented in across all council report by 1 July 2025.
Council Meeting - 16 June 2025	7 2.2	Instrument of Appointment and Authorisation - Planning and Environment Act 1987	Completed	That Council in the exercise of the powers conferred by s 147(4) of the Planning and Environment Act 1987, resolves that: 1. The member of Council staff referred to in the attached Instrument be appointed and authorised as set out in the instrument: Catriona Little 2. That the instrument comes into force immediately it is signed by Council's Chief Executive Officer and remains in force until Council determines to vary or revoke it.	The Instrument has been filed and ID card issued to Council Officers.
Council Meeting - 16 June 2025	7 2.3	Arts and Culture Reference Group Appointments	Completed	That Council: 1. Appoints the following six persons to the Cardinia Arts and Culture Reference Group: Jillian Ronald Kaiser Tsango Patricia Buoncristiani Phil Byers Peter Biran Andrew Russell 2. Thanks community members for submitting applications.	The Arts and Culture Reference Group applicants have been informed of the outcome.
Council Meeting - 16 June 2025	7 4.1	Revenue and Rating Plan 2025-2029	Completed	That Council adopts the Revenue and Rating Plan 2025-2029 which is attached to this report.	The adopted <i>Revenue and Rating Plan 2025-2029</i> is now available on Council's website.
Council Meeting - 16 June 2025	7 4.2	Adoption of 2025-26 Budget, including the Capital Works Program	Completed	That Council: 1. Adopts the 2025-26 Budget along with the supporting Capital Works Program for the purposes of section 94 of the <i>Local Government Act 2020</i> . 2. Provides funding support towards the Koo Wee Rup netball courts refurbishment and lighting replacement, subject to the successful confirmation of external funding commitments and confirmation of landowner permission. 3. Adopts the declaration and levy of rates and charges for the 2025-26 financial year contained within the 2025-26 Budget for the purposes of section 94 of the <i>Local Government Act 2020</i> .	The adopted <i>2025-26 Budget</i> and associated documents is now available on Council's website.

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Meeting Date	Item No.	Item	Status	Action Required	Action Taken
				4. Waives the fee relating to 'Application for a farm shed - exempt from Building permit' for the 2025-26 financial year.	
Council Meeting - 16 June 2025	7 4.3	Capital Works Report and Contract Variation Request - May 2025	Completed	That Council: 1. Receives and notes the May 2025 Capital Works Report. 2. Approves a contract variation amount of \$153,809.74 relating to Bayview Road (CT000029), bringing the approved contract limit to \$8,913,421.23.	The contract variation have been approved for officer administration actions against the contract.
Council Meeting - 16 June 2025	7 4.4	Contract Variation Open Space Maintenance	Completed	That Council: 1. Amends contracts (refer Confidential Attachment 1): 2. CT000515 with Green by Nature Landscape Services (VIC) Pty Ltd, to include new assets and amendments to existing sites in Zone 1 (North) 3. CT000516 with UDLM, to include new assets and amendments to existing sites in Zone 2 (South) and Zone 4 (Central) 4. CT000514 with Antler Environmental, to include new assets and amendments to existing sites in Zone 3 (Eastern Central) and Zone 5 (Western Central) 5. Notes that officers project costs for mowing and horticultural services to be close to \$8.5M for the 2026/2027 Financial Year, and that a review of service standards and frequency of service will occur in 2026, in preparation for negotiations of a possible extension of contracts at the start of 2027.	The contract variations have been approved for officer administration actions against the contracts.

7.5.2 COMMUNITY ENGAGEMENT UPDATE - JULY 2025

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 Update for July 2025.

Executive Summary

The purpose of the report is to provide a monthly update on Council's community engagement opportunities commencing or continuing in July 2025. It also provides information about how feedback from previous community engagement projects has helped inform Council's decision making.

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 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. It also reflects 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 Engagement Institute's (formerly IAP2) Spectrum of Public Participation (see below) as the model for its community engagement. Activities depend on the nature of the project, the legislative requirements affecting the project and the level of influence the community can have on the project, the risk, the 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 comment • Focus groups • Surveys • Public meetings 	<ul style="list-style-type: none"> • Workshops • Deliberate 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

This report provides an update on upcoming engagement projects to inform Councillors about upcoming engagement projects. In line with the community engagement policy, it also encourages community participation in Council's decision making, with information about opportunities to provide feedback online or at engagement pop ups in the community.

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.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. A Gender Impact Assessment (GIA) has been identified as a requirement for community engagement projects and, where required, will be completed prior to the planning, engagement, and delivery of the project.

Consultation/Communication

This month, the following Engagement Plans are being implemented:

Project	Project description	Details of Engagement	Responsible Business Unit
Draft Council 2025-2029 Plan and draft Liveability Plan.	Invite feedback on the Draft Council Plan and draft Liveability Plan prior to their adoption.	Engagement period: 22 July to 19 August 2025 through: <ul style="list-style-type: none"> Promotion on Creating Cardinia page inviting feedback Council's media release and socials to promote the Creating Cardinia page. Contact details provided for community to obtain alternative formats, as required. 	Corporate Services and Community and Planning Services
Draft Road Management Plan 2025-2029.	Invite feedback on the Draft Road Management Plan.	Engagement period: 22 July to 22 August 2025 through: <ul style="list-style-type: none"> Promotion on Creating Cardinia page inviting feedback Council's media release and socials to promote the Creating Cardinia page and highlight improvements. Contact details provided for community to obtain alternative formats, as required. 	Infrastructure Services and Environment
Draft Domestic Wastewater Management Plan 2025-2029.	Invite feedback to inform development of the draft Domestic Wastewater Management Plan 2025-2029.	<ul style="list-style-type: none"> Direct letters to residents with septic tanks including frequently asked questions (FAQs). Council's media release and socials to promote the Creating Cardinia page. Contact details provided for community to obtain alternative formats, as required. 	Community and Planning Services

Proposed discontinuance and sale of a section of unused road at Trythall Street Beaconsfield	Invite feedback on the proposed discontinuance and sale of 375m2 of Trythall Street Beaconsfield to the abutting landowner, Department of Energy, Environment and Climate Action (DEECA).	Engagement period: 22 July to 22 August 2025 through: <ul style="list-style-type: none"> Promotion on Creating Cardinia page inviting feedback. Council's media release and socials to promote the Creating Cardinia page. Contact details provided for community to obtain alternative formats, as required. 	Corporate Services
Have Your Say Pop Ups – Creating Cardinia on the Move.	Community Engagement Pop up at Gembrook Community Market on Sunday 27 July 2025.	<ul style="list-style-type: none"> Community will learn about engagement projects and how to have their say. Held as part of the series of engagement pop ups across the Shire Council's media release and socials will promote the Creating Cardinia page and target local community e-news. 	Corporate Services
Ausnet street lighting upgrades in parts of Beaconsfield and Garfield.	Inform residents and stakeholders about the planned upgrades.	<ul style="list-style-type: none"> Direct letters to residents impacted by the light replacement with frequently asked questions (FAQs) and images of the light replacements attached. Community drop-in information session Wednesday 23 July 10:30am – 12:30pm at the Beaconsfield Community Complex. with Ausnet and Council staff. Signage at key locations to streets impacted by light replacements. Media release and socials. Contact details provided for community to discuss and obtain alternative formats, as required. 	Buildings and Facilities

Previous Engagement/Inform Projects	How feedback shaped decisions made.
Ambrose Street, Emerald – underground drainage works and road sealing.	Council officers heard from residents individually and at a community information session. Officers held a further information session to share how their feedback has informed the outcome. Ambrose Street Emerald – Building a better Cardinia
Cardina Shire Council Draft Reconciliation Action Plan Priorities.	Council officers heard from the community, local schools and Traditional Owner groups to shape the draft priorities in the next Reconciliation Action Plan.

Attachments

Nil

7.5.3 CAPITAL WORKS REPORT - JUNE 2025

Responsible GM:	James Kelly
Author:	Jessie Guyomar
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>2.1 We support the creation of liveable spaces and places</p> <p>2.1.1 Advocate, plan for and deliver accessible community infrastructure and services that address community need.</p> <p>2.1.2 Plan and maintain safe, inclusive and connected open spaces, places and active travel routes.</p> <p>2.1.5 Upgrade Council's road network to improve safety and connectivity while considering traffic demand and freight transport needs.</p> <p>5.1 We practise responsible leadership</p> <p>5.1.2 Manage our finances responsibly and leave a positive legacy for future generations.</p> <p>5.1.4 Maximise value for our community through efficient service delivery, innovation, strategic partnerships and advocacy.</p>

Recommendation

That Council receives and notes the June 2025 Capital Works Report.

Executive Summary

The purpose of this report provides Council with an update on the Capital Works Program as at June 2025, comparing actual performance against the adopted full-year Capital Works Budget to 30 June 2025.

Background

The Capital Plan outlines Council's strategic infrastructure and asset investments for the financial year. It reflects Council's commitment to delivering high-quality, sustainable services and facilities that meet current and future community needs. The Plan aligns with Council's long-term financial strategy, asset management plans, and community priorities.

Discussion

Key discussion include:

- Prioritisation of projects based on community need, asset condition, and strategic alignment
- Balance between renewal, upgrade, and new works
- Project readiness and deliverability; and funding alignment.
- Risk mitigation, project phasing, and interdependencies across service areas.

Policy Implications

The Capital Plan supports the implementation of Council's adopted strategies and policies, including:

- Asset Management Policy
- Financial Sustainability Policy and
- Relevant service-specific plans.

This ensures compliance with legislative requirements and promotes transparent, accountable capital resources allocation

Financial and Resource Implications

The Plan is fully costed and aligned with the adopted annual budget and long-term financial plan. It details funding sources, including municipal funds, external grants, and developer contributions. Resource implications include internal project management capacity, procurement timelines, and potential impacts on operational budgets.

Climate Emergency Consideration

In line with Council's Climate Emergency Declaration, the Plan prioritises projects that support emissions reduction, climate resilience, and environmental sustainability. This includes investment in energy-efficient infrastructure, sustainable transport, water-sensitive urban design, and green infrastructure.

Consultation/Communication

The Plan has been informed by community engagement, Councillor workshops, and internal stakeholders input. Ongoing communication will occur through Council reports, project updates, and public-facing channels to ensure transparency and community awareness.

Gender Impact Assessment

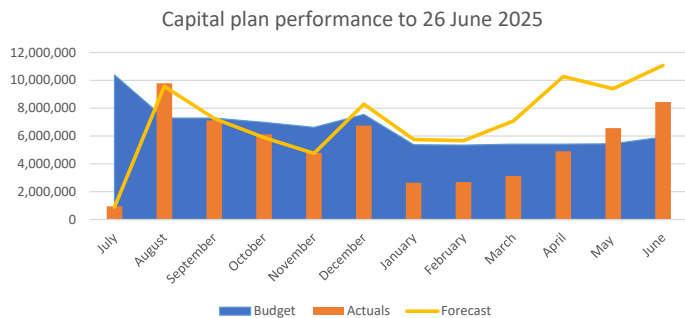
In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. Gender Impact Assessments (GIA) will be carried out on specific capital projects as required.

Attachments

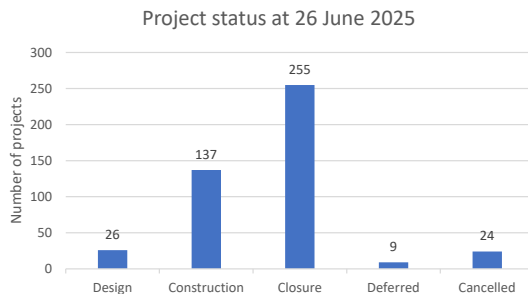
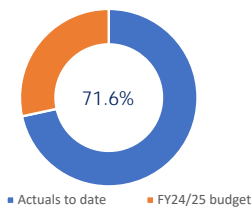
1. Attachment 1 - Capital Works Report June 2025 [7.5.3.1 - 7 pages]

Capital Works Report as at 26 June 2025

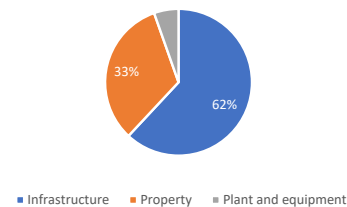
	Number of projects	Council cash/ borrowing	Value
Adopted budget	286	\$ 41,603,000	\$ 61,528,000
Approved carry forwards from FY23/24	44	\$ 26,221,098	\$ 27,683,098
Project delivery deferred to future years (phased into the appropriate year in the FY25/26 capital plan)	17	-\$	13,491,602
Capital Plan as at 26 June 2025	347	\$ 67,824,098	\$ 75,719,496
Forecast carry forward to FY25/26		\$	2,767,532
Forecast underspend		\$	6,402,638
Forecast capital delivery as at 26 June 2025		\$	66,549,326



Capital Works spend at 26 June 2025



Capital expenditure at 26 June 2025 by asset class

**PROJECT DELIVERY DEFERRED INTO FY25/26 OR FY26/27****Roads**

Sealing of the Hills program	\$ 2,252,287	Works scheduled in FY25/26 and FY26/27
Pakenham revitalisation program	\$ 1,249,737	Works scheduled from FY25/26 to FY27/28
McGregor-Henty-Rogers intersection	\$ 837,774	Works scheduled in FY25/26 and FY26/27
Bessie Creek Road phase 2	\$ 771,000	Works scheduled for delivery in FY25/26
Blackspot intersection program	\$ 512,907	Works scheduled for delivery in FY25/26
Arena Parade intersection	\$ 280,895	Works scheduled in FY25/26 and FY26/27
Livingstone Blvd local area traffic improvement	\$ 267,400	Works scheduled for delivery in FY25/26
DCP roads program - Brunt/Rix design	\$ 118,980	Works scheduled in FY26/27 and FY27/28

Buildings

Cardinia Youth Hub - Building	\$ 4,500,000	Works scheduled in FY26/27 and FY27/28
Upper Beac Res Pavilion - Building	\$ 2,200,000	Construction will be completed in FY25/26
Cora Lynn Reserve Pavilion	\$ 1,330,000	Construction will be completed in FY25/26
Garfield Nth Cannibal Creek Comm Hub	\$ 700,000	Construction will be completed in FY25/26

Parks and open space

Pakenham Outdoor Pool Repair/Refurb	\$ 338,409	Construction will be completed in FY25/26
Alma Treloar Dog Park	\$ 250,270	Construction will be completed in FY25/26
Playground renewal - Greenland Ct Reserve	\$ 100,000	Construction will be completed in FY25/26

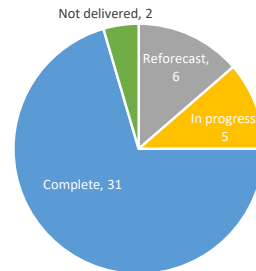
Plant and equipment

IT Strategy	\$ 150,000	Scheduled for delivery in FY25/26
	\$ 15,859,659	

Projects carried forward from FY23/24

44 projects were carried forward from FY23/24. The majority (32) will be completed during the financial year. Two were not delivered and six have been rephased into the appropriate delivery year as part of the FY25/26 capital plan.

Four of the carry forward projects will not be completed by 30 June 2025 but will be completed in the first quarter of FY25/26. They are: Cora Lynn Pavilion, Garfield North Cannibal Creek Community Hub, installation of public art at Lang Lang and survey works at Emerald Lake Park.

Projects carried forward from FY23/24**Carried forward projects****Status**

IYU Temporary Facilities	construction complete, occupancy certificate and handover to the club expected to be completed by 30 June 2025
Officer District Park MP implement Civil	underway and due to be completed by 30 June 2025
Emerald Lake Park	underway; signage due to be completed by 30 June 2025 but investigation works expected to be complete by September 2025
Public Art Program	underway and expected to be complete by end of August 2025
Cora Lynn Reserve Pavilion	underway and expected to be complete by end of October 2025
Garfield Nth Cannibal Creek Comm Hub	underway and expected to be complete by end of November 2025
Arena Parade Intersection	project continues across multiple financial years - see FY25/26 plan
Main Street Central, Pakenham	project continues across multiple financial years - see FY25/26 plan
McGregor-Henty-Rogers Intersection	project continues across multiple financial years - see FY25/26 plan
Better Local Roads - Connect Cardinia	program continues across multiple financial years - see FY25/26 plan
Business improvement Program	program continues across multiple financial years - see FY25/26 plan
Sealing of the Hills Program	program continues across multiple financial years - see FY25/26 plan
Bayview Road Intersection	complete
Alma Treloar Car Park Sealing	complete
Beaconsfield Streetscape	complete
Brunt Rd Integrated Children's Centre	complete
Construction of Oxford St Lang Lang	complete
Dick Jones Park Lighting upgrade	complete
Dore Road, Pakenham: whole length	complete
Jim Parkes Playground	complete
Koo Wee Rup Bowling Club Pavilion	complete
Mt Lyall Rd, Heath Hill	complete
PB Ronald Solar Lights Replacement	complete
Sports Lighting Mountain Rd Rec Reserve	complete
Toomuc Reserve Lighting upgrade	complete
Tynong Depot Upgrade (Shed and Toilet)	complete
Upper Beaconsfield Rec Res - Lighting Up	complete
Worrell Reserve skate park	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	complete
Pink Hill Blvd - Whiteside to O'Neil (design only)	complete
Tivendale Rd/Station St Intersection	construction complete

Name	Scope of Works	FY24/25 budget	Actual spend to P12	% of planned works completed	Performance indicator	Comment
					In progress within time and budget	
					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	\$ 1,324,563	\$ 866,157	90%	In progress - will carry over into FY25/26	Weather conditions has created some minor delays for the installation of Simpson Road Bridge but the project is on track for completion in July 2025.
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	\$ 772,392	\$ 514,631.03	100%	Annual program completed	FY24/25 program is complete.
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	\$ 518,683	100%	Annual program completed	FY24/25 program is complete.
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%	Annual program completed	FY24/25 program 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	\$ 84,262	100%	Annual program completed	FY24/25 program is complete.
LXRP Officer & Beaconsfield Fund Partnership	LXRP Funding agreement including 4 separate Council delivered sub-projects.	\$ 1,486,000	1369840.16	100%	Complete	Officer South Road shared use path has been completed. All FY24/25 works are complete.
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.	\$ 1,266,000	\$ 1,258,094	100%	Annual program completed	FY24/25 program is complete, including additional tactile repairs.
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	\$ 562,160	\$ 549,202	100%	Complete	FY24/25 program is complete.
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	59401.1	100%	Complete	Project is complete.
Emerald Lake Park	Implementing projects identified in Stage 1 of the masterplan for the Emerald Lake Park Precinct	\$ 439,000	\$ 87,718	10%	In progress - will carry over into FY25/26	Installation of emergency/directional signage is on track for completion by 30 June 2025. Survey investigations will carry forward into FY25/26.
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	\$ 5,478,437	5380451.86	90%	Complete	Project is complete.
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	100%	Complete	Project is 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	\$ 720,510	\$ 718,369	50%	In progress	Toomuc Rec Reserve - construction is underway WB Ronald Reserve - construction is underway Greenland Court Reserve - Community consultation on design is underway until 9 June 2025.
Puffing Billy Place Reserve Masterplan	Developing the vision and future planning for the Puffing Billy Place Reserve	\$ 35,683	\$ 9,725	20%	Delayed - to be completed in FY25/26	Community consultation on the draft masterplan will commence 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	1208056.89	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	\$ 8,864	100%	Annual program completed	FY24/25 program is complete.

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	100%	Annual program completed	FY24/25 program is complete.
Cricket Practice Net Renewal Program	Renewing or upgrading existing cricket nets by resurfacing, enhancing netting, improving drainage, and ensuring safety	\$	261,800	203074.77		100%	Annual program completed	FY24/25 program is complete.
Netball/Tennis Court Resurfacing Program	Renovating and upgrading existing netball and tennis court surfaces to improve playability, safety and durability	\$	72,000	\$	35,056	100%	Annual program completed	FY24/25 program is complete.
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	\$	1,234,459	85%	In progress	Light poles have been ordered and will be installed at Nar Nar Goon Reserve Oval 2 during June 2025.
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	\$	57,995	100%	Annual program completed	FY24/25 program is complete.
Swimming Facilities Renewal Program	Refurbishing or upgrading outdoor swimming pools, equipment, and infrastructure, improving water quality, safety features, accessibility, and energy efficiency	\$	205,592	\$	163,701	100%	Annual program completed	FY24/25 program is complete.
Roads								
Arena Parade Intersection		\$	141,940	\$	84,782		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	\$	5,499,460	\$	4,139,965	100%	Annual program completed	All works expected in FY24/25 are complete, with Phase 1 construction on Bessie Creek Road (Mt Eirene Road to Halifax Road) being finished in June 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	\$	1,191,677	\$	391,302	60%	In progress - will carry over into FY25/26	Three of the five projects have been completed (Fieldstone Boulevard, Army Road/Army Settlement Road and Leppitt Road/Salisbury Road). The remaining two projects (Livingstone/Heritage Boulevard and Moody Street/Gardener Street) will be completed in the first quarter of FY25/26.
Brunt Rd-Rix Rd - Road Component	Construction of roads, intersection and roundabout, including associated drainage works and public lighting works	\$	107,020	\$	113,221	100%	Annual program completed	FY24/25 program is complete.
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	\$	11,514	100%	Annual program completed	Beaconsfield Community Centre car park was resurfaced during June 2025.
Drake Place, Pakenham (Pakenham Revitalisation)		\$	270,000	\$	99,860	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	\$	145,109	100%	Annual program completed	FY24/25 program is complete.
John Street extension Pakenham (Pakenham Revitalisation)		\$	123,000	\$	25,453		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	\$	291,600	\$	161,020	100%	Annual program completed	Barrington Dr - Construction expected to commence in May 2025. Livingstone Blvd - funding agreement has been signed and lighting design is underway. Construction will occur during FY25/26.
Main Street Central , Pakenham (Pakenham Revitalisation)		\$	43,338	\$	55,143		In progress	Design and investigations are ongoing.
Main St Gateway (Pakenham Revitalisation)		\$	73,228	\$	60,226		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.	\$	259,226	\$	159,692	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.	\$	60,231	\$	59,181		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	\$	525,126	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	\$ 127,972	100%	Complete (design only this year)	FY24/25 program is complete.
Princes Highway Intersection Upgrades	Program to upgrade identified Princes Highway intersections to accord with the Precinct Structure Plan	\$ 4,624,851	\$ 4,131,212	100%	Annual program completed	FY24/25 program is complete.
Road Reserve Lighting Program	Installing energy-efficient streetlights along road reserves, improving visibility, safety, and security	\$ 137,000	\$ 164,170	100%	Annual program completed	FY24/25 program is complete.
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.	\$ 1,978,811	\$ 1,973,179	100%	Annual program completed	FY24/25 program is complete.
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.	\$ 4,474,100	\$ 4,031,305	100%	Annual program completed	FY24/25 program is complete.
Sealing of the Hills Program	Federally-funded program to seal unsealed roads across Dandenong Ranges and surrounding townships.	\$ 5,615,999	\$ 5,407,063	100%	Annual program completed	FY24/25 program is complete.
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.	\$ 2,667,638	\$ 2,324,506	100%	Annual program completed	FY24/25 program is complete.
Total - Infrastructure Plant and equipment		\$ 45,321,448	\$ 38,920,914			
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	\$ 442,167	50%	In progress - will carry over into FY25/26	Council facility booking software project is in the configuration phase and is expected to be implemented in October 2025. The tender for the design and build of a new Council website is open and will close in July 2025.
CCC Minor Equipment	Procuring, upgrading, or replacing small-scale equipment for the Cardinia Cultural Centre	\$ 101,000	\$ 98,343	100%	Annual program completed	FY24/25 program is complete.
Furniture and Equipment Renewal Program	Acquisition, replacement, or improvement of furniture and equipment for Council facilities	\$ 211,000	\$ 144,315	50%	Annual program completed	FY24/25 program is complete.
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.	\$ 308,748	\$ 161,680	100%	Annual program completed	FY24/25 program is complete.
Plant						
New Plant Program	Procuring new light and heavy vehicles, heavy plant, equipment and machinery	\$ 215,814	\$ 341,678	90%	In progress - will carry over into FY25/26	Due to pending electrician approval for the 240V component of the electrical system, the delivery of the new township maintenance truck has been delayed until July 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	\$ 2,262,026	96%	In progress - will carry over into FY25/26	Delivery of the final replacement vehicle (Tip Truck) for this financial year has been delayed until July due to new NHVR J4 Tipper Body Design Code requirements introduced in April 2024.
Total -Plant and equipment		\$ 4,064,051	\$ 3,450,210			
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	\$ 1,396,741	100%	Annual program completed	FY24/25 program is complete.
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	\$ 1,761,737	\$ 1,510,614	100%	Annual program completed	FY24/25 program is complete.
CCC Minor Building Works Program	Replacement of foyer lighting and installation of usher seats at CCC	\$ 157,100	\$ 91,664	85%	In progress	Program is on track and progressing within budget. We have completed 85% of program.

Cardinia Youth Hub (Parent)	Building a new youth facility to provide community and youth services in the Cardinia Shire	\$	500,000	\$	386,827	100%	Complete (for this year)	Works completed for FY24/25. Design and construct tender is open until early July 2025. The Council legal team is working with the appointed barrister ahead of mediation regarding the demolished building.
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.	\$	287,859	\$	165,392	81%	In progress - will carry over into FY25/26	21 projects have been completed this year. Four projects will carry forward into FY25/26.
Depot Upgrades	Modernising and expanding existing facilities, including infrastructure enhancement, technology integration or sustainability measures, to improve operational efficiency, safety and capacity	\$	291,908	\$	299,181	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	\$	224,125	100%	Annual program completed	FY24/25 program is complete.
EAC & MK System Upgrade Program	Upgrading existing facilities to Electronic Access Control and rekeying to new Master Key system	\$	228,000	\$	193,465	100%	Annual program completed	FY24/25 program is complete.
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	\$	169,081	100%	Annual program completed	FY24/25 program is complete.
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	\$	144,714	100%	Annual program completed	FY24/25 program is complete.
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	\$	627,064	\$	271,613	35%	In progress - will carry over into FY25/26	Earthworks are complete, the slab is poured, and inground services and module prefabrication are in progress.
IYU Temporary Facilities	Installing temporary facilities to support community use of the IYU Recreation Reserve	\$	544,139	\$	517,815	100%	Complete	Construction is complete. Occupancy permit and handover to club expected to be completed by 30 June 2025.
Living Learning Refresh		\$	70,800	\$	36,226	100%	Complete	FY24/25 program is complete.
Koo Wee Rup Bowling Club Pavilion	Demolishing the existing building and constructing a new pavilion and car park	\$	3,029,475	\$	2,854,496	100%	Complete	Project completed.
Public Art Program	Commissioning and installing site-specific, community-driven artworks to enhance cultural vibrancy, foster civic engagement and promote artistic innovation.	\$	140,000	\$	120,670	80%	In progress - will carry over into FY25/26	Installation has been delayed, with final completion expected by end of August 2025.
Thewlis 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	\$	6,649,885	100%	Complete	Project completed.
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	\$	83,783	80%	In progress - will carry over into FY25/26	Council is currently reviewing detailed design. Supporting landowner (DEECA) documentation and cost estimate expected in July 2025.
Land								
Land Acquisition	Strategically purchasing properties for public use, urban development, community expansion and enhancing local infrastructure and services	\$	4,299,000	\$	3,622,164	100%	Annual program completed	FY24/25 program is complete.
Total - Property Non-capital projects								
Total - Non-capital projects								
Cora Lynn Reserve Pavilion	Constructing new, upgraded change rooms at Cora Lynn Recreation Reserve	\$	1,670,000	\$	1,048,100	50%	In progress - will carry over into FY25/26	Project commenced onsite with demolition underway and the modular building has commenced fabrication off-site.
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	\$	80,866	100%	Annual program completed	FY24/25 program is complete.
Remediation works - 24/25	Processing and disposing of materials generated through various maintenance activities (street sweeping, drainage, unsealed shoulders)	\$	311,000	\$	199,940	100%	Annual program completed	FY24/25 program is complete.
Shade tree program	Increasing tree cover to provide shade in parks and open space	\$	71,000	\$	64,545	100%	Annual program completed	FY24/25 program is complete.

Significant Reserve Program	Land management of significant reserves	\$	78,000	\$	33,435	100%	Annual program completed	FY24/25 program is complete.
Traffic management devices program	Reactive program of minor roads safety improvements (signage, line marking, concreting school crossings etc)	\$	317,000	\$	329,206	100%	Annual program completed	FY24/25 program is complete.
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	\$	30,366	100%	Annual program completed	FY24/25 program is complete.
Upper Beaconsfield Recreation Reserve	Developing the vision and future planning for the Upper Beaconsfield Recreation Reserve	\$	980,000	\$	678,688	50%	In progress - will carry over into FY25/26	Construction has been delayed as a result of changes required to secure the planning permit.
Total - Non-capital projects		\$	3,692,000	\$	2,465,146			

7.5.4 ASPIRATIONAL ENERGY TRANSITION PLAN REVIEW

Responsible GM:	James Kelly
Author:	Will Jackson
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 3.1.1 Partner with community, business and industry to take action on, and adapt to, climate change.</p> <p>5.1 We practise responsible leadership 5.1.1 Build trust through meaningful community engagement and transparent decision-making.</p>

Recommendation

That Council notes the report, and the progress made in the delivery of the Aspirational Energy Transition Plan 2014-2024.

Executive Summary

Since 2014, Council has pursued emissions reduction according to the Aspirational Energy Transition Plan 2014–24 (the Plan). The Plan recognised that investing in energy efficiency, renewable energy and fuel switching are key to providing financial benefits, minimising the impacts of climate change, cost increases and energy security.

The Aspirational Energy Transition Plan successfully guided Council towards a more efficient model of energy consumption with vastly increased uptake of onsite renewable energy and integration of environmentally sustainable design over the last decade. Overall, 93% of organisational and community-based actions were achieved, owing to collaborative and community action, investment and partnerships towards a net-zero future.

Moving forward, a Towards Zero Emissions Plan will drive further emission reduction and improve efficiency, facilitate alignment to government policy and enable realisation of community liveability as it relates to emerging energy technologies, energy affordability and self-sufficiency.

Background

The Aspirational Energy Transition Plan is directly linked to delivery of the 2018 Sustainable Environment Policy and delivers on climate change mitigation for Council. The 2014 plan was developed as a 10-year strategic plan to guide Council towards carbon neutrality, with emissions continuously measured and reduced where possible and the remainder offset through the purchase of voluntary carbon credits or carbon credit units. The Plan was developed on the premise that improving energy efficiency and investing in clean energy reduces environmental impacts, assisting with affordability and security of the shire's energy supply.

The Plan included 20 organisation and 19 community-centric actions. For the organisation, the Aspirational Energy Transition Plan set the following aspirational targets:

- By 2018, a 33 per cent reduction on emissions (based on 9,064 t CO₂-e in the year 2012)
- By 2022, an 85 per cent reduction in emissions (based on the year 2012 levels)
- By 2024, achieve a 100 per cent reduction in emissions and certified carbon neutral status.

For the community, Council set an aspirational community emissions reduction target to stabilise emissions by 2024, at 2012 levels (750,785 tonnes CO₂-e).

Organisational emissions reduction from 2014 to 2024

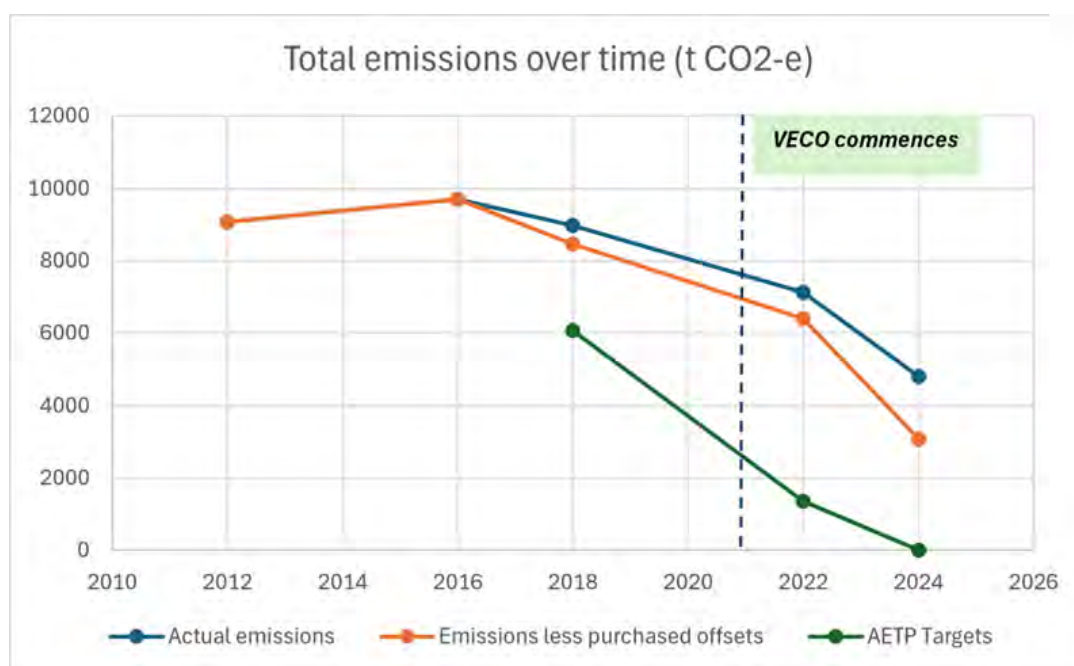
In terms of organisational emission reduction activities, 85% of organisational actions have been achieved (*Attachment 2*). This is the result of improved energy efficiency, renewable energy integration, green power purchasing and a sustained focus on environmentally sustainable design.

Key achievements include the following:

- Council delivered 1.2 megawatt (MW) of solar across 57 Council buildings and facilities, representing annual energy savings in the order of \$200,000.
- Annual electricity emissions decreased in the order of 4,800 tonnes CO₂-e due to the Victorian Energy Collaboration (VECO) contract entered into in 2021 and investment over time in energy efficiency and emissions reduction.
- Council developed an Enhanced Standard – Sustainable Buildings Policy, enabling environmentally sustainable design for new Council builds and major upgrades.
- The Officer Civic Centre has continuously improved its National Australian Built Environment Rating System (NABERS) rating and in 2024 achieved an energy rating of 5 stars and a water rating of 6 stars.

Given the growth and development of the shire since 2014, there has been substantial reduction in transport, electricity and gas emissions from 9,064 tonnes CO₂-e in 2012 to an estimated 3,043 tonnes CO₂-e in 2023-24 accounting for offsets. While certified carbon neutral status has not been achieved, this represents a 66% decrease and highlights the importance of energy efficiency, renewable energy integration, electrification, green power purchasing and carbon offsets as a best-practice solution in reducing emissions. *Figure 1* highlights the rate of emissions reduction over the life of the Aspirational Energy Transition Plan.

Figure 1. Council emissions reduction over the AETP period



Community emissions reduction from 2014 to 2024

All community-based actions were achieved as per *Attachment 2*, testament to the level of partnership across Council, with different levels of government and the community.

In 2022-23, community emissions were 1,255,000 tonnes CO₂-e. While the aspirational target for community emissions reduction was not achieved, emissions per person decreased by 22% on the basis of transport, gas and electricity, indicative of increased environmental awareness, participation in South East Councils Climate Change Alliance (SECCCA), Greater South East Melbourne (GSEM) and government initiatives, uptake of renewable energy and continued advocacy and education by Council.

Key achievements at the community level include:

- It is estimated that 33.4% of all dwellings in Cardinia Shire have solar installed, with a total capacity nearing 410 megawatt hours (MWh).
- Delivery of South East Councils Climate Change Alliance (SECCCA) projects, including the 'Residential Assessment Scorecard,' 'Low-income Energy Efficiency Program' and 'Save it for the Game' supporting households and sporting groups to improve energy efficiency.
- Facilitation of industry and small business energy saver programs, including the Energy Upgrades Fund (EUF) Agreement Program and the 'Save Money, Save Energy' business program delivered with BRAG in 2023.
- Emergence of community groups including Bunyip Renewables Action Group (BRAG) and Repower the Dandenong. BRAG received the 2024 State Tidy Towns Award in the Energy Category for their leadership in the renewable energy.
- Council actively promotes energy efficiency, with key initiatives including a dedicated webpage, a Home Energy Improvement Handbook and community home energy and water toolkits available through the Myli libraries network.

Discussion

When the Aspirational Energy Transition Plan was developed, the primary focus was mitigation of Scope 1 and 2 emissions that organisations can directly control. This includes the consumption of transport fuels, electricity and burning of gas. The Scope 1 and 2 emissions underpinned the organisational carbon neutral ambition and accounted for the 9,064 tonnes CO₂-e recorded for Council operations in 2012.

Over time, organisations seeking certified carbon neutral status have been required to increasingly consider and account for Scope 3 emissions. Council does not directly contribute Scope 3 emissions and does influence through choice of strategy and contracts. For example, supply chains, construction materials, working from home and employee commute. There is now a much greater array of emissions sources that need to be considered, accounted for and reduced to achieve certified carbon neutrality.

As of 2024, Council's organisational carbon inventory was made up of emissions from the vehicle fleet, stationary gas, water consumption, fugitive emissions from refrigerant leakage and waste disposal under the cleaning contract. The scope of community emissions has also increased. Community emissions once only considered transport, electricity and gas. However, there are now other sources to be quantified including industrial processes and product use, agriculture and waste which increase the community profile.

Cardinia Shire's transport emissions remain high noting the rate of public transport uptake across Cardinia Shire is low at 5%. Active and public transport connectivity is paramount for emission reduction and an advocacy focus via SECCCA and the Greater South East Melbourne (GSEM) collective of councils to the Victorian and Australian Governments.

Without increased action and a best practice approach to emission reduction, emissions will continue to increase. The Towards Zero Emissions Plan will build on a strong track record of delivery and provide a strategic evidence-based approach to guide Council's advocacy, engagement and facilitation efforts. This includes support for local action under GSEM's *Roadmap to Net Zero Emissions* and alignment with SECCCA's vision to achieve a 'vibrant, prosperous and climate-safe South East Melbourne' whereby all South East Melbourne councils are on track to achieve evidence-based targets in climate, biodiversity and related measures by 2028.

The Towards Zero Emissions Plan will also inform more efficient and effective utilities consumption, noting utilities expenditure increased from \$1.9 million in 2012-13 to \$2.9 million in 2023-24 as both the organisation and Council's buildings and facilities portfolio have grown significantly over the last decade.

Policy Implications

The Victorian and Australian Governments have each set net-zero targets, which include:

- Australian Government ([Climate Change Act 2022](#)): 43% below 2005 levels by 2030; reduce Australia's net greenhouse gas emissions to zero by 2050.
- Victorian Government ([Climate Change Act 2017](#)): comparing 2005 levels, reduce emissions by 28–33% by 2025; 45–50% by 2030; 75–80% by 2035 and achieve net-zero by 2045.

Council is required to promote the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks as per section 9 of the *Local Government Act 2020*.

- Council's Climate Change Adaptation Strategy responds to climate change risk and adaptation measures for both Council and community.
- The new Towards Zero Emissions Plan will continue to acquit the requirement for mitigation, building on the wealth of achievements and existing investment under the Aspirational Energy Transition Plan.

The new Towards Zero Emissions Plan will continue to align emissions reduction with Council's Liveability Plan 2017 – 29, while executing Council's current 2040 vision in respect of the following: *'we recognise the effects of climate change on our community, environment and the planet. We take action by leading Victorian councils in the prevention of, and adaptation to, climate change'*.

The Towards Zero Emissions Plan will continue support for strategy 3.1 of the Council Plan 2021 – 25 including implementation of the following associated policies, strategies and plans:

- Liveability Plan 2017–29
- Sustainable Environment Policy 2018–28
- Integrated Water Management Plan 2015–25
- Asset Management Policy and Asset Plan 2023–27
- Economic Development Strategy 2023–27
- Community Food Strategy 2018–26

Financial and Resource Implications

The previous Aspirational Energy Transition Plan was adopted with a costed 10-year action plan, considered in both Council's annual operational and capital budget process. The principal mode of delivery was two-fold:

- Environment & Heritage Unit operating budget to fund community-focussed workshops, SECCCA membership and projects that support businesses, low-income households, sporting groups and various local and regional sectors.

- The Energy and Water Strategies Capital Works Program to fund Council's rooftop solar initiatives and other energy upgrades with direct community benefits.

The Towards Zero Emissions Plan will similarly include a costed action plan for delivery.

Climate Emergency Consideration

This work is consistent with Council's role in ensuring climate change is considered as part of the decision-making process of Council. Households, businesses and institutions that are better connected through active transport, energy resilient and self-sufficient are more likely to absorb the micro and macro impacts of climate change, thereby enhancing adaptive capacity.

Consultation/Communication

Achievements under the Aspirational Energy Transition Plan were the direct result of consultation, collaboration and partnership across Council, with multiple levels of government, South East Councils Climate Change Alliance (SECCCA) and diverse community groups. Any communication and engagement activities will be considered at the planning stage and budget requirements considered in line with the costed action plan.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. A Gender Impact Assessment (GIA) has been identified as a requirement for the development of a Towards Zero Emissions Plan and will be completed prior to the planning, engagement, and delivery of the Plan.

Attachments

1. Attachment 1 - Aspirational Energy Transition Plan 2014 - 24 [7.5.4.1 - 58 pages]
2. Attachment 2 - Review of Aspirational Energy Transition Plan (AETP) Action Plan [7.5.4.2 - 11 pages]



Aspirational Energy Transition Plan 2014—24

Cardinia Shire Council

October 2014

Prepared by:

Cardinia Shire Council
Environment and Engineering Unit

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1 EXECUTIVE SUMMARY

Climate change and peak oil are dual threats that mean we need to change the way we generate and use energy. These threats present us with a significant opportunity to reshape our energy systems to ensure we have a safe, sustainable and secure energy supply.

Over the next decade or two, the price of oil is anticipated to rise significantly due to the global oil supply being unable to match demand.¹ The price of coal-generated electricity in Cardinia Shire is also expected to rise substantially as network costs escalate.

Cardinia Shire Council and its residents are dependent on electricity and fuel. Rising energy costs and potential shortages leave Cardinia Shire Council and residents vulnerable.

Energy efficiency and fuel switching are key parts of ensuring that we limit the impacts of climate change. From installing more efficient lighting, to supporting renewable energy facilities, Council is committed to addressing the challenge presented by these global issues at the local level.

Improving energy efficiency and investing in clean sources of energy will not only reduce our environmental impact, it will also assist with the affordability and security of our energy supply in coming years.

While some steps are being taken at state and federal levels to address these challenges, much more needs to be done. Council has a unique opportunity to make a real difference in these areas at a local level.

Council has set the aspirational target of achieving zero net emissions for its operations and a 36 per cent reduction in community emissions on a per capita basis by 2024. Making these changes will not only benefit the environment, they will also provide a significant financial benefit by saving the Council and community on energy costs.

This strategy outlines the steps to achieve these goals. Some major actions include the following.

- Environmental upgrades of Council facilities and assets to improve energy efficiency including Cardinia Life, Cardinia Culture Centre, Pakenham Library and Hall, Koo Wee Rup Pool, Beaconsfield Community Complex, and decorative street lighting throughout the Shire.
- Installation of solar electricity systems for Council facilities and the purchase of grid-supplied green power.
- Incorporation of sustainable design assessment into the planning approval process, to improve the design of new developments in the Shire.
- Initiatives to support solar electricity systems for the community.
- Community indigenous plant giveaways.

The development of this strategy and its emission targets are key actions of the *Council Plan 2013–17*. This strategy has been renamed the ‘Aspirational Energy Transition Plan’ rather than the ‘Greenhouse Action Plan’ because Council decided to focus the plan on the source of greenhouse gas emissions – energy consumption.

¹ Standing Committee on Rural and Regional Affairs and Transport, The Senate, February 2007, http://www.aph.gov.au/Parliamentary_Business/Committees/Senate/Rural_and_Regional_Affairs_and_Transport/Completed_inquiries/2004-07/oil_supply/report/c03

2 INTRODUCTION

2.1 Climate change

The threat we are faced with from climate change has risen in prominence and recognition in the last decade. The impacts of climate change have been seen in recent times, and they are more severe and occurring faster than predicted. ² Carbon dioxide levels in the atmosphere continue to rise due to human activity.

It is difficult to precisely predict the potential impacts of climate change, as they vary with each region. Best estimates are that by 2030 Australia will face:

- a further 1 degree Celsius of warming in temperatures
- up to 20 per cent more months of drought
- up to 25 per cent increase in days of very high or extreme fire danger
- an increase in storm surges and severe weather events.

As the driest inhabited continent on earth, Australia is vulnerable to the effects of climate change. Australia has many globally important and vulnerable ecological systems. The majority of Australians are coastal dwellers. Climate change presents significant risks to our economy. Negative impacts on public health and food production capacity are linked to climate change. ³

Climate change increased the severity of the 2012–13 summer in Australia. This summer was the hottest since records began in 1910. ⁴

Cardinia Shire has already seen extreme drought, heat, rainfall and flooding due to climate change. These events and their impacts are set to increase in severity unless action is taken to reduce atmospheric carbon dioxide levels.

A safe level of carbon in the atmosphere, that will provide us with a stable climate, is 350 parts per million or less. We exceeded this level of carbon dioxide in the atmosphere in the late 1980s. A recent quote from leading climate scientists outlines the concerns:

“If humanity wishes to preserve a planet similar to that on which civilization developed and to which life on Earth is adapted, paleoclimate evidence and ongoing climate change suggest that CO₂ will need to be reduced from its current 385 ppm to at most 350 ppm, but likely less than that... If the present overshoot of this target CO₂ is not brief, there is a possibility of seeding irreversible catastrophic effects.” (J Hansen et al) ⁵

Since the above statement was made in 2008, CO₂ levels have now risen to 400ppm and continue to rise.

² WWF, Climate changing faster than scientists expected, October 2008, available from: http://assets.wwf.org.uk/downloads/cc_science_paper_october_2008_1.pdf

³ Australian Government, Energy Management For Schools, available from: <http://www.em.gov.au/sites/schools/Getthefacts/Climatechange/Pages/default.aspx>

⁴ Professor Will Steffen, Climate Commission, The Angry Summer Report, 2013

⁵ J Hansen et al, Target Atmospheric CO₂: Where Should Humanity Aim?, 2008, http://www.fws.gov/pacific/climatechange/pdf/boise/burgett/recommended%20reading/hansen_arxiv_preprint.pdf

In January 2007, the International Panel on Climate Change (IPCC) claimed the world has just 10 years to reverse surging carbon emissions or risk runaway climate change that could make many parts of the planet uninhabitable. Richard Betts, leader of a research team at the United Kingdom Met Offices Hadley Centre for Climate Change, said:

“The next 10 years are crucial, in that decade we have to achieve serious reductions in carbon emissions. After that time the task becomes very much harder.”⁶

The costs of addressing climate change are small compared to the consequences and cost of inaction. We need to rapidly reduce our greenhouse gas emissions to ensure a safe and liveable planet for ourselves and future generations. To do this we need to eliminate all major emissions sources on a global scale and work on drawing down carbon that is already in the atmosphere.

2.2 Peak oil

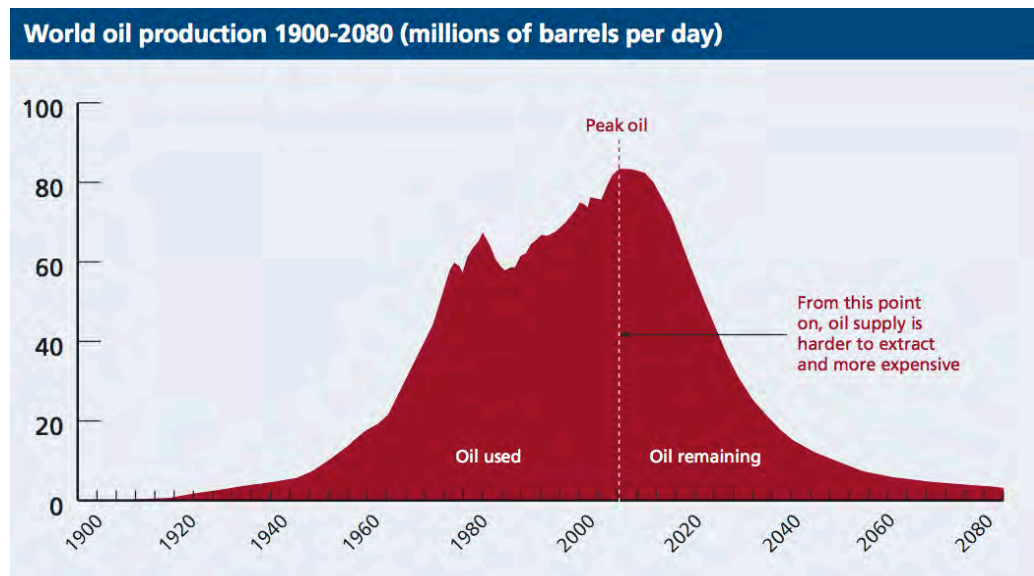
Oil is a key energy source, and reducing our energy consumption and greenhouse gas emissions will reduce our dependence on this source of energy. This is important given concerns around the future supply of oil.

Our current economic systems are based on the availability of plentiful and cheap oil. Oil is used in many parts of our everyday lives including:

- fuel used to power our cars and farm machinery
- asphalt used on our roads
- fuel used to transport our food and products
- fertilisers, herbicides and pesticides used to produce our food
- plastic used to wrap and store food and other items
- fuel used to power mining equipment to dig coal which in turn provides electricity.

Peak oil is defined as the point at which oil demand outstrips supply, after this point it will become harder to access. Some believe that we neared this point in 2008, prior to the global financial crisis. Figure 1 demonstrates historic oil extraction and a predicated future decline in oil availability.

⁶ Jonathan Leake, The Australian, Last warning: Ten years to save the world, January 2007, available from: <http://www.theaustralian.com.au/news/last-warning-10-years-to-save-world/story-e6frg6n6-111112901563>

*Figure 1. World oil production*⁷

Between 2001 and 2008 a significant spike in the price of oil occurred, the price of oil increased by a multiple of 5. This has been linked to an increasing demand for oil without a matched increase in supply. This spike put pressure on the global economy, which led to a reduction in consumer spending and mortgage repayments, accelerating the impact of the global financial crises.⁸

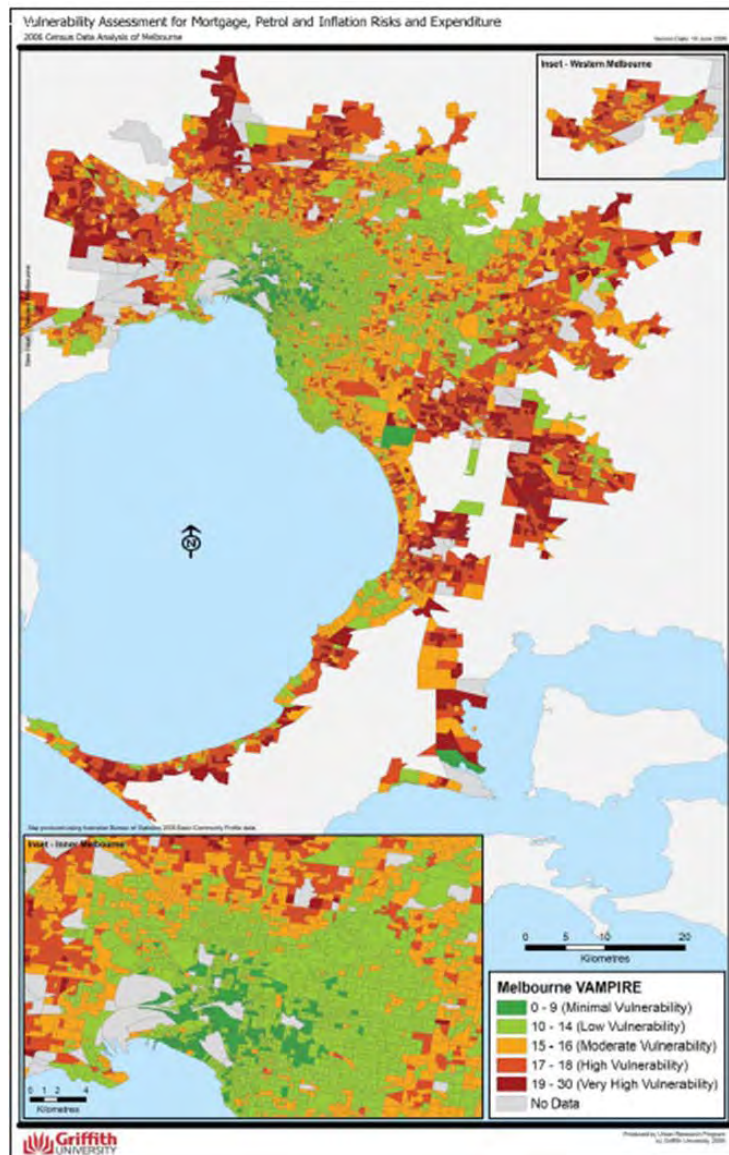
The Vulnerability Assessment for Mortgage, Petrol and Inflation Risks and Expenditure (VAMPIRE) Index looks at those who will be at risk in Australian cities during times of economic hardship and increased oil costs due to a reliance on petrol and bank finance. This index was updated by Griffith University in 2006. Figure 2 shows significant risk for areas of the urban growth boundary of Cardinia Shire that have been modelled. If steps are not taken to address this vulnerability, peak oil's impacts will be magnified in the Shire.⁹

⁷ Reproduced with permission from Farm Credit Canada. From Knowledge Insider: Energy, Winter 2009 edition. (For sources of original quantitative data, see page 48).

⁸ Tom Whipple, The Post Carbon Reader Series: Energy, Peak Oil and the Great Recession, available from: <http://www.postcarbon.org/Reader/PCReader-Whipple-Oil.pdf>

⁹ Jago Dodson and Neil Sipe, Unsettling Suburbia: The New Landscape of Oil and Mortgage Vulnerability in Australian Cities, Griffith University, 2008, available from: http://www.griffith.edu.au/_data/assets/pdf_file/0003/88851/urp-rp17-dodson-sipe-2008.pdf

*Figure 2. VAMPIRE Index, Melbourne 2006*¹⁰



Due to peak oil concerns, reliance on this fuel source should be reduced, as it is likely that prices will spike in the future or oil will become unavailable. Council's response to this risk is outlined in Section 5 Community emissions.

¹⁰ *ibid*

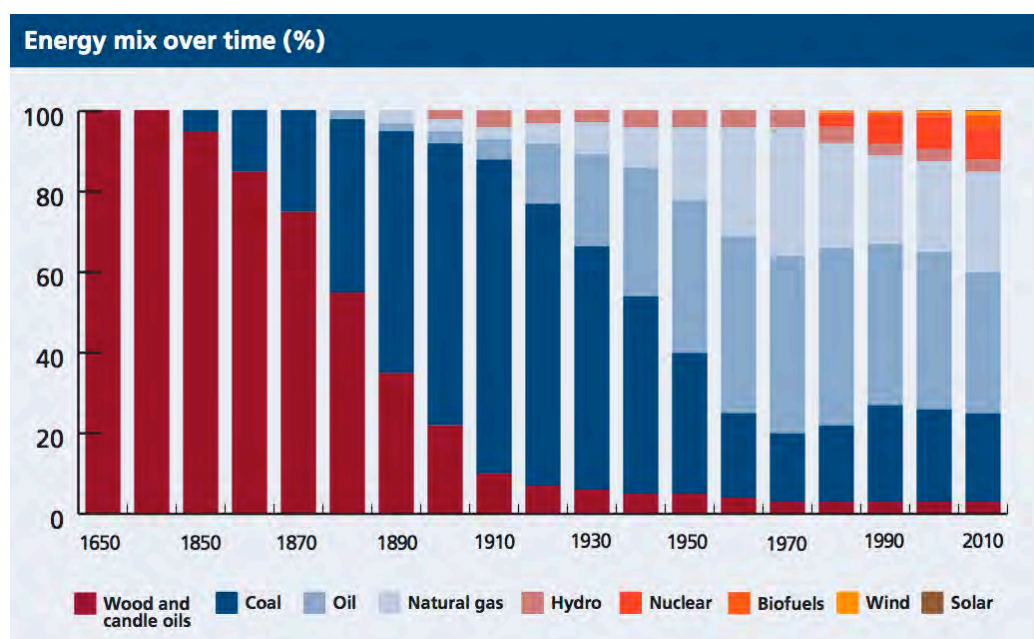
2.3 Energy transition

For hundreds of years global energy came from wood and candle oils. Once wood supplies in Europe became depleted, a denser form of energy was accessed – coal.

Between 1850 and 1900, a transition from wood and candle oil-based energy systems to a coal-based system occurred. A further shift occurred in the mid-20th century as communities moved to oil and gas-based energy systems. These transitions improved quality of life and living standards.

Figure 3 shows the changing nature of global energy supply over the past 360 years.

Figure 3. Energy mix over time (percentage) ¹¹



This graph also shows the beginning of another transition; the start of a move to renewable energy systems such as hydro, biofuels, wind and solar. This transition will improve our standard of living and quality of life and reduce our impact on the planet. Since the nuclear accident that occurred after the Japanese tsunami in 2011, the move to nuclear energy has slowed and renewables form the most rapidly accelerating form of new energy.

Decisions made today will shape how the graph shown in Figure 3 will look into the future and the type of world we live in. Cardinia Shire Council seeks to be a positive part of this change by developing and implementing this strategy.

¹¹ Reproduced with permission from Farm Credit Canada. From Knowledge Insider: Energy, Winter 2009 edition. (For sources of original quantitative data, see page 48).

2.4 International response

The Kyoto Protocol, an international agreement on climate change, was made in 1997 and provided binding emissions targets for all signatories. Targets differed from country to country; the aim was for developed countries to achieve “a collective average of at least 5 per cent below the 1990 emissions levels for the commitment period 2008–2012”.¹²

While many signatory nations achieved their target, the rapidly rising emissions from developing nations such as China and India and ongoing emissions from developed nations mean that CO₂e levels continue to rise. Emissions are being released much faster than they can be absorbed and are cumulating in the atmosphere.

The Kyoto protocol is still the current binding international agreement on greenhouse gas emissions; it is in its second commitment period that expires in 2020. Negotiations will commence in 2015 for a new international emissions agreement to take effect from 2020. The new agreement is anticipated to include legally binding targets for developed and developing nations.¹³

Around the world, local action is taking place and more and more towns and cities are becoming sustainable. Feldheim in Germany is one example, a small town that is powered by 100 per cent renewable energy. “Feldheim is powered by a mix of 43 wind turbines, a woodchip-fired heating plant and a biogas plant that uses cattle and pig slurry as well as maize silage”.¹⁴

No coordinated international response to peak oil exists; although the oil issues we are all facing have resulted in an increased pattern of conflicts and international involvement by oil-rich nations. Some nations have also established ‘strategic petroleum reserves’.

The United States reserve currently contains 696 million barrels, a 36-day supply for the nation based on current consumption levels.¹⁵ The US is also developing biofuels that can be used in military jets during oil shortages.¹⁶

2.5 National response

The Australian Government ratified the Kyoto Protocol in 2007. However, the targets set for Australia allowed for a significant increase in greenhouse gas emissions. The international community provided these concessions to Australia in order to keep our representatives engaged in the Kyoto process.

Australian emissions have continued to rise. The Australian Government’s recent reporting on emissions states:

¹² Parliament of Australia, The Kyoto Protocol, July 2010, available from: http://www.aph.gov.au/About_Parliament/Parliamentary_Departments/Parliamentary_Library/Browse_by_Topic/ClimateChange/Governance/International/theKyoto

¹³ Michael Jacobs, the Guardian, What is the State of International Climate Change Talks, February 2013, available from: <http://www.guardian.co.uk/environment/2012/sep/17/international-climate-talks-faq>

¹⁴ Christoph Steitz, German village offers blueprint for rural green energy, Reuters, 2013, available from: <http://www.reuters.com/article/2013/03/26/us-germany-energy-idUSBRE92O0P820130326>

¹⁵ United States Department of Energy, Strategic Petroleum Reserve Inventory, available from: <http://www.spr.doe.gov/dir/dir.html>

¹⁶ United States Department of Energy, Energy Department Announces New Innovative Projects to Develop Advanced Drop-in Biofuels for Military Jets and Ships, April 2013, available from: <http://energy.gov/articles/energy-department-announces-new-innovative-projects-develop-advanced-drop-biofuels-military>

“Since 1990, the National Greenhouse Gas Inventory (excluding Land Use, Land Use Change and Forestry (LULUCF) has grown by 32.1%, reaching 551.9 Mt CO₂-e in the year to December 2012, compared with 417.7 Mt CO₂e in the 1990 base year (year to June).”¹⁷

Including emissions from LULUCF, Australia’s emissions have risen by 5 per cent on 1990 levels.¹⁸

The Australian Government has set a target of reducing emissions by 5 per cent on the year 2000 levels by the year 2020, and 80 per cent of the year 2000 levels by the year 2050. It will also aim for a 25 per cent reduction target by the year 2020 if an international agreement to keep carbon dioxide levels below 450 ppm is reached.¹⁹ A renewable energy target has also been introduced; the target is for 20 per cent of Australia’s electricity production to come from renewable sources by 2020.

In September 2013, a new federal government was elected. This government has repealed the carbon pricing legislation and intends on replacing it with a direct action policy. The direct action policy will provide funding for those who can reduce emissions for the lowest cost, and is intended to meet Australia’s greenhouse emissions reduction targets.

A senate committee on regional affairs and transport submitted a paper to the Australian Government in 2012 on ‘Australia’s future oil supply and alternative transport fuels’. The Australian Government response briefly outlined the steps being taken to address peak oil concerns, which included:

- supporting research into biofuels
- increasing fuel efficiency standards for vehicles
- support for renewable energy
- removal of incentives under the fringe benefit tax that encourage the overuse of work vehicles.²⁰

2.6 Victorian response

The Victorian Government believes emission reduction targets are best handled at a federal level and not duplicated at the state level.²¹ There is no policy response to peak oil from the Victorian Government.

The Victorian Government continues to run some programs to improve energy efficiency. For example, it has launched the ‘Switch On’ education campaign to encourage energy efficiency (see: www.switchon.vic.gov.au).²²

¹⁷ Australian Government Department of Industry, Innovation, Climate Change, Science, Research and Tertiary Education, Quarterly Update of Australia’s National Greenhouse Gas Inventory, December 2012, available from: http://www.climatechange.gov.au/sites/climatechange/files/documents/05_2013/NGGI-Quarterly-Dec-2012.pdf

¹⁸ *ibid*

¹⁹ Australian Government Department of Industry, Innovation, Climate Change, Science, Research and Tertiary Education, Australia’s Emission Reduction Targets, available from: <http://www.climatechange.gov.au/climate-change/greenhouse-gas-measurement-and-reporting/australias-emissions-projections/australias>

²⁰ Australian Government, Response to Senate Committee Report into Australia’s future oil supply and http://www.aph.gov.au/~media/wopapub/senate/committee/rrat_ctte/completed_inquiries/2004_07/oil_supply/govt_response/govt_response_pdf.ashx

²¹ Josh Gordon and Tom Arup, The Age, Carbon Target Scrapped, March 2012, available from: <http://www.theage.com.au/opinion/political-news/carbon-target-scrapped-20120326-1vust.html>

2.7 Summary

Climate change and peak oil are significant challenges to overcome. While some actions are taking place on an international, national and state level, an opportunity exists for leadership at the local level. Council's action will not only address these important issues, but also ensure our community is resilient and sustainable through the challenges ahead.

3 REVIEW OF SUSTAINABLE DEVELOPMENT AND GREENHOUSE REDUCTION STRATEGY

3.1 Council actions and targets

In 2006, Council released its Sustainable Development and Greenhouse Reduction Strategy. The strategy provided a variety of actions to reduce Council and community emissions. Table 1 demonstrates Council's progress towards meeting Council reduction actions.

Table 1. Progress against Council reduction actions

Action	Progress
Increase to a higher percentage of 'green power' (30%) for all street lighting; with a vision to increase the percentage purchased by 20% every financial year.	Decision made not to purchase green power but to upgrade standard street lighting with energy efficient lighting.
Develop a public street lighting policy	Achieved - this policy was developed in March 2007.
Council to investigate a replacement street lighting program.	Achieved - a major street lighting upgrade has taken place.
Reassess the current fleet car policy with vision to specify high fuel efficiency standards for each class of vehicle.	Achieved - this has occurred, with efficient vehicles from each class now being used.
Develop a Green Motoring Policy for council's vehicle fleet and heavy machinery.	Achieved – Council now purchases the most fuel-efficient vehicles of each class (see Section 4.4).
As part of the investigation, carry out ongoing research and quantify the exchange to alternative fuelled vehicles, including investigating the future purchase of an electric/gasoline car.	Achieved - Council has trialled a full electric vehicle and now owns a Toyota Camry Hybrid as part of the fleet.
Encourage and provide incentives for staff to use alternative transport methods and car-pooling in work hours.	Achieved – provision of extensive shared bicycle/pedestrian paths. A bike is available for staff at Rogers Street to use for local commuting. Reimbursements are available for staff who use public transport for work travel. Council's new office will be located next to the Officer train station increasing the accessibility of public transport. New offices will provide cyclists with bicycle storage and showers.
Conduct energy audit of three high energy consumption Council buildings.	Achieved – Many energy audits have been conducted

²² Switch On, Victorian Government, see www.switchon.vic.gov.au.

Action	Progress
Develop 'Sustainable Building Standard and Guidelines' for Council buildings.	Achieved - these were finalised in June 2013 and are now in use.
Gradually replace existing electricity-booster hot water systems on Council owned buildings with either 5-star natural gas hot water units, or solar hot water systems.	Achieved - this is taking place as appropriate. Solar or instantaneous gas units are being used. Three hot water systems including one electric unit have been replaced at the Cardinia Cultural Centre with a commercial solar system.
Purchase flat screen energy efficient computers and monitors for all Council staff.	Achieved - this has occurred and energy efficient laptops have now also been provided to staff.
Ensure the future purchase of energy star compatible equipment and activate all energy reduction facilities on existing office equipment.	Ongoing - some energy reduction settings are set by users (i.e. laptop settings) and advocacy for the implementation of power-saving features continues.
Develop the new 5-star energy efficient Council building into a regional demonstration model of energy efficiency design and construction.	Achieved - this has been achieved with the new Council office in Officer.
Develop and trial a food waste program within Council's main administration building.	Achieved - an organics system is available in Council's main administration building (a worm farm).
Place timers or energy efficient devices on all urns within Council administration buildings	Achieved - timers have been placed on urns.

Significant progress has been made in achieving the above actions.

Council's emissions reduction target under the Greenhouse Reduction Strategy (20% by 2010 on 1996 levels) was not met, as emissions have risen from 3,976 tonnes of CO₂e in 1996 to 9,064 of CO₂e tonnes (a 56% increase, 76% above the target). This occurred due to the rapid population growth in the Shire and the provision of services to a growing community.

In 1996, the population in the Shire was 43,232²³, in 2014 it is 84,979.²⁴ This is a population increase of 41 per cent. Table 2 shows Council emissions levels per resident serviced in 1996 and 2012.

Table 2. Council emissions per resident served

Calendar year	Population	Emissions (tonnes CO ₂ e)	Emissions per resident (tonnes CO ₂ e)
1996	43,232	3,976	0.092
2012	84,979	9,064	0.11

²³ Australian Bureau of Statistics, Regional Population Growth, 1996-97, available from: [http://www.ausstats.abs.gov.au/ausstats/subscriber.nsf/0/CA25687100069892CA2568890028D7A6/\\$File/32180_1996-97.pdf](http://www.ausstats.abs.gov.au/ausstats/subscriber.nsf/0/CA25687100069892CA2568890028D7A6/$File/32180_1996-97.pdf)

²⁴ Cardinia Shire Council, Cardinia Shire Population Forecast, available from: <http://forecast2.id.com.au/Default.aspx?id=213&pg=5000>

Council emissions have risen by 16 per cent per resident over the past 16 years, showing the key need for action to reduce the emissions. Recent financial year analysis shows a slight decrease in emissions from 2011-12 (0.107 tonnesCO₂e/resident) to 2012-13 (0.101 tonnesCO₂e/resident). This reduction has been achieved by Council maintaining its emissions levels, while servicing a larger population.

3.2 Community actions and targets

Table 3 demonstrates Council's progress towards meeting community reduction actions.

Table 3. Community actions and targets

Action	Progress
Develop a sustainable energy education, awareness and marketing campaign for the community with particular focus on the residential, industrial and commercial sectors within Cardinia Shire.	Achieved – some progress with the Sustainable Homes program and agricultural emissions reduction program. Sustainability Expo delivered in 2010, 2011 and 2013. The provision of the planet savers schools program and regular information in <i>Connect</i> .
Develop and implement a school education program on greenhouse gas issues that promotes long-term behavioural change.	Achieved – the Planet Savers program was run through South East Councils Climate Change Alliance (SECCCA), and is now being managed by Sustainability Victoria.
Organise and provide a dedicated sustainability website.	Achieved – the sustainability section of Council's website is live and updated regularly.
Develop a policy document that clearly sets energy and water efficient standards for both commercial and industrial permits.	This is proposed to be implemented through the Sustainable Design Assessment in the Planning Process (SDAPP) model (see Section 5.7).
Support the provision of natural gas to rural townships in the municipality.	Achieved – Council has continued to support the provision of natural gas delivery to rural townships in the Shire.
Support and promote to farmers the five objectives from the National Plan for Greenhouse and Agriculture in collaboration with the Australian Greenhouse Office (AGO) and the Sustainable Energy Authority, including improved information on agriculture emissions and implications of greenhouse, climate change and appropriate adaptive responses.	Achieved – the agricultural efficiency project was run through SECCCA. Fifty farms in Cardinia and Bass Coast were involved in the project. This project improved farm productivity and reduced greenhouse gas emissions for farms involved.
Participate in the AGO 'Greenhouse Challenge' or similar program with a particular focus on local industries.	The Greenhouse Challenge program is no longer running.
Work with Council's Economic Development Unit and other relevant energy bodies to promote Cardinia Shire as an investment location to attract energy efficient or renewable energy markets/industries.	Achieved – Council's Economic Development Unit continues to work to attract businesses to the Shire, including those in the energy efficient or renewable energy markets.
Develop and implement an Integrated Sustainable Transport Strategy for Cardinia Shire.	Not Achieved – this has not been a key focus and no budget was available for this.

Action	Progress
Economically support and promote the implementation of the regional multi-use trail and Cardinia Shire Council Pedestrian and Bicycle Strategy.	Achieved – a pedestrian and bicycle strategy is being developed and a stage of the South Gippsland Rail Trail has been completed in Koo Wee Rup.
Economically support and promote an ongoing tree planting and revegetation program within the Shire to assist in sequestering growth in transport emissions. For example, the establishment of a Community Greenhouse Reduction Corridor along Toomuc Valley Creek, Pakenham.	Achieved – this has occurred with the establishment of the corridor along the Toomuc Creek and the Bunyip carbon sink planting.
Promote bicycle safety to school students in the municipality through supporting action of the Road Safety Strategy (2003) which seeks to implement a bicycle safety program for schools through VicRoads.	Achieved – this has occurred, the Streets Ahead program is supported by Council's health promotion staff.
Support and promote the 'Walking School Bus' program and assist in developing the program for availability to all interested primary schools in the municipality.	Achieved – Council has supported this program since 2003 and promoted the opportunity broadly.
Run a series of green plumber seminar workshops for local tradesman and community members in the municipality.	Achieved – Sustainable Homes Workshops have been provided alternatively.
Training for Development Services staff in subdivision design to meet current and future energy efficiency standards. i.e. Rescode multi-unit developments.	This will be part of the SDAPP rollout referred to in Section 5.7.
Introduction and training for Council staff in using the 'First Rate Program' developed by the Sustainable Energy Authority to assess building and planning applications for their energy efficiency rating.	Alternative and improved software (e.g. the STEPS tool) is proposed later in this strategy.
Encourage and promote sustainable residential development in Cardinia Shire by supporting an energy-efficient display home.	Achieved – an energy efficient display home has been developed through SECCCA in the City of Casey, and Council is looking for partnerships to develop one in Cardinia.
Promote and support both the Solar Hot Water Rebate Program and Natural Gas Hot Water Systems through assistance from the SEAV and AGA	Achieved - this has taken place in partnership with the energy innovation cooperative as part of its solar bulk buy initiative.
Support and adopt the introduction of the Sustainable Neighbourhood Code from Melbourne 2030 and the new mandatory 5-Star Energy Efficient Building Code for rating new homes.	Achieved – Council has advocated for these items and a 6-star Energy Efficient rating has been introduced.

Action	Progress
Establish a demonstration model (case study) of energy-efficient precincts/businesses in the Shire through media releases and <i>Connect</i> .	Achieved - a sustainable home in the Shire was featured in <i>Connect</i> , the sustainable display home at Selandra Rise has been promoted and the opportunity to participate in a tour of the Mornington Peninsula Ecohouse was organised for Cardinia residents.
Generate awareness about organic waste recycling.	Achieved – this has occurred through the compost bin rebate program.
Increase Council's purchase percentage of environmentally sustainable products as part of the Waste Wise Purchasing Policy. A price preference of 10% can be given for these products. As part of this, develop a list of preferred distributors of sustainable products.	Achieved – sustainable product purchasing continues to progress.
Increase frequency of green waste collection service in Cardinia Shire.	Achieved – collections are now more frequent and widespread.
Participate in the Waste Wise Schools Program run by Eco Recycle Victoria and the Gould League.	Achieved – Council supported this program in the Shire, resulting in two schools being certified as Waste Wise.

The previous strategy set a target to reduce community emissions by 10 per cent per capita by 2010, from 1996 levels. In 1996, community emissions were 510,909 tonnes of CO₂e per annum, they are now 750,785 tonnes of CO₂e per annum.

In 1996, the population in the Shire was 43,232²⁵, in 2014 it is 84,979²⁶. This is a population increase of 41 per cent. Table 4 shows the Shire's emissions levels per resident in 1996 and 2012.

Table 4. Community emissions per shire resident

Year	Population	Emissions (tonnes CO ₂ e)	Emissions per resident (tonnes CO ₂ e)
1996	43,232	521,127	12.1
2012	84,979	750,785	8.8

Cardinia Shire's emission levels per resident have dropped by 27 per cent, although the overall emissions continue to rise. The 10 per cent per capita reduction target has been achieved as efficiencies have been gained via improved technology, the use of renewable energy and an increase in population density.

²⁵ Australian Bureau of Statistics, Regional Population Growth, 1996-97, available from: [http://www.ausstats.abs.gov.au/ausstats/subscriber.nsf/0/CA25687100069892CA2568890028D7A6/\\$File/321801996-97.pdf](http://www.ausstats.abs.gov.au/ausstats/subscriber.nsf/0/CA25687100069892CA2568890028D7A6/$File/321801996-97.pdf).

²⁶ Cardinia Shire Council, Cardinia Shire Population Forecast, available from: <http://forecast2.id.com.au/Default.aspx?id=213&pg=5000>.

4 COUNCIL EMISSIONS

4.1 Emissions summary

Council's greenhouse gas emissions come from a variety of sources. Figure 4 provides a breakdown of Council's emissions in 2012. Table 5 provides a more detailed breakdown of Council's main sources of emissions.

Figure 4. Council greenhouse gas emissions

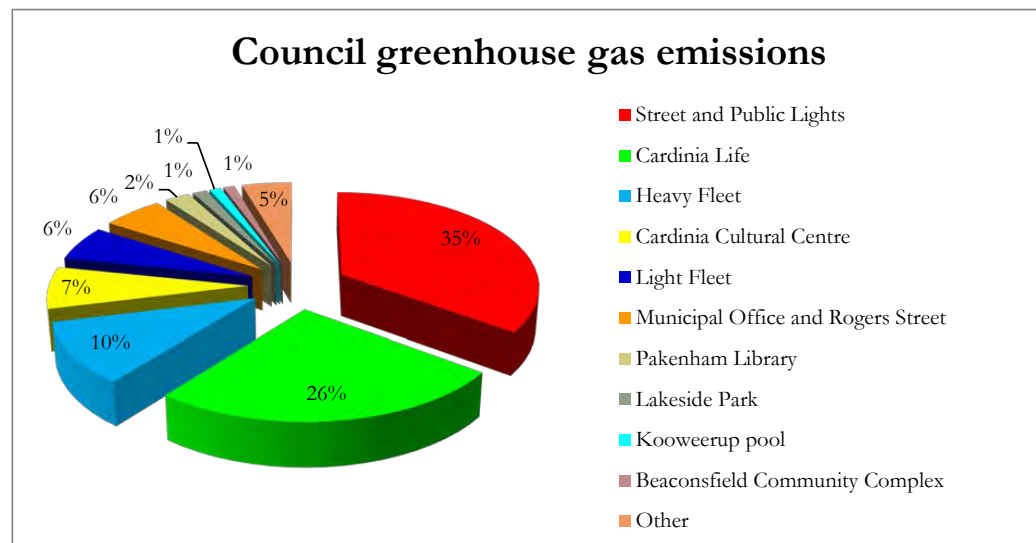


Table 5. Emissions breakdown

Emissions source	Total GHG emissions (tonnes CO ₂ e)	Percentage
Street and public lights	3175	35
Cardinia Life	2325	26
Heavy fleet	948	10
Cardinia Cultural Centre	644	7
Light fleet	534	6
Municipal office and Rogers Street	511	6
Pakenham Library	204	2
Lakeside park	119	1
Koo Wee Rup pool	97	1
Beaconsfield community complex	94	1
Other	413	5
Total	9064	100

Council's service provision to the community involves a broad range of activities that all have their own energy requirements. Street lighting, vehicles and the provision of community facilities are key emission sources.

Ninety per cent of Council's emissions come from six sources and proposed actions for each of these sources are outlined below. The remaining 10 per cent of Council's emissions are associated with smaller facilities, such as pools, parks, community centres, libraries, public toilets and barbecues. Green energy is currently purchased for 46 of Council's facilities, reducing emissions by 559 tonnes of CO₂e per annum (6%). Only facilities that Council has operational control over have been included in this analysis.

4.2 Street and public lighting

Street and public lighting is the largest source of greenhouse gas emissions for the Shire. Energy used to power street and public lighting accounts for 35 per cent of Council's greenhouse gas emissions, 3175 tonnes of CO₂e.

The community expects that Council will provide street and public lighting and Council needs to meet the Australian Standards for street lighting in the most efficient way possible.

In July 2011, a review of Council's street and public lighting confirmed that:

- Council has 6,730 street and public lights (at the time of the review)
- 35 per cent of these lights are using energy efficient compact florescent globes.

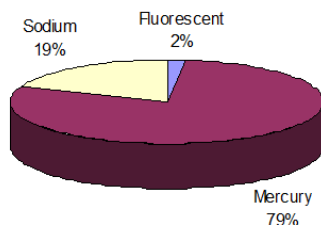
Between 2009 and 2011, all Council's 2,000 standard 80-watt and 50-watt street lights were upgraded to energy-efficient models, and energy-efficient technology is used for all street lighting installed in new development areas. The standard lighting upgrade resulted in a 7 per cent reduction in Council's overall emissions.

Figure 5 shows the change in lighting and energy consumption before and after the lighting upgrade. The efficiency of the fluorescent globes can be seen in 2011. Even though fluorescents represented 35 per cent of Council's globes at this time, they only consumed 13 per cent of Council's lighting energy due to their efficiency.

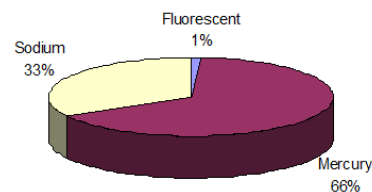
Council's next action for street and public lighting is to upgrade decorative street lights with energy-efficient models, as the efficient technology becomes approved. Decorative lights can be found in residential streets in the Shire especially around newer estates in Pakenham and these have a unique artistic look compared to standard lights.

*Figure 5. Lighting types and energy use***July 2009 lighting energy**

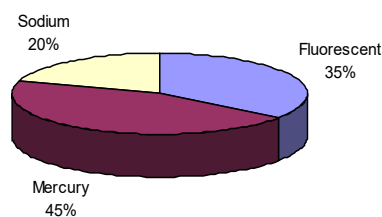
Proportional lamp type



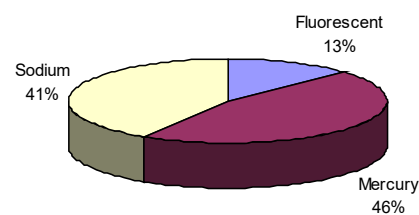
Percentage total energy use per lamp type

**July 2011 lighting energy**

Proportional lamp type



Percentage total energy use per lamp type



Only energy-efficient globes approved by the distribution business (AusNet Services) can be installed to upgrade street lighting. A variety of decorative lights exist in the Shire and replacement technology has only been approved for some of the decorative lights that are using the older less efficient technology. These 80-watt mercury vapour lights can be replaced with 42-watt compact fluorescent globes. Council anticipates more lamps gaining approval for replacement in the coming years and estimates by the time of the next replacement program at least 1,330 globes will be ready for replacement. Council has scheduled 500 globes for changeover in 2015-16, 500 for 2016-17 and 330 for 2018-19 in anticipation of additional replacement approvals.

The cost based on this assumption will be:

- approximately \$300 per fitting
- approximately \$400,000 for the 1,330 globes based on 2013 prices.

Cost savings will be achieved by purchasing and undertaking the changeover in bulk. This upgrade will:

- reduce overall Council emissions by 254 tonnes of CO₂e (2.8%)
- reduce street and public lighting emissions by 8 per cent
- save \$41,700 per year in energy costs.

Council will continue to advocate for the approval of replacement technology for the remainder of the street lighting, including the remaining 80-watt mercury vapour decorative and the higher intensity high pressure sodium lights. Council will also work towards sourcing renewable energy for street lighting as outlined in the renewable energy section of this plan (Section 4.14), and investigate efficient street lighting technology as it emerges, including control technology.

4.3 Cardinia Life

Cardinia Life is the premier health and recreational facility in Cardinia Shire. Cardinia Life is a 10,000 m² facility and has a variety of programs, services and facilities to suit the needs of the community.

The facilities on offer at Cardinia Life include:

- fully equipped health club
- group fitness rooms
- 25-metre 8-lane indoor swimming pool
- warm water program pool
- leisure pool with interactive water features
- eight-court stadium
- creche facilities
- cafe.

The facility is visited more than 920,000 times per year. It is also the second largest source of greenhouse gas emissions for the Shire. In 2012 it represented 26 per cent of emissions, 2,325 tonnes of CO₂e.

A successful funding application was made to the Australian Government's Community Energy Efficiency Program to undertake an environmental upgrade of the facility. The entire project is valued at \$740,000 and 50 per cent of the funding is being provided by the Australian Government.

The project is anticipated to save up to:

- \$111,800 per year in energy costs per annum
- 1,224 tonnes in CO₂e emissions.

About 1,224 tonnes of CO₂e represents a reduction of 53 per cent of the emissions of Cardinia Life and 14 per cent of Council's overall emissions. The upgrade activities are shown in Table 6.

Table 6. Cardinia Life upgrade activities

Activity	Upfront cost	Savings per annum	GHG emissions savings (tonnes CO ₂ e)	Payback period (years)
Lighting	\$190,000	\$33,000	269	5.76
Cogeneration	\$360,000	\$65,900	850	5.46
Dehumidification control and tuning	\$60,000	\$6,700	76	8.91

Activity	Upfront cost	Savings per annum	GHG emissions savings (tonnes CO ₂ e)	Payback period (years)
Packaged air conditioning units improvement	\$4,000	\$1,100	13	3.64
Instantaneous hot water	\$6,200	\$1,400	16	4.43
Power factor correction	\$12,000	\$3,700	–	3.27
Project management and communication	\$107,800	N/A	N/A	N/A
Total	\$740,000	\$111,800	1,224	6.6

No emissions savings are shown in relation to the power factor correction work, as emissions savings for this work cannot be accurately calculated. The power factor correction will improve the way the facility interacts with the electricity grid, improving the electricity delivery to the site and reducing network losses and infrastructure upgrade requirements. This will also save Council money, as Council will avoid a penalty charge on its electricity bill for having a poor power factor at the facility.

The project is currently in the stage of implementation and is due for completion in late-2014. Cardinia Life will remain a major emissions source for Council following the upgrade works. Council will also include the facility in any renewable energy agreement formed, as referred to in the renewable energy section (4.14), and consider future upgrades as new technology becomes cost effective.

4.4 Heavy and light fleet

Council's heavy fleet includes buses, earthmoving equipment, trucks, street sweepers and tractors, and represents 10 per cent of emissions; 904 tonnes of CO₂e per year. These vehicles are used for providing services and maintaining assets for the community.

Emissions from Council's light fleet (cars) represent 6 per cent of greenhouse gas emissions; 534 tonnes of CO₂e per year. Council has continually worked on sourcing the most fuel efficient vehicles in each vehicle class, which has achieved a 30 per cent improvement in vehicle efficiency in recent years. Council will continue to source efficient vehicles for its fleet.

Training on efficient driving has been shown to reduce fuel usage by 5–25 per cent. Council anticipates rolling out 'eco driver' training to the majority of Council drivers from 2014, through SECCCA.

The training is conservatively estimated to achieve:

- a 5 per cent reduction in fleet greenhouse gas emissions
- a reduction of 41 tonnes of CO₂e emissions per annum for the heavy fleet
- a reduction of 44 tonnes of CO₂e emissions per annum for the light fleet
- a 1 per cent reduction in Councils overall greenhouse gas emissions.

Ongoing monitoring will take place to assess the effect of the driver training.

In addition to the eco driver training, Council will purchase offsets for 686 tonnes of CO₂e emissions from the heavy fleet per year from 2015-16. This will:

- reduce heavy fleet emissions by 76 per cent
- provide experience in purchasing offsets.

With the challenge of peak oil Council will continue to investigate alternative methods to fuel its fleet. Council has recently purchased a Hybrid Camry as part of this shift. Council will purchase additional offsets for vehicle emissions from 2023 as discussed in Section 4.15 of this plan.

4.5 Cardinia Cultural Centre

Cardinia Cultural Centre is the largest arts and cultural centre in the Shire. It is visited more than 69,000 times per year by a broad cross-section of the community including school and community groups. The facility represents:

- 7 per cent of Council's greenhouse gas emissions
- 644 tonnes of CO₂e emissions per year.

A solar hot water system has been installed recently, replacing two gas storage hot water units and one electric storage unit with 60 evacuated tube solar collectors, a storage tank and an instantaneous gas booster. This project has been partly funded by the Local Government Energy Efficiency Program through the Australian Government. The \$30,000 project is anticipated to save 7.3 tonnes of CO₂e per year.

A detailed audit of Cardinia Cultural Centre was commissioned in May 2013 to identify further upgrade opportunities at the centre. Table 7 provides a summary of the audit's recommendations.

Upgrade activities are anticipated to save at least an additional 223 tonnes per year of CO₂e. Combined with the solar hot water project, the results will be a:

- 36 per cent reduction in the facilities emissions
- 2.6 per cent reduction in Councils overall emissions.

Council will also work towards sourcing renewable energy for the centre, as discussed in the renewable energy section of this report (4.14).

Table 7. Cardinia Cultural Centre environmental upgrade

Activity	Cost	Energy savings (kWh pa)	Cost savings (pa)	GHG savings (t/co ₂ e/pa)	Payback period (years)
Isolate kitchen heating system and fine tune air handling units controls	\$10,500	85,000 kWh pa (electricity) 332 gj pa (gas)	\$18,500	96.7	0.6
Reprogram building management system to correct observed deficiencies	\$3,500	13,500	\$2,500	16.5	1.4

Activity	Cost	Energy savings (kWh pa)	Cost savings (pa)	GHG savings (t/co2e/pa)	Payback period (years)
Install variable speed drive on chilled water circulating pump	\$6,000	10,000	\$1,900	9.2	3.2
Upgrade down lights to light emitting diodes (LEDs)	\$5,500	17,600	\$4,700	16.2	1.2
Convert T8 fluorescent lights to more efficient T5s (or LEDs)	\$5,000	13,400	\$3,200	12.3	1.6
Upgrade 300W tungsten lamps to 230W versions	\$700	11,600	\$2,700	10.7	0.3
Upgrade liner incandescent lighting to 7W LEDs	\$2,700	3,800	\$1,000	3.5	2.7
Install 35Kw solar photovoltaic system	\$86,300	47,250	\$10,400	57.6	8.3
Total	\$120,200	202,150 kWh (electricity) 322 gj (gas)	\$44,900	223	2.7

4.6 Council's office space

Council's current office spaces in Henty Way and Roger Street Pakenham are the fifth highest source of emissions. Combined they represent:

- 6 per cent of our greenhouse gas emissions
- 511 tonnes of CO2e emissions per annum.

Cardinia Shire Council partnered with Places Victoria to build a civic centre in the heart of the new Officer town centre to replace these office spaces. This building will be the first 'green star' accredited building in Melbourne's south east urban growth corridor and act as a catalyst for sustainable design in the region. The facility will incorporate passive design principles to minimise energy requirements.

The development will achieve 5-star 'Office Design' and 'As Built' ratings using the 'Green Star' rating tool. Under the National Australian Built Environment Rating System (NABERS), the facility will be operated to achieve 5.5-star energy and 6-star water 'whole building' ratings (6-star is the highest rating on the NABERS scale).

The facility will:

- save 138 tonnes of CO₂e emissions per year compared to Council's current office space
- reduce emissions associated with Council's office space by 27 per cent per year
- reduce Council's overall emissions by 1.5 per cent
- save 563 tonnes of CO₂e emissions per year and \$89,700 in energy costs, when compared to Council occupying an average commercial building of the same size.

Council will be moving to the new office in 2014. Council will consider signing up to the 'CitySwitch' green office program to coincide with the move. CitySwitch is a national energy management program for office occupants run in partnership between capital city councils and state government departments.

4.7 Pakenham Hall, Library and U3A

The Pakenham Library, Hall and U3A was opened in June 2011. The facility contains many sustainable design features such as energy-efficient lighting and orientation to improve solar gain in winter and provide protection from the summer sun. The facility is located in central Pakenham and represents 2 per cent of Council's CO₂e emissions; 204 tonnes of CO₂e emissions per year. Since the facility's construction the cost and efficiency of solar and lighting technology has improved significantly.

An audit was conducted of the facility in mid-2013, as part of the development of this strategy. The actions in Table 8 were identified as cost-effective upgrade opportunities, given technology improvements since the time of the facility's construction. These actions and their timing are also are listed in Council emissions action plan on page 35.

Table 8. Pakenham Library Hall and U3A upgrade activities

Activity	Cost	Energy savings (kWh pa)	Cost savings (pa)	GHG savings (t/co ₂ e/pa)	Payback period (years)
Lighting upgrade	\$13,800	24,838	\$6,000	30.3	2.3
Solar power installation	\$37,500	19,710	\$5,000	24	7.5
Economy cycle on Heating, Ventilation and Cooling system	\$28,000	11,858	\$3,000	14.5	9.3
Total	\$79,300	56,406	\$14,000	68.8	5.7

4.8 Lakeside Park

The fountain that runs in the lake in Lakeside Pakenham provides water quality and aesthetic functions but is a high energy consumer. This fountain operates under a timer and a wind sensor to reduce its operational hours.

The fountain creates 119 tonnes of greenhouse gas emissions per year, representing 1 per cent of Council's emissions. The fountains operation has been reviewed as part of an energy audit. Due to the significant amount of energy the fountain consumes, careful management is anticipated to

reduce the fountain's energy use by more than 50 per cent; saving Council at least 60 tonnes of greenhouse gas emissions per year.

4.9 Koo Wee Rup outdoor pool

Koo Wee Rup outdoor pool facility, including a heated 33-metre pool, program pool, and toddlers' pool, is located on Rossiter Road, Koo Wee Rup. The facility is open during the warmer months when it is most popular with the community. The facility is responsible for 97 tonnes of CO₂e emissions per year, and represents 1 per cent of Council's emissions. An energy audit of the facility recommended the actions shown in Table 9.

Table 9. Koo Wee Rup outdoor pool energy efficiency projects

Activity	Cost	Energy savings (pa)	Cost savings (pa)	GHG savings (t/co ₂ e/pa)	Payback period (years)
Lighting upgrades	\$2,000	3,053 kWh	\$400	2.3	5.2
Installation of VSD units on pool pumps	\$7,200	5,443 kWh	\$1,200	7.3	6
Boiler upgrade	\$5,000	37,162 MJ (LPG)	\$1,600	2.4	3.1
Total	\$14,200	8,496 kWh (electricity) 37,162 MJ (lpg)	\$3,200	12	5.7

These actions, are listed in the action plan will take place as part of a retrofit program in 2017-18.

4.10 Beaconsfield Community Complex

Beaconsfield Community Complex provides a variety of spaces for community activities, training and events. It also houses the Beaconsfield Kindergarten. Of Council's emissions, the facility represents 1 per cent or 94 tonnes CO₂e emissions per year.

An energy audit of the facility recommended a variety of lighting upgrades at the site including the installation of energy efficient LEDs. Table 10 indicates the details of the lighting upgrade project.

Table 10. Beaconsfield Community Complex upgrade projects

Activity	Cost	Energy savings (kWh/pa)	Cost savings (pa)	GHG savings (t/co ₂ e/pa)	Payback period (years)
Lighting upgrades	\$30,000	38,008	\$7,900	51.4	3.8 years

This action, including its timing, is listed in the action plan.

4.11 New facilities

Council requires that all new facilities are constructed to strict sustainable design guidelines. The majority of energy required for new facilities should be provided via solar electricity systems or other sustainable onsite power generation, where practical and economically viable. The capital funding required for the solar power or other onsite electricity generation will be provided via each facility's construction budget, which is not accounted for in this strategy.

Where economically viable, preference will be to purchase 100 per cent certified green power for any energy required to be purchased for these facilities. This will ensure that Council's emissions do not rise as new facilities are constructed. The anticipated additional cost each year to Council's electricity bill is \$2,000.

An example of this strategy in place is the Toomah Community Centre. Toomah is a multi-use community centre that includes consultation rooms, meeting rooms, performance space, a cafe and kitchen. A 30Kw solar system is proposed for the centre, that will provide a significant percentage of its energy requirements. The new Henry Road East children's centre is following a similar model; a 25Kw system has been installed at this centre.

To ensure the cost-benefit of the solar systems, they are being sized for all new facilities to meet the peak energy demand in summer. If solar systems are oversized they are not cost effective due to the poor rates paid for electricity fed into the grid.

4.12 Staff behaviour change programs

Council's internal behaviour change programs and Eco Team will encourage sustainable behaviour among staff. Behaviours such as reducing printing and ensuring computers, lights and other devices are switched off at the end of the day can make a significant impact in terms of reducing energy consumption and greenhouse gas emissions. An analysis based on recent after hours energy audits of Council office space indicates at least 30 tonnes of CO₂e emissions can be saved per annum by the promotion and adoption of energy-efficient behaviour by staff.

4.13 Other facilities

While the 10 emission sources described above represent more than 95 per cent of Council's greenhouse gas emissions, the emissions from other facilities are also being investigated. Equipment at the end of its life will be replaced with more efficient models, and lighting or other simple upgrades across all facilities will be considered.

Council will also be exploring purchasing renewable energy for all facilities as described in Section 4.14. Once the detailed initiatives outlined for the 10 main emissions sources are completed, an auditing and retrofit program for smaller Council facilities will be implemented. It is anticipated that this retrofitting program of smaller facilities will cost \$100,000 and pay for itself within four years (a saving of \$25,000 per year).

4.14 Renewable energy

Council currently purchases more than 6 million kilowatt hours of electricity per annum, and 8 per cent of its electricity is accredited green energy from the electricity retailer.

A more cost-effective way of purchasing renewable energy can be achieved through a power purchasing agreement. A power purchasing agreement is a long-term contract for the purchase of power, often from a renewable energy facility.

A long-term power purchasing agreement will provide a renewable energy company with a guaranteed customer for their power. This will provide them with the financial certainty they need to invest in renewable energy infrastructure.

Council will investigate purchasing all its required electricity from a renewable energy facility via this or other competitive mechanisms. This should allow Council to access power at a reduced

rate, from a renewable source. This will take place following the completion of the identified energy efficient retrofit activities, and other actions to reduce energy consumption.

Council will look at group purchasing and tender options for its renewable energy purchase. The process of sourcing the renewable energy will be timed with Council entering a new contract for its electricity needs, unless the renewable energy component is decoupled from Council's electricity supply. Procurement Australia, that currently runs Council's electricity procurement process, may be part of this action.

Decoupling renewable energy purchasing allows renewable energy credits to be purchased separately from the electricity supply contract and can provide competitive pricing.

This proposed renewable energy purchase will reduce Council's emissions by an additional 4,642 tonnes of CO₂e per year (46%) following the efficiency measures described in this strategy.

Council will also continue to install solar energy systems on new and existing facilities where appropriate. Council has set a price cap in relation to the renewable energy purchase, as outlined in table 11. Council will not spend more than this price cap on renewable energy and if purchasing renewable energy is not affordable, offsets will be investigated as an alternative.

4.15 Carbon offsets

Following the sourcing of electricity from a renewable source, all that will be remaining of Council's emissions will be 1,328 tonnes of CO₂e from vehicle emissions and gas usage. It is estimated \$6,000 per annum will be required to offset these remaining emissions from the year 2023. By 2024, Council aspires to be supplied via renewable electricity, have implemented a variety of energy efficiency measures, and to be certified Carbon Neutral through NCOS or a similar standard.

4.16 Council emissions action plan

Table 11 shows a summary of proposed emission reduction actions over the next 10 years for Council.

Table 11. Council emissions reduction summary

Area	Proposed Action	Cost	GHG saving (tonnes CO ₂ e per annum)	Timeframe	Cost saving per annum	Responsibility
All Council facilities	Promote and reward energy efficient behaviour	\$500 pa (\$5,000)	30	Ongoing	\$2,000	Environment and Engineering
Lakeside lake	Investigate efficient management of the fountain	N/A	60	2014 onwards	\$12,300	Operations
Cardinia Life	Environmental upgrade project	\$370,000	1224	2013-14 to 2014-15	\$111,800	Building and Facilities
Civic centre	New green star centre	N/A for construction up to \$2,000 pa from 15/16 for NABERS assessment (\$18,000)	138 based on current emissions (563 compared to moving to a standard building)	2013-14	\$89,700 compared to moving to a standard building	Building and Facilities
Fleet	Eco-driver training	\$24,000	85	2013-14 to 2015-16	\$50,000	Operations
Cardinia Cultural Centre	Environmental upgrades	\$120,000	230	2014-15	\$44,900	Building and Facilities
Beaconsfield Community Complex	Environmental upgrades	\$30,000	51	2014-15	\$7900	Building and Facilities

Area	Proposed Action	Cost	GHG saving (tonnes CO2e per annum)	Timeframe	Cost saving per annum	Responsibility
New facilities	Incorporate sustainable design, solar PV and purchase green power for energy supply	\$56,000 (\$2,000 cumulative pa for green power)	1000	2015-16 to 2021-22	N/A	Buildings and Facilities
Heavy fleet	Offset purchase	\$3,000 pa (\$27,000)	686	From 2015-16	N/A	Environment and Engineering
Street lighting	Decorative lighting upgrade	\$400,000	254	2015-16, 2016-17 and 2018-19	\$41,700	Environment and Engineering
Pakenham Library, Hall and U3A	Environmental upgrades	\$80,000	69	2017-18	\$14,000	Building and Facilities
Koo Wee Rup Pool	Environmental upgrades	\$14,000	12	2017-18	\$3,200	Building and Facilities
Solar power	Roll out photovoltaic solar systems to Council buildings where cost effective	\$20,000 pa (\$120,000)	125	2018-19 onwards	\$30,000	Environment and Engineering
Smaller facilities	Retrofit program	\$100,000	130	2018-19 and 2019-20	\$25,000	Building and Facilities
Review of plan's targets	Conduct a detailed review of the aspirational carbon neutral target in relation to renewable energy and offset market conditions	N/A	N/A	2021-22	N/A	Environment and Engineering

Area	Proposed Action	Cost	GHG saving (tonnes CO2e per annum)	Timeframe	Cost saving per annum	Responsibility
Energy supply	Purchase 100% renewable electricity through a power purchasing agreement and infrastructure installation, or offset emissions	Up to \$50,000 pa (\$100,000)	4642	From 2022-23	N/A	Environment and Engineering
Offsetting	Offset the remainder of Councils emissions	\$6000 pa (\$6,000)	1328	2023-24	N/A	Environment and Engineering
Certification	Carbon neutral	\$40,000	N/A	2023-24	N/A	Environment and Engineering
Total		\$1,510,000	10,064		\$432,500 pa \$3.7m over the strategy (\$2.2m net savings)	

The cost of the carbon offsets and renewable energy can be paid for by the savings achieved from energy efficiency projects. The above table indicates costs to demonstrate return on investment. Some activities have already been paid for at the time of developing this strategy. Table 17 provides a financial summary of new costs to Council for this strategy's implementation.

4.17 Council emission reduction targets

Council will be following a simple process to eliminate emissions. This process can be summarised in three steps:

1. Improve efficiency of Council facilities.
2. Purchase green power.
3. Offset remaining fuel and gas emissions.

Based on the above, aspirational reduction targets for Council's emissions are:

- by 2018, a 33 per cent reduction on emissions (based on the year 2012 levels)
- by 2022, a 85 per cent reduction on emissions (based on the year 2012 levels)
- by 2024, a 100 per cent reduction in emissions and certified carbon neutral status achieved.

By 2024 Council's aspirational target is to be certified carbon neutral under the Australian Government's National Carbon Offset Standard (NCOS) or similar standard. NCOS provides a process for official carbon neutral certification.

The carbon neutral target in this plan is aspirational due to the extended timeframe for the plan and uncertainty regarding the future renewable energy and carbon offset markets. In 2021, a review of the aspirational target will take place. The review will consider market conditions at that time and their implications in relation to the aspirational target. At the time of the review a decision regarding the continued pursuit of the carbon neutral target will be made.

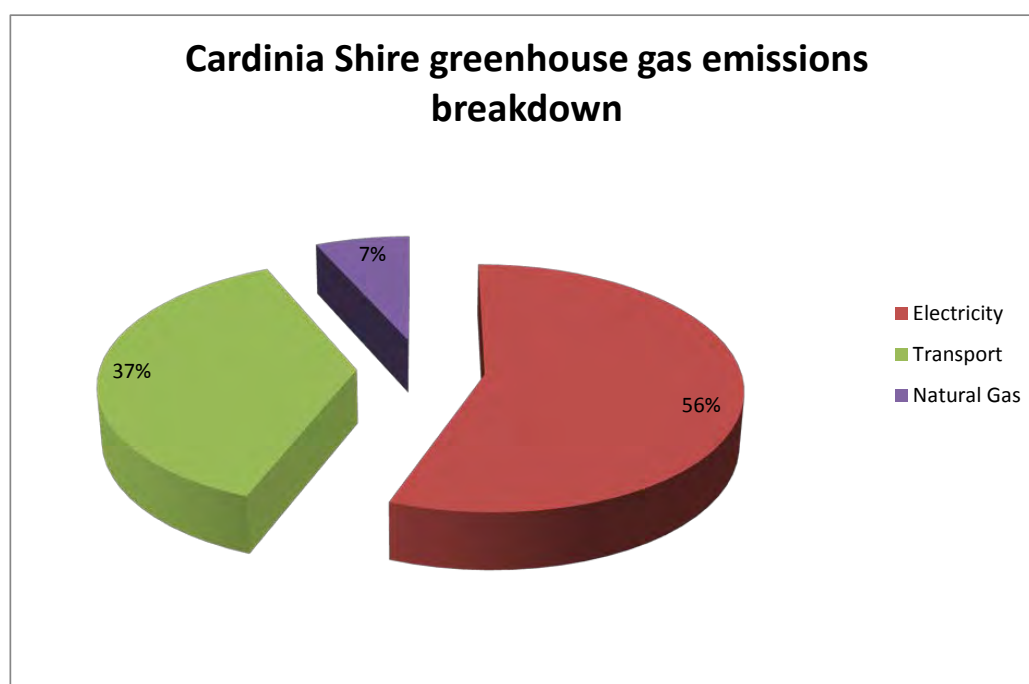
5 COMMUNITY EMISSIONS

5.1 Emissions summary

Greenhouse gas emissions from the community come from a variety of sources. The majority of community emissions are from electricity use. This is followed by transport and gas usage.

Figure 6 provides a breakdown of community greenhouse gas emissions in the Shire (electricity 56%, transport 37% and natural gas 7%).

Figure 6. Cardinia Shire community greenhouse gas emissions

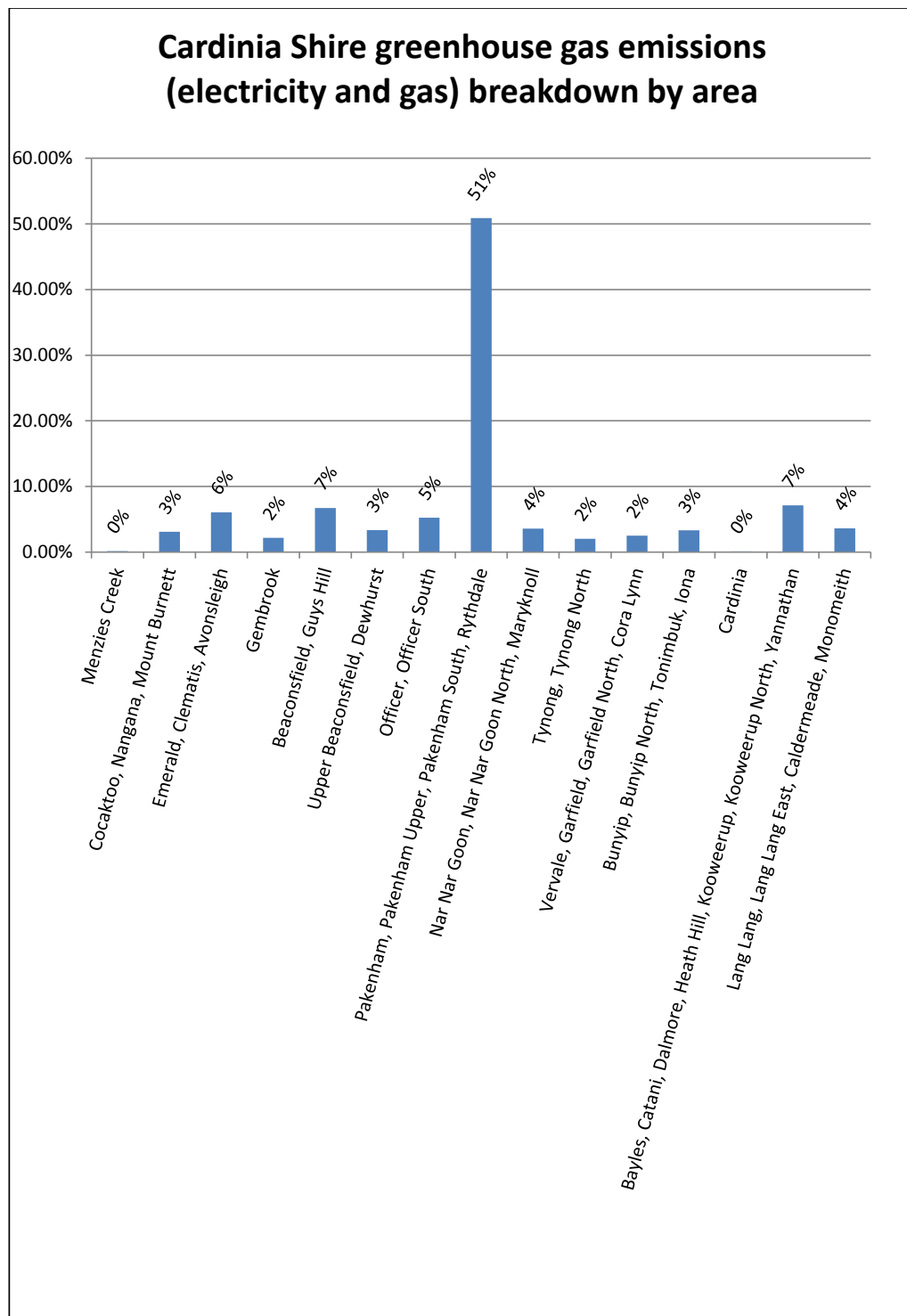


Total annual emissions based on 2012 electricity data, current population data for transport emissions and 2012 natural gas data are 750,785 tonnes of CO₂e per annum. Figure 7 shows emissions related to electricity and natural gas consumption per postcode area. More than 50 per cent of emissions take place in Pakenham, with other areas of high emissions including Koo Wee Rup, Beaconsfield and Emerald. Emissions in Officer are growing quickly with this township's development.

Community emissions have shown a trend of increasing in recent years, in line with population increases. Council will attempt to stop this growth in emissions via the actions outlined in this section of the plan.

Community emissions data is based on transport fuel combustion, electricity usage and natural gas usage. Other sources of greenhouse gas emissions, such as methane production from agriculture and waste, are outside of the scope of this energy-focused plan. Council acknowledges these other emissions sources, and supports efforts to reduce them.

Figure 7. Cardinia Shire community greenhouse gas emissions by area



5.2 Electricity

The largest source of greenhouse gas emissions in the Shire comes from the consumption of electricity. Figure 8 shows the 13 per cent increase in emissions that has taken place between 2007 and 2012 (due to population increases). In 2012 (the last available data), emissions from electricity in the Shire were 417,762 tonnes of CO₂e per annum.

Figure 8. Greenhouse gas emissions electricity by year

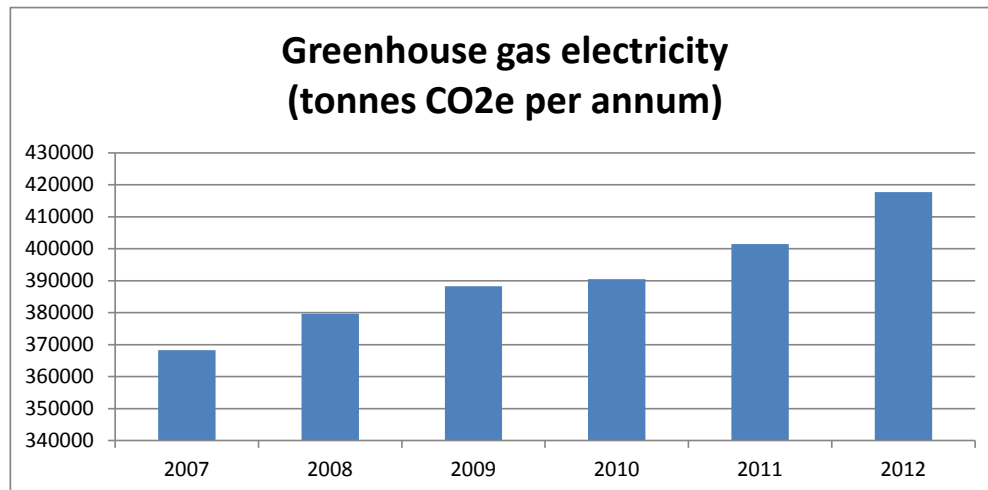
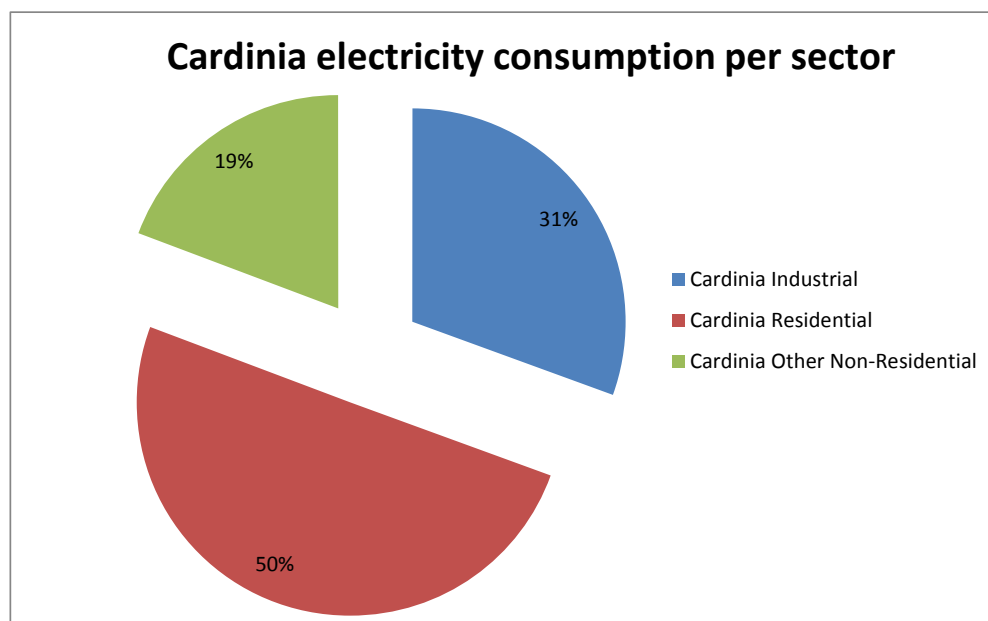


Figure 9 shows electricity consumption in the Shire per sector, clearly indicating that residential consumption is the highest source of electricity consumption at 50 per cent.

Figure 9. Cardinia electricity consumption per sector



5.3 Transport

Transport emissions in the Shire have been modelled at 282,500 tonnes of CO₂e per year per annum, 3.7 tonnes of CO₂e per person, based on the Victorian average.²⁷ Light vehicles as well as commercial vehicles make up the mix of these emissions. This also takes into consideration the emissions caused by transporting goods to and from the Shire.

5.4 Gas

Greenhouse gas emissions from the consumption of natural gas in the Shire are 50,522 tonnes of CO₂e per year. The most common gas usage in the Shire is for heating and cooking. Consumption of bottled gas in the Shire for outdoor heaters and barbeques and for usage in areas where mains gas is not available has been excluded from this analysis due to the unavailability of data. The emissions from LPG consumption are estimated to be small, as in areas where non-mains gas is available, electricity is often used as an alternative.

Figure 10 demonstrates that in Cardinia Shire, 87 per cent of natural gas is used for residential purposes and only 13 per cent for commercial.

Figure 10. Greenhouse gas emissions from natural gas in Cardinia Shire

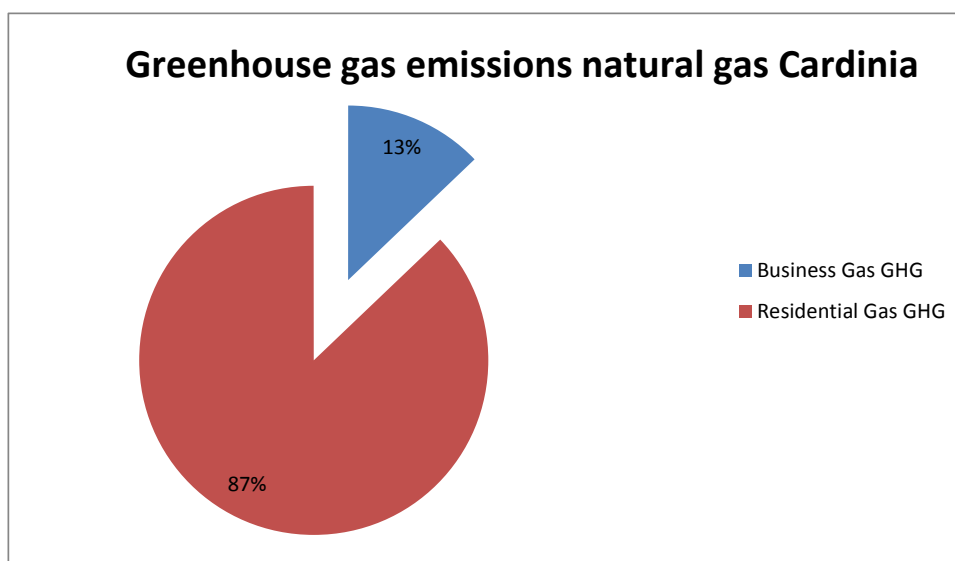
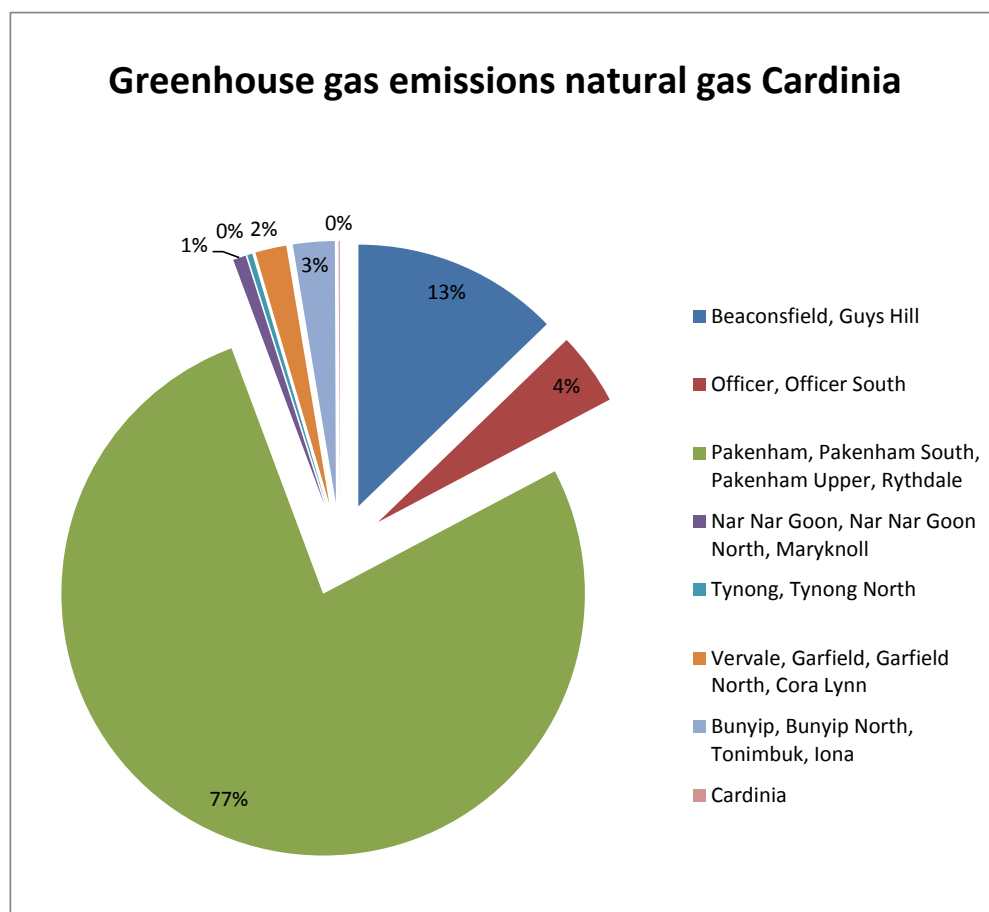


Figure 11 shows natural gas, greenhouse gas emissions by postcode; 77 per cent is produced by Pakenham, Pakenham South, Pakenham Upper and Rythdale (postcode 3810) and the remaining 23 per cent is produced by the rest of the Shire.

²⁷ For data on Victorian Transport Emissions see: State Government Victoria, Information Sheet Victorian Greenhouse Gas Inventory - 2007, available from: http://www.climatechange.vic.gov.au/_data/assets/pdf_file/0020/74063/VGGI2007.pdf For population data see: Australian Bureau of Statistics 2008, 3235.0 - Population by Age and Sex, Regions of Australia, available from: <http://www.abs.gov.au/ausstats/abs@.nsf/Products/3235.0~2007~Main+Features~Victoria?OpenDocument>

Figure 11. Greenhouse gas emissions from natural gas in Cardinia Shire – by area



The majority of natural gas related greenhouse gas emissions occur in the population centre of Pakenham, followed by Beaconsfield.²⁸

5.5 Residential solar electricity

The production and feeding in of renewable energy from solar panels has increased rapidly over the last four years. Approximately 900 times more energy was being fed into the grid from solar in 2012, compared to 2007. The amount of energy fed into the grid from small scale solar systems in the shire equates to over half a percent of total electricity consumption.

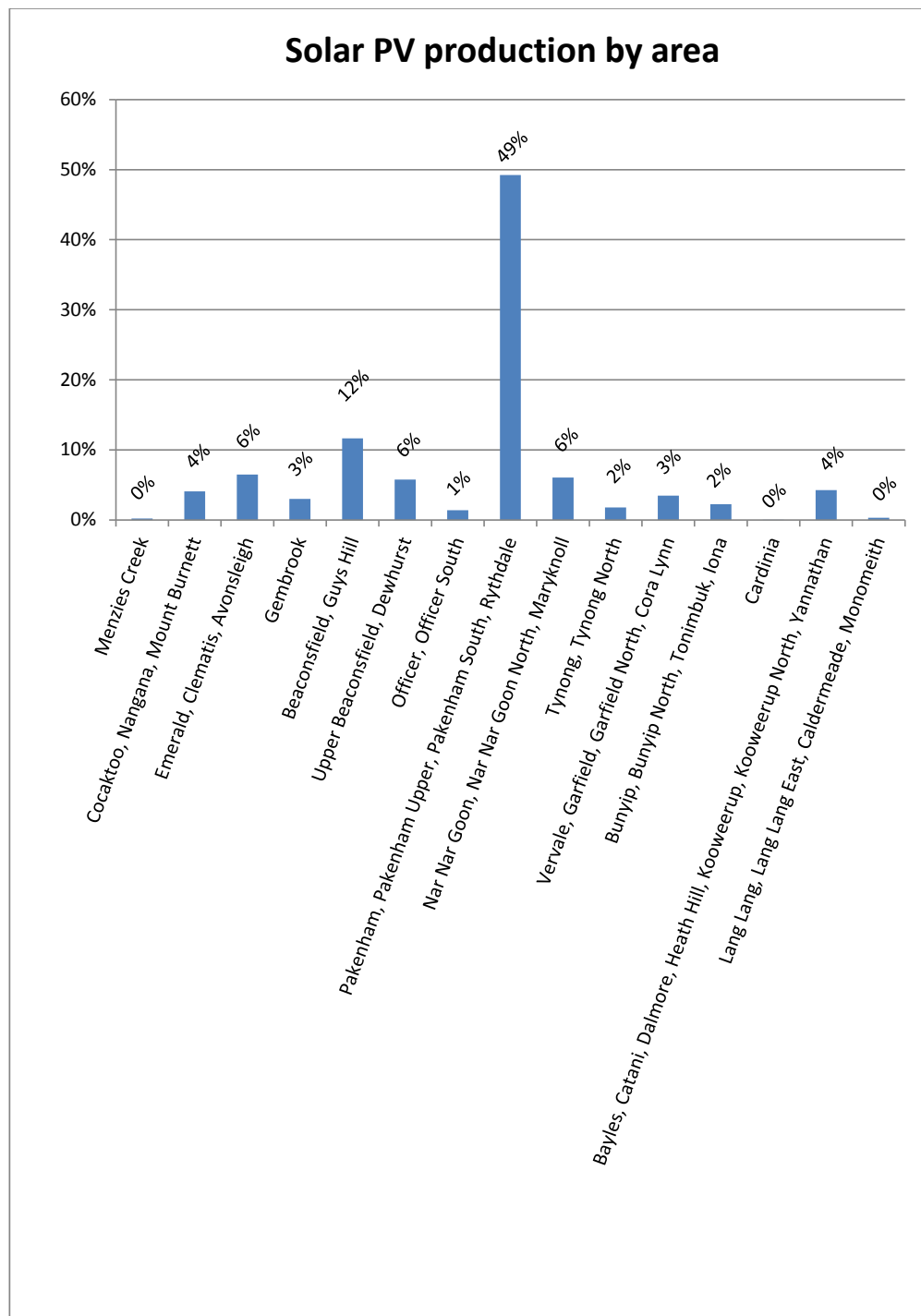
Figure 12 shows the amount of solar that fed into the grid by postcode area in 2012. This production has been proportionately higher in the regions of Upper Beaconsfield, Guys Hill, Nar Nar Goon, Nar Nar Goon North and Maryknoll, considering the population of these areas.

If solar installations continue at the current rate, the community will have enough solar power to provide its electricity needs in the near future. The outlook for the solar trend to continue is

²⁸ Mains gas consumption data provided by the APA group
Cardinia Shire Council Aspirational Energy Transition Plan 2014–24

positive, as the price of residential solar continues to drop. Solar is being installed on both new and existing houses.

Population and housing numbers are set to continue to rise in the Shire. Figures 13 and 14 show how the environmental impact from energy use (electricity and gas) in new housing in the Shire can be reduced by more than 50 per cent from the inclusion of Solar PV. The scenario presented in Figure 14 is possible given the reducing cost of solar PV. The modelling has taken place for houses built to 6-star and above standards (6-star is the minimum permitted thermal performance rating for new houses in Victoria). Figure 13 also demonstrates the challenge in managing emissions in a Shire with a rapidly growing population.

Figure 12. Solar PV by area²⁹

²⁹ SP Ausnet Electricity data, provided by the Northern Alliance for Greenhouse Action
 Cardinia Shire Council Aspirational Energy Transition Plan 2014–24

Figure 13. Greenhouse impact of new house in the Shire business as usual model

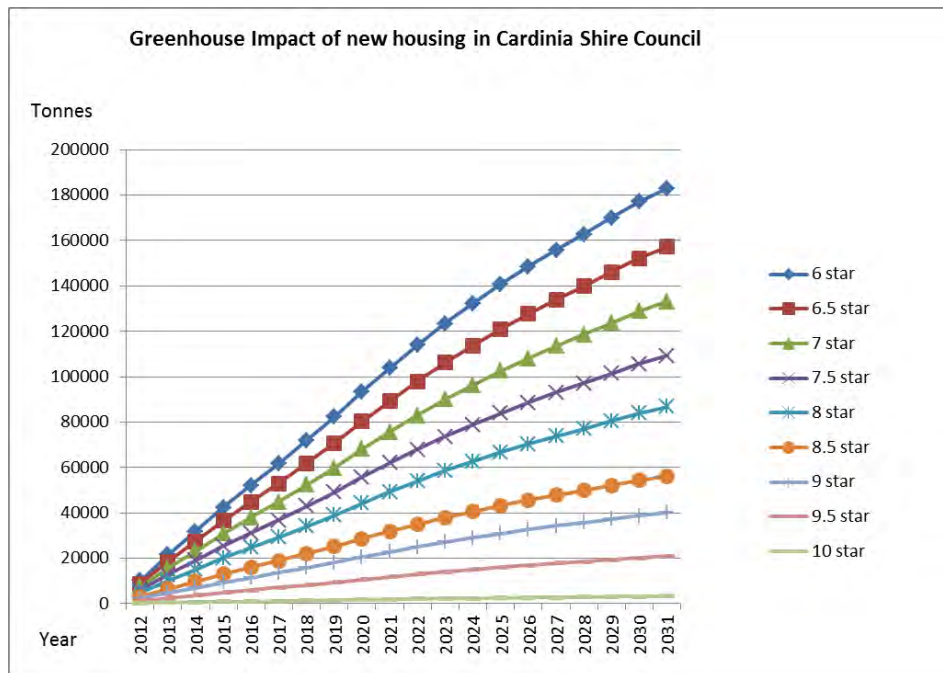
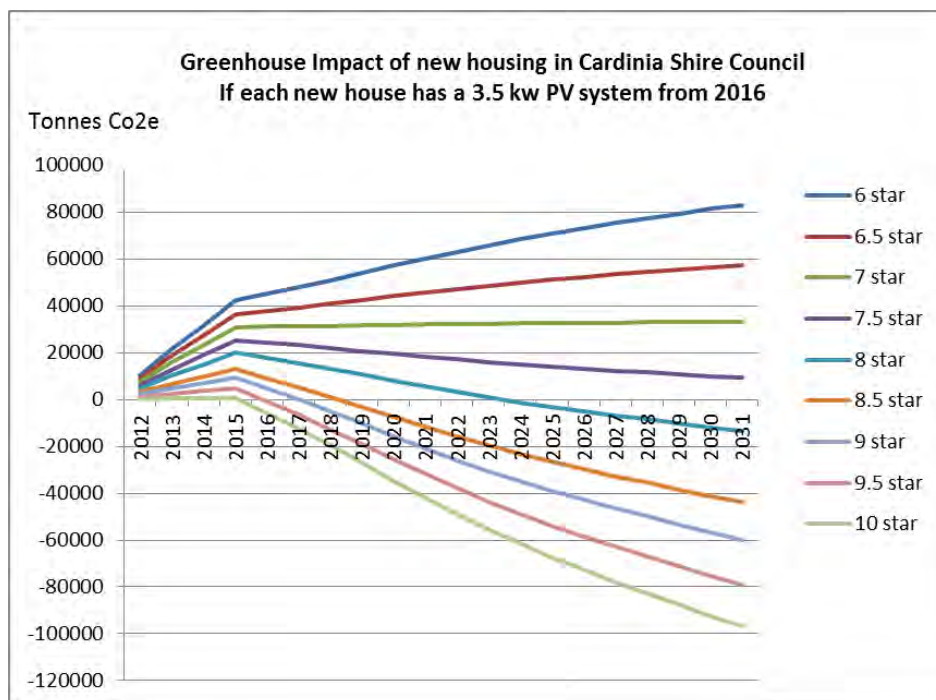


Figure 14. Greenhouse impact of new housing in the Shire with solar PV installation



One of the key up-front barriers to the installation of solar PV is the initial cost. While it is understood that solar panels will reduce electricity bills, many in the community are not able to access the required capital to have panels installed.

Financing mechanisms for solar PV, where the savings achieved through the installation of panels are used to pay off finance that was accessed for their purchase, are increasing in popularity. On-bill financing is also being introduced by electricity retailers. This allows customers to pay a similar amount for their regular electricity bill, as the savings achieved from the solar panel installation can match the loan repayment amounts. This method allows solar to be installed with no upfront cost.

On-bill financing is currently being aimed towards commercial customers, but will hopefully extend to residential customers in the future.

5.6 Renewable energy and energy efficiency financing

Council will explore how it can support financing renewable energy and energy efficiency for the community. One model being envisioned allows commercial property owners to access a loan from a financial institution for energy efficiency works or solar panels and repay the loan from the achieved energy savings through an environmental upgrade charge attached to their property.

The above model makes finance easier to access due to the guarantee of the funds being recovered through the environmental upgrade charge (repayable via the rates mechanism). It also means that the repayments on the improvements to a commercial building are attached to the property, so if the property is sold the new owners, who reap the benefits of the upgrade, will also pay for them through the savings they are achieving. It also allows the cost of the upgrade to be split in commercial buildings among building owners and tenants, as the benefits of an upgrade are received by both parties.

This model will require, and will only be possible via, a change in Victorian Government legislation. A similar change has occurred for commercial properties in New South Wales and in Victoria (for the City of Melbourne), for which Council will advocate. If the model is implemented, it would be likely to occur on a regional scale with an independent organisation responsible for its management. The organisation administering the program would be self-funded through administration fees charged to finance applicants.

Another option is for Council to charge a special rate to residents and business who choose to opt in and purchase their power from a renewable energy facility (possibly as part of a power purchasing agreement with Council).

The funds recovered through such a rate could purchase renewable energy and offset emissions for the community. Council has already assisted in promoting a bulk buy opportunity for solar panels through the energy innovation cooperative. The above options represent the next steps to encourage this technology.

Table 12 indicates the greenhouse gas emissions that can be saved through solar energy, or by energy consumers choosing green power.

Table 12. Renewable energy opportunities

Area	Saving (t-CO ₂ e per annum)	Comments
Existing residential development	114,020	An aim that two in five existing houses install a 3.5Kw solar system or purchase green energy.
New residential development	109,182	An aim that three quarters of new houses have an average 3.5Kw solar system installed or purchase green energy.
Business	50,895	An aim that 25% of business emissions in the shire are offset with green energy

The above figures are in addition to the 47,207 tonne reduction in the Shire that will be achieved by 2020, by the Australian Government's renewable energy target (RET). The 2020 target is for 20 per cent of Australia's energy to be provided from renewable sources (10% above today's levels). This mandated renewable energy target is part of a national push to clean up our energy systems and increase renewable energy supply. This will increase the amount of renewable energy being used in the Shire and will lead to the 47,207 tonne CO₂e reduction in emissions.

5.7 Sustainable Design Assessment in the Planning Process (SDAPP)

The City of Port Phillip is one of 11 Victorian councils that has a process of Sustainable Design Assessment in the Planning Process (SDAPP). According to Port Phillip:

"The SDAPP framework refers to the consistent inclusion of key environmental performance considerations into the planning permit approvals process in order to achieve more sustainable outcomes for the long-term benefit of the wider community. The SDAPP framework:

- recognises the role of local governments as a statutory authority for planning matters
- provides a framework for consideration of sustainable design elements of planning applications; and,
- offers a consistent method for identifying opportunities for improved environmental building performance.

An integrated design response considers sustainability as a core design driver (in collaboration with other design aspects) and will assist in meeting higher sustainable design standards at lower cost".³⁰

As rapid growth is being experienced in Cardinia Shire, a huge opportunity exists to improve the design of new buildings, where a planning permit is required. SDAPP requires Council employing a sustainable design officer to assess planning permit applications against sustainability criteria. Simple, low-cost changes to building design (such as orientating buildings to face north) and subdivision layout can have significant impacts on thermal comfort and energy consumption over the building's life.

³⁰ City of Port Phillip, Sustainable Design Assessment in the Planning Process, available from: <http://www.portphillip.vic.gov.au/sdapp.htm>.

While the Victorian Government and building code of Australia require certain levels of sustainable design, a much greater level than what is mandated by these authorities can be achieved at the local level through SDAPP. The Victorian Civil and Administrative Tribunal (VCAT) has ruled in favour of local government requirements for improved sustainable design in some cases.

The Victorian planning scheme requires that local governments consider the impact any development has on the environment when reviewing a planning permit application.³¹ Developers always have the right to appeal a local decision to VCAT, if it is seen as ‘unreasonable’, so Council must consider this. Cardinia’s planning scheme has the objective of “encourage(ing) land use and development that is consistent with the efficient use of energy and the minimisation of greenhouse gas emissions” which is consistent with SDAPP.³²

Significant improvements in building design have been achieved where SDAPP is in place. The Victorian Government is currently reviewing local planning policy amendments on this issue for six Victorian municipalities. The policy amendments may be approved to formalise SDAPP in these areas, or a state policy for all municipalities maybe established. Cardinia will follow this process closely and either apply for a local planning policy amendment to formalise SDAPP in the Shire, or follow a revised state planning framework that allows for it.

Once a policy framework is established to support SDAPP, Council will employ a Sustainable Design Officer and commence the SDAPP process. This is anticipated to occur in 2015–16. The policy cannot commence without the employment of an appropriately trained and skilled officer to deliver it. Council will set an appropriate trigger for sustainable design assessment requirements that are within its capacity. A trigger that has been used in other areas requires all commercial developments of more than 300m² and all residential developments of 10 or more dwellings where a planning permit is required to follow the process.

By 2024, emissions in the Shire are set to grow by 426,817 tonnes of CO₂e per annum under a business as usual scenario due to population growth. It is anticipated that SDAPP is capable of reducing this increase by at least 22,000 tonnes of CO₂e per annum. This process will improve community comfort and save the community millions of dollars per year in energy costs.

5.8 Growth areas

A number of new growth areas exist in Cardinia Shire and more are planned. In developing these growth areas, Council uses its influence to achieve the best environmental outcomes. Growth areas represent a significant opportunity to shape and influence sustainable development.

Key methods to influence growth areas are through:

- facilitating distributed energy systems
- building facilities that incorporate a high level of sustainable design as examples
- requiring high level sustainable design for large residential and commercial buildings in a growth area precinct.

³¹ Rebecca Leshinsky, The Law Handbook – Planning and Environment, available from: <http://www.lawhandbook.org.au/handbook/ch11s01s02.php>.

³² Cardinia Planning Scheme Clause 15, available from: http://planningschemes.dpcd.vic.gov.au/schemes/vpps/15_SPPF.pdf.

Council's new 'green star' civic centre will be located in the heart of the Officer town centre, demonstrating best practice in terms of sustainable design.

Council is looking at continuing to influence new growth areas in the most positive way possible in terms of sustainable design. Annual emissions in the Shire are set to grow by 426,817 tonnes of CO₂e under a business as usual scenario due to population growth over the next 10 years. Sustainability initiatives in growth areas are capable of reducing this increase by at least 55,000 tonnes per annum.

5.9 South Eastern Councils Climate Change Alliance membership

The South East Councils Climate Change Alliance (SECCCA) is a collaboration of eight councils in Victoria's south-east making a regional response to climate change. SECCCA carries out projects in greenhouse gas abatement, in sequestration and in adaption on behalf of member councils.

SECCCA works through partnerships involving councils, community, industry and state and federal governments. The work of SECCCA staff is directed by council members through their representatives on the management committee. SECCCA often applies for and accesses grants on behalf of their member councils.

Cardinia Shire Council will continue its involvement in SECCCA given the valuable support it provides in relation to climate change. Annual membership fees have been and will continue to be funded from the Environment and Engineering Unit's operational budget.

5.10 Sustainable homes program and energy efficiency advocacy

Council currently supports the Sustainable Homes program that is run through SECCCA. A local facilitator runs sessions covering water and energy efficiency, waste reduction and sustainable gardening. These workshops provide valuable information to the community to assist with sustainable living. Council will continue to support these and other sustainability workshops to catalyse sustainable living across the Shire.

Council will also work on other projects and advocacy to promote energy efficiency and sustainable living to the community. Behaviour change alone has been shown to achieve a 10 per cent reduction in energy use and greenhouse gas emissions and Council will try to use its influence to achieve this. Emerging technologies will help to improve efficiency across the Shire and Council will encourage their uptake.

5.11 Business efficiency program

Non-residential premises account for 50 per cent of electricity consumption in the Shire and 13 per cent of natural gas consumption. This is significant and Council will continue to advocate for sustainable business operations in the Shire. Council will explore a variety of options in terms of business efficiency programs to reduce emissions in this sector. Council envisions some key partnerships could easily lead to reductions of more than 3,000 tonnes of CO₂e emissions per annum.

5.12 Sustainability Expo

Cardinia Shire Council will continue to provide an annual Sustainability Expo for the community. Expo's have taken place in 2010, 2011 and 2013. The expo aims to promote sustainable living to the community; introducing a variety of groups and initiatives community members can engage with to reduce their environmental impacts. While the impact of the expos cannot be quantified, they will continue to be part of Council's broader campaign to promote sustainable living to the community.

5.13 Low Income Energy Efficiency Program

SECCCA applied for funding from the Australian Government through the Low Income Energy Efficiency Program (LIEEP). The application was to work with 240 low income households from across south eastern Melbourne to provide assistance and guidance to increase comfort and reduce energy consumption. The project involves a variety of retrofit measures, and the promotion of energy efficient behaviour. Eligible households are those receiving support from Health and Community Care (HACC) programs.

While the impact of the program cannot be quantified, it is expected to trial a range of technologies and approaches to improve the comfort and decrease the cost of living for participants.

5.14 Energy Efficiency Information Grants program – sporting facilities

Sporting facilities use significant amounts of energy for lighting, heating, cooling and refrigeration.

This project is coordinated by SECCCA and funded by the Australian Government through the Energy Efficiency Information Grants (EEIG) Program. It is developing a framework and providing support to effectively collaborate with facility owners, clubs and players to deliver a behaviour change program and actions through information provision and engagement to improve energy efficiency. A range of innovative marketing initiatives support the program tailored to the interests and approaches typically effective within the sporting community.

Various participation and information points are being developed to cater for the various interest levels and learning pathways of facility users. Over the course of the program six facilities in Cardinia Shire will undergo audits to identify the opportunities to improve energy efficiency and participate in behaviour change programs and actions. The project includes the development of a training and professional development program and ongoing evaluation for continuous improvement to increase the program's effectiveness and scalability to other facilities and clubs.

5.15 Community indigenous plant giveaway

Planting indigenous plants has four key benefits:

- improving biodiversity for local fauna
- improving amenity
- capturing carbon emissions
- improve river health and reduce erosion.

This initiative involves providing indigenous plants to residents. The first few years of the initiative may involve providing vouchers to enable residents to claim a small number of plants from local indigenous nurseries.

Following the employment of an environmental education officer, the program will be expanded to include the provision of large number of plants to large landholders.

Carbon emissions savings calculations will be based on the number of large trees provided to rural residents. The loss of plants due to poor care or weather conditions will also be factored into the calculations and trees planting in suburban areas will not be counted as they often have a shorter life span. While a carbon offset can be calculated from this activity, it will not be an accredited offset.

The first stage of the program will commence in 2015–16 and it will be expanded in 2016–17. It is anticipated the program will save an average of 2,000 tonnes per annum of CO₂e emissions and also work towards achieving Council's biodiversity goals.

5.16 Community emissions reductions – action plan

Table 13. Action plan

Proposed Action	GHG saving (t-CO ₂ e pa)	Cost	Timeframe	Responsibility
Solar electricity / renewable energy uptake	274,097	Officer time	Ongoing	Environment and Engineering
Business efficiency program	3,000	\$40,000	2016-17 to 2017-18	Economic Development
Sustainability workshops/ energy efficiency / advocacy	23,513	\$2,000 pa (workshops) (\$18,000)	From 2015-16	Environment and Engineering
Continue to provide sustainability expo for community	Not quantified	\$20,000 pa (\$200,000)	Ongoing	Environment and Engineering
Sustainable Design Assessment in the Planning Process	22,000	N/A	From 2015-16	Statutory Planning
Growth areas advocacy	55,000	Officer time	Ongoing	Strategic Planning
Renewable energy target	47,207	N/A	Ongoing	N/A
Continue the sporting facilities energy efficiency program	Not quantified	Officer time and grant funding	2013-14 to 2014-15	Sustainable Communities
Continue the low income energy efficiency program (LIEEP)	Not quantified	Officer time and grant funding	N/A	Environment and Engineering
Community indigenous plant giveaway	2000	\$10,000 pa first year, \$15,000 pa following years (\$130,000)	2015-16 onwards	Environment and Engineering
Increased (pa) emissions due to population growth (2024)	– 426,817	N/A	N/A	N/A
Total	0	\$388,000		

To undertake all actions included in this plan, extra resources (i.e. employment of two additional Council officers) will be required. Business cases will be developed prior to Council considering these positions. The positions currently being considered are an environmental education officer and a sustainable design officer.

The environmental education officer will work on key projects related to this strategy as well as actions related to the Integrated Water Management Plan. The sustainable design officer's work will support actions in this strategy, the housing strategy and the Integrated Water Management Plan.

Table 14. Key resource requirements – community emissions

Proposed Action	Cost per annum	Timeframe	Responsibility (lead unit)
Conduct a detailed analysis into the benefits of employing an sustainable design officer (\$92,000pa 2015–16) and develop a business case	N/A	2014-15	Statutory Planning
Conduct a detailed analysis into the benefits of employing an environmental education officer (\$92,000pa 2016–17) and develop a business case	N/A	2015-16	Environment and Engineering

5.17 Community emissions reduction targets

Council aims to influence a reduction in community emissions of at least 36 per cent per resident by 2024 and advocate for strategies at a state and federal level to see an additional reduction in emissions, as shown in Table 15. Council aims to reduce its emission levels per resident from 8.8 tonnes to 5.6 tonnes. Advocacy to the federal and state governments will focus on additional measures to reduce emissions associated with the electrical supply from the national electricity network.

Table 15. Aspirational community emissions reduction targets

Year	Emissions (t-CO ₂ e pa)	Population	Emissions (t-CO ₂ e) per person
2012	750,785	84,947	8.8
2024	750,785	133,449	5.6

Due to population growth, a 36 per cent reduction in emissions per resident equates to no growth or a decrease in overall emissions, as shown in Table 13.

Based on the above, Council's community emissions reduction target is:

- to stabilise emissions by 2024, at 2012 emission levels (750,785t-CO₂e pa).

Council recognises the contribution that community groups in the Shire that focus on sustainability are making towards emissions reductions. Council will continue to support and work with these groups to achieve the targets set in this plan.

5.18 Peak oil actions

As discussed in Section 1, oil is set to become more expensive and harder to access in the future. This will cause significant issues in the Shire, due to the geographic spread of the population. Key actions to address these concerns (many have already commenced) are outlined in Table 16.

Table 16. Peak oil actions

Proposed Action	Timeframe	Responsibility
Continue to encourage community waste reduction through composting and worm farms, reducing rubbish collection requirements.	Ongoing	Environment and Engineering
Encourage local food production through community education and establishing and supporting community gardens.	Ongoing	Health Promotion
Encouraging increased service provision and employment locally, to reduce transport requirements and oil dependency.	Ongoing	Economic Development
Locating high density housing and local food retailers close to rail stations through the planning process.	Ongoing	Strategic Planning
Explore the opportunity of supporting a waste digestion facility regionally to produce energy from municipal waste.	Ongoing	Environment and Engineering
Continue to build a strong sense of community. Provide information on, and connect community members to, initiatives and programs to assist with the challenges faced from both climate change mitigation and peak oil. Build community resilience and connectivity to work through the challenges.	Ongoing	Community Strengthening
Supporting local suppliers to provide economically accessible locally produced food.	Ongoing	Economic Development
Supporting local agriculture to provide food for the Shire and region. The Bunyip food belt project, which aims to increase the intensity of farming in the Bunyip, Koo Wee Rup and Lang Lang region, is a key part of this initiative.	Ongoing	Strategic Planning
Establish a local food security coalition of food producers, distributors and consumers to strengthen food security.	From 2014–15	Health Promotion
Providing and advocating for increased cycling and walking infrastructure, and promoting cycling and walking as healthy and sustainable methods of transportation to the community.	Ongoing	Health Promotion

6 ACTION PLAN AND FINANCIAL SUMMARY

The implementation of this strategy will lead to a significant net cost saving to Council. An impressive \$3.7 million of savings will be achieved over the life of the strategy. The strategy requires some investment, as outlined in Table 17. The table also provides a summary of proposed actions and responsibilities.

Only actions that will be paid for by Council, from 2014–15 onwards are shown. Actions where funding has already been expended are not shown.

Table 17. Action plan and financial summary

Proposed Initiative	Council or community	Cost	Timing	Responsibility
Promote and reward energy efficient behaviour	Council	\$500 pa (\$5,000)	Ongoing	Environment and Engineering
Investigate efficient management of the lakeside fountain	Council	No additional cost to Council	Ongoing	Operations
Waste reduction	Community	No additional cost to Council	Ongoing	Environment and Engineering
Encourage local food production	Community	No additional cost to Council	Ongoing	Health Promotion
Encourage local service provision and job creation	Economic Development	No additional cost to Council	Ongoing	Economic Development
Locate high density housing and food retailers close to rail stations	Community	No additional cost to Council	Ongoing	Strategic Planning
Explore the opportunity of supporting a regional waste digestion facility	Community	No additional cost to Council	Ongoing	Environment and Engineering
Continue to build a strong sense of community, connect community members to climate change mitigation and peak oil initiatives and programs.	Community	No additional cost to Council	Ongoing	Community Strengthening
Support local food distribution	Community	No additional cost to Council	Ongoing	Economic Development

Proposed Initiative	Council or community	Cost	Timing	Responsibility
Support the protection and enhancement of local agriculture	Community	No additional cost to Council	Ongoing	Strategic Planning
Support renewable energy	Community	No additional cost to Council	Ongoing	Environment and Engineering
Support cycling and walking via advocacy and infrastructure	Community	No additional cost to Council	Ongoing	Environment and Engineering
Growth areas sustainability advocacy	Community	No additional cost to Council	Ongoing	Strategic Planning
Sustainability workshops and energy efficiency advocacy	Community	\$2,000 pa for Sustainable Homes Workshops (\$18,000)	2015-16	Environment and Engineering
Sustainability expo	Community	\$20,000 pa (\$200,000)	2014-15	Environment and Engineering
Cardinia Life environmental upgrade project	Council	No additional cost to Council	2012-13 to 2014-15	Buildings and Facilities
Move to new civic centre	Council	\$2,000 pa from 15/16 for NABERS rating (\$18,000)	2013-14	Buildings and Facilities
Low Income Energy Efficiency Program	Community	No additional cost to Council	2013-14 and 2014-15	Environment and Engineering
Sporting facilities energy efficiency	Community	No additional cost to Council	2013-14 and 2014-15	Sustainable Communities
Eco-driver training for Council staff	Council	No additional cost to Council	2013-14 to 2015-16	Operations
Establish food security coalition	Community	No additional cost to Council	2014-15	Health Promotion
Beaconsfield Community Complex environmental upgrade	Council	\$30,000	2014-15	Buildings and Facilities
Cardinia Cultural Centre environmental upgrade and solar power	Council	\$120,000	2014-15	Building and Facilities

Proposed Initiative	Council or community	Cost	Timing	Responsibility
Prepare local planning policy amendment on Sustainable Design Assessment in the Planning Process (if required)	Council	N/A	2014-15	Planning Policy and Projects
Community indigenous plant giveaway	Community	\$10,000 pa first year \$15,000 pa following (\$130,000)	2015-16 onwards	Environment and Engineering
Incorporate sustainable design, solar PV and purchase green power for new facilities	Council	\$56,000 (\$2,000 cumulative pa for green power)	2015-16 to 2021-22	Buildings and Facilities
Develop business case for Sustainable Design Assessment in the Planning Process including employment of an officer and budget for administration	Community	N/A	2015-16	Statutory Planning
Offset purchase for heavy fleet	Council	\$3000 pa (\$27,000)	From 2015-16	Environment and Engineering
Decorative street lighting upgrade	Council	\$400,000	2015-16, 2016-17 and 2018-19	Environment and Engineering
Business efficiency program	Council	\$40,000	2016-17 and 2017-18	Environment and Engineering
Develop business case for employment of an environmental education officer to assist with the delivery of actions in this plan.	Community	N/A	2015-16	Environment and Engineering
Pakenham library, hall and U3A environmental upgrade and solar	Council	\$80,000	2017-18	Buildings and Facilities

Proposed Initiative	Council or community	Cost	Timing	Responsibility
Koo Wee Rup pool environmental upgrades	Council	\$14,000	2017-18	Buildings and Facilities
Solar power for Council facilities	Council	\$20,000 pa (\$120,000)	From 2018-19	Environment and Engineering
Retrofit program for smaller Council facilities	Council	\$100,000	2019-20	Buildings and Facilities
Conduct a detailed review into the aspirational carbon neutral target	Council	N/A	2021-22	Environment and Engineering
Purchase renewable energy or carbon offsets for Council's electricity consumption	Council	\$50,000 pa (\$100,000)	From 2022-23	Buildings and Facilities
Offset the remainder of Council's emissions	Council	\$6,000 pa	2023-24	Environment and Engineering
Carbon neutral certification	Council	\$40,000	2023-24	Environment and Engineering

7 MONITORING AND REPORTING

An internal review of this strategy and its actions will take place every two years. Progress towards meeting greenhouse gas reduction targets will be reviewed formally on an annual basis. A more thorough review with the consideration of new actions or modifications will take place in 2019, at the mid-way point of the strategy period. A detailed review will take place in 2024-25 following the conclusion of the strategies implementation period.

8 CONCLUSION

Cardinia Shire Council is committed to the Aspirational Energy Transition Plan. This plan outlines the role Council intends to take, to ensure the transition continues to take place for Cardinia Shire.

Cardinia Shire Council will be leading the way in terms of the energy transition, as this plan clearly shows. Council is committed to working with the community to ensure a sustainable future for the Shire and the broader community.

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Review of Aspirational Energy Transition Plan (AETP) action plan

Organisational emission actions

Total action breakdown:

Complete = 17 (85%); Partially complete = 2 (15%); Not completed = 1 (5%)

AETP Initiative	Timing	Status	Assessment
Promote and reward energy efficient behaviour	Ongoing	Partially complete	<p>Council has undertaken a multitude of promotional activities related to energy efficiency and low-emissions behavioural choices:</p> <ul style="list-style-type: none"> • 'Ride2Work Day', EcoDriver training through South East Councils Climate Change Alliance (SECCCA) and a week-long trial of two Renault electric vehicles (EVs) to staff in 2018-19. • Partnership with SECCCA to deliver an energy information session for Council staff. • Select council staff attended a tour and test drive of electric trucks. • Partnership with SECCCA to promote the high-performance zero emissions display home in Timbertop Estate, Officer. <p>No formal reward offering or programs provided to the community for energy efficient behaviour.</p>
Investigate efficient management of the Lakeside Fountain	Ongoing	Complete	The Lakeside Fountain has a timer installed to reduce energy and water use.
Cardinia Life environmental upgrade project	2012-13 to 2014-15	Complete	<p>In 2015, a major environmental upgrade was completed under the Australian Government Community Energy Efficiency Program (CEEP). This included:</p> <ul style="list-style-type: none"> • lighting upgrades • a building management system • installation of a cogeneration unit, power factor correction unit, variable speed drives for air handling units and an instantaneous gas hot water unit. <p>In 2017, Cardinia Life was responsible for 1684 tonnes of CO₂-e from electricity and gas consumption. In 2024, it was responsible for 948 tonnes of CO₂-e due to ongoing energy efficiency improvements.</p>

AETP Initiative	Timing	Status	Assessment
Move to new civic centre	2013-14	Complete	<ul style="list-style-type: none"> The Civic Centre has continuously improved its certified National Australian Built Environment Rating System (NABERS) rating. As of 2024, an energy rating of 5 stars (up from 4 stars in 2019 and 2020) and a water rating (without recycled water) of 6 stars (up from 5.5 stars in 2020) has been achieved. The Civic Centre also has a 75kW solar array, which was not part of the original design and installed post-occupancy.
Eco-driver training for Council staff	2013-14 to 2015-16	Complete	<ul style="list-style-type: none"> Over 100 staff members participated in SECCCA's EcoDriver training program over 12 months in 2014-15. On average, fuel consumption was 22 per cent lower when EcoDriver principles (e.g. minimising revving and safer braking) were incorporated during the training sessions.
Beaconsfield Community Complex environmental upgrade	2014-15	Complete	<p>The following upgrades were undertaken:</p> <ul style="list-style-type: none"> A lighting upgrade in 2015 (Cardinia Shire Council's lighting upgrade - Energy Makeovers) 36.58 kW total solar generation capacity was installed in 2018-19.
Cardinia Cultural Centre environmental upgrade and solar power	2014-15	Complete	<p>An upgrade was undertaken in 2015, reducing energy costs by \$41,000 and greenhouse gas emissions by 214 tonnes CO₂-e per annum. This included:</p> <ul style="list-style-type: none"> a solar hot water system using evacuated tube technology. a 100 kW solar electricity system. a major lighting and building management system upgrade.
Prepare local planning policy amendment on Sustainable Design Assessment in the Planning Process (if required)	2014-15	Complete	<p>Amendment Environmentally Sustainable Development (ESD) Planning Policy C278card has been prepared and pending Ministerial approval as of January 2025. This amendment will introduce a new local Environmentally Sustainable Design (ESD) Planning Policy and updates to the Municipal Strategic Statement (MSS).</p>
Incorporate sustainable design, solar PV and purchase green power for new facilities	2015-16 to 2021-22	Complete	<p>Council has implemented an Environmentally Sustainable Design (ESD) matrix since 2014, with buildings and facilities developed according to the <i>Enhanced Standard – Sustainable Building</i>.</p> <p>The standard outlines the processes and procedures that will be used to ensure sustainable building design and operation aspirations continue to be achieved. For new buildings or major refurbishments, a</p>

AETP Initiative	Timing	Status	Assessment
			<p>set of ESD requirements is generated from SECCCA's ESD matrix covering energy, water, climate change adaptation, materials, ecology, indoor environment quality and waste management.</p> <p>Examples of Council facilities integrating ESD include:</p> <ul style="list-style-type: none"> • Pre-standard: Arena Child and Family Centre, Emerald Hills Hub • Following the standard: Konewark Integrated Children's Centre, Toun-nun Integrated Child and Family Centre <p>Council has continued involvement with SECCCA to co-develop and deliver the BriefEzy tool to further enhance sustainability for Council buildings and facilities.</p>
Offset purchase for heavy fleet	From 2015-16	Complete	<p>Purchasing of offsets has occurred every year since 2018, covering a significant portion of total fleet emissions in each instance:</p> <ul style="list-style-type: none"> • 2018/19: Council purchased 500 tonnes in offsets. • 2019//20: Council purchased 545 tonnes in offsets. • 2020/21: Council purchased 733 tonnes in offsets. • 2021/22: Council purchased 733 tonnes in offsets. • 2022/23: Council purchased 611 tonnes in offsets. • 2023/24: Council purchased 5384 tonnes in offsets. <p>Note: fleet emissions have grown significantly over time. Organisational growth has necessitated expansion of the light fleet, while increased population growth has necessitated expansion of the heavy fleet for municipal operations and maintenance.</p>
Decorative street lighting upgrade	2015-16, 2016-17 and 2018-19	Complete	<p>The following upgrades have been undertaken:</p> <ul style="list-style-type: none"> • As of 2019, the organisation retrofitted 1,030 out of a total of 1,350 Toorak globes (approximately 75%). • As of 2025, delivered and replaced 1,221 of 1900 combined decorative and standard mercury vapour inefficient streetlights (64%).
Business efficiency program	2016-17 and 2017-18	Complete	As evidence:

AETP Initiative	Timing	Status	Assessment
			<ul style="list-style-type: none"> In 2015, Council hosted a business information workshop 'cutting business costs with solar' where representatives from Beaconhills College, a pharmaceutical company and the dairy industry presented about their experience installing solar and the benefits delivered. Participated in the Environmental Upgrade Finance (EUF) program enabling businesses in the Shire to access financing from Sustainable Melbourne Fund for environmental upgrades to improve water, energy and waste efficiency, with repayments via the rates system. In 2019, the EUF program allowed Pakenham-based business Phus Pty Ltd. to install a 99kW solar electricity system. In 2020, Patties Foods Ltd. entered into an agreement to undertake an LED lighting upgrade of their Pakenham Facility, reducing carbon emissions in the order of 325 tonnes. Council worked with SECCCA on Sustainability Victoria's 'Small Business Energy Saver Program' in 2021 – 2023. This assisted small businesses to reduce their energy consumption and bills by boosting uptake of existing Victorian Energy Upgrade (VEU) activities. Of the 5,501 small businesses who installed discounted energy efficient products, 26% were within the SECCCA region. In March 2023, Council delivered a business breakfast with a focus on managing business energy costs.
Pakenham library, hall and U3A environmental upgrade and solar	2017-18	Complete	<p>Pakenham Library, Hall and U3A were selected for major environmental upgrades in 2018, as part of Council's annual environmental upgrades program. This included:</p> <ul style="list-style-type: none"> installation of an 85kW solar electricity system over 600 lights were replaced with energy efficient LED products. The replacements included carpark lighting, tubes, dimming lights and downlights.
Koo Wee Rup pool environmental upgrades	2017-18	Complete	Gas boilers have been replaced with efficient heat pump units at Koo Wee Rup pool.
Solar power for Council facilities	From 2018-19	Complete	<p>Key initiatives include:</p> <ul style="list-style-type: none"> Installation of 1.2 megawatt (MW) total capacity at Council Facilities dating back to 2008/09. 810 kilowatts (kW) (67% of total capacity) installed since 2018-19. Installation of battery back-up systems facilitating community energy resilience during major outages and emergency events. Major installations include Gembrook Community Centre, Cockatoo Community Complex and Emerald's Worrell Reserve Pavillion in 2024.

AETP Initiative	Timing	Status	Assessment
Retrofit program for smaller Council facilities	2019-20	Complete	<p>Various activities have been undertaken including:</p> <ul style="list-style-type: none"> LED lighting upgrade at Lakeside Children's Centre LED lighting upgrade at Pakenham Senior Citizens Centre Inc (delivered as a 2020-21 Community Capital Works Grant) LED lighting upgrade and heat pump hot water at Gembrook pre-school Hot water upgrades to heat pumps at Koo Wee Rup Pool, Emerald Library and Pakenham Outdoor Pool. <p>In late 2021, Council secured funding through Sustainability Victoria's 'Community Climate Change Energy Action Plan' (CCEAP) to undertake energy audits of Holm Park Pavillion and Bunyip Hall. Opportunities to improve energy efficiency, reduce operational costs and energy-related greenhouse gas emissions were identified.</p>
Conduct a detailed review into the aspirational carbon neutral target	2021-22	Complete	<ul style="list-style-type: none"> A mid-term review occurred in early 2019, outlining progress towards Council's interim carbon emission reduction target. The report noted that Council's actual emissions in 2017/18 were 8,966 tonnes CO₂-e compared to a target of 6,073 tonnes CO₂-e. An end-of-cycle, detailed assessment occurred in 2024/2025.
Purchase renewable energy or carbon offsets for Council's electricity consumption	From 2022-23	Complete	<ul style="list-style-type: none"> Since 1 July 2022, Council has participated in the Victorian Energy Collaboration (VECO) contract. This covers most Council-owned buildings and facilities, including streetlights. The VECO contract has reduced electricity emissions by 4,800 tonnes.
Offset the remainder of Council's emissions	2023-24	Partially complete	<p>As noted above, Council has consistently offset fleet emissions as far as possible.</p> <ul style="list-style-type: none"> In the 2024/25 financial year, \$51,000 was allocated towards offsetting. Should Council pursue Climate Active™ certification, it is unlikely this funding will be sufficient to completely offset all scope 1, 2 and 3 emissions. Investigations have been undertaken by Council officers to inform this assessment.
Carbon neutral certification	2023-24	Not completed	<ul style="list-style-type: none"> Carbon neutral certification is no longer feasible on the basis of facility gas, electricity and fleet emissions only under Climate Active™ (previous National Carbon Offset Standard (NCOS) requirements). As a result, the scope of emissions to be considered has increased and would necessitate higher than expected investment. In partnership with Ironbark Sustainability, Council officers have analysed the organisation's scope 1, 2 and 3 emissions sources to establish the volume of offsets and forward investment required should Climate Active™ certification be pursued in future.

Community emission actions***Total action breakdown:***

Achieved = 19 (100%)

AETP initiative	Timing	Status	Assessment
Waste reduction	Ongoing	Complete	<p>In 2018/19, waste emissions were 0.375 tonnes per capita compared to 0.354 tonnes per capita in 2022/23 (See the Snapshot tool).</p> <p>Reduction can be attributed to various waste reduction initiatives undertaken by Council, including:</p> <ul style="list-style-type: none"> the introduction of food and garden waste (green waste) bins as a paid, optional service to residents. These divert waste from landfill and generate compost for Victorian farms and gardens. Waste team 'pop up' events including Upper Beaconsfield Village Festival, Pakenham Show and Yakerboo. Community waste drop off events including green waste, 'Detox your home,' cardboard and textiles. Rebate and incentive schemes. All households in Cardinia are currently eligible for a rebate in the categories of: compost bin or worm farm, mulchers, reusable sanitary and incontinence products and reusable nappies.
Encourage local food production	Ongoing	Complete	<p>Council now has a Community Food Strategy and Economic Development Strategy 2023 – 2027 as key enablers. Ongoing achievements include:</p> <ul style="list-style-type: none"> Cardinia Shire is home to seven community gardens, which are listed on the Food from Home Website. Between 2017-2023, Council facilitated the Cardinia Food Movement (CFM), a collective of volunteer organisations and individuals who delivered actions within the Cardinia Community Food Strategy Action Plan. Some member achievements in enhancing local food growing include: <ul style="list-style-type: none"> delivery of the Future Seeds Nursery at Pakenham Community Garden (2020 – present). This initiative includes nursery growing and selling seedlings while providing technical advice to farms, schools and the cultural and linguistically diverse (CALD) community. Since its inception, 175,000 seedlings have been cultivated. establishment of 'The Beacon of Hope, I can Grow Food' program at Beaconhills College, an education program for year 9 students to get hands-on-learning to grow food. throughout 2018 – 2025, Myli Pakenham has delivered Little Green Thumbs, The Discovery Garden and Seed library catering to multi-generational audiences. in 2021, Enliven received a reimagining health grant, working with Bunyip & District Neighbourhood House, Cockatoo Community House and Upper Beaconsfield Community Centre to deliver 'Grow Together: Scaling Up Sustainable Food Solutions for Families & Young People'. A launch event was held with 700 'planter kits' distributed to families and young people who are vulnerable to food insecurity, to promote home food growing.

AETP Initiative	Timing	Status	Assessment
Encourage local service provision and job creation	Ongoing	Complete	<p>In 2023, Cardinia Shire Council were successful in joining the VicHealth Local Government Partnership, to deliver the 'Building better food systems' module. Under this module, Council received grant funding to deliver the Futureproofing Farming Project (2023 – December 2025), which aims to increase the education, awareness and skills of agricultural sector employers to engage, retain and support young people both as employees, students and volunteers.</p> <p>Key outcomes have included:</p> <ul style="list-style-type: none"> The 'Grow' art exhibition, showcasing the rewards and future of farming in Cardinia Shire through photography and imaginative sculptures created by young people. The exhibit was visited by 1,629 people. The Futureproofing Farming video series, offering insights on how to grow a career in farming and the pathways and supports available. The series can be viewed here: Futureproofing Farming in Cardinia Shire - YouTube Collaboration with Koo Wee Rup Secondary College, connecting students with on-farm tours. As a result, the school, which already offered a certificate in horticulture, will now add Conservation and Ecosystems with agriculture electives in 2025. <p>Council has also supported local social enterprises to apply for grants to support sustainability and future job creation. This has included providing a letter of support to The Community Grocer, who were successful in receiving a grant from VicHealth to deliver the Pakenham Market through 2025 and 2026.</p>
Locate high density housing and food retailers close to rail stations	Ongoing	Complete	<p>Achieved within Council powers, given we have identified opportunities for increased low and medium density housing and advocated accordingly.</p> <p>High-and-medium density housing remains low in Cardinia, estimated at 0.1% and 8.8%, respectively, in 2021 compared to the Greater Melbourne average of 12.8% and 21.6%. However, improving housing density remains a core Council priority as identified in several precinct structure plans (PSP):</p> <ul style="list-style-type: none"> The Pakenham Major Activity Centre Structure Plan encourages a mix of medium to higher density housing options, integrated into core retail and commercial areas. As of 2021, medium housing density within the activity centre made up 46% of all housing. Pakenham East Precinct Structure Plan requires a minimum average density of 22 dwellings per net developable hectare within the walkable catchment.
Explore the opportunity of supporting a	Ongoing	Complete	<ul style="list-style-type: none"> In 2018, Council supported the development of the Advanced Waste Processing South East Business Case, undertaken by Metropolitan Waste and Resource Recovery Group (MWRRG).

AETP Initiative	Timing	Status	Assessment
regional waste digestion facility			<ul style="list-style-type: none"> In 2024, the South East Metropolitan Advanced Waste Processing (SEMAWP) consortium, consisting of 9 Councils, signed an agreement to supply residual household waste to a waste-to-energy landfill in the La Trobe Valley for 25 years. The SEMAWP solution has been pursued to divert household waste from rapidly diminishing landfill.
Continue to build a strong sense of community, connect community members to climate change mitigation and peak oil initiatives and programs	Ongoing	Complete	<ul style="list-style-type: none"> The emergence of community groups such as Bunyip Renewables Action Group (BRAG) and Repower the Dandenongs has seen improved energy resilience within the community. BRAG's mission is to significantly reduce Bunyip and District's Carbon Footprint by helping the community to minimise the use of fossil fuels, maximise the uptake of clean energy options and minimise waste going to landfill. With Council's backing, BRAG received the 2024 State Tidy Towns Award in the Energy Category for demonstrating leadership and innovation in conservation, production and distribution of energy.
Support local food distribution	Ongoing	Complete	<p>Achieved to the extent possible within Council's powers and functions.</p> <p>Council now has a Community Food Strategy as a key enabler to support local food distribution. Evidence of achievement includes the following:</p> <ul style="list-style-type: none"> Supported the West Gippsland Progress Association to develop their Agritourism and Regenerative Agriculture Strategies (2019 – 2024) Undertook an Agribusiness Audit of the shire in 2024 Lodged a submission to the Federal Government's Inquiry into Australia's Food Security in 2023 Lodged a submission to the Victorian Government's Inquiry into Securing Victoria's Food Supply in 2024
Support the protection and enhancement of local agriculture	Ongoing	Complete	<p>As evidence:</p> <ul style="list-style-type: none"> Strategy 4.1 of the Council Plan 2021-25, underpinned by the Economic Development Strategy 2023 – 2027, seeks to facilitate better planning for our agricultural land to support industry, innovation, local food economy and local job growth. Futureproofing Farming in Cardinia Shire project, which aims to increase employment and education pathways for young people in the agricultural sector, with a focus on creating a local food system that is both resilient and sustainable. Cardinia Agribusiness Audit project, which will identify growth opportunities and challenges faced by the local agribusiness industry.

AETP Initiative	Timing	Status	Assessment
Support renewable energy	Ongoing	Complete	<p>Evidence includes:</p> <ul style="list-style-type: none"> Community Capital Works Grant offering Council officers periodically provide letters of support to community groups, when applying for energy resilience solutions under State and/or Federal grants streams Environmental Upgrades Financial program, in partnership with the Sustainable Australia Fund. In 2018/2019, Council worked in partnership with SECCCA to investigate the feasibility and cost modelling for the South East Melbourne Renewable Energy Project (SEMREP), The study centred on the possibility of renewable energy procurement delivering regional socio-economic benefits. In the same year, Council engaged a consultant to conduct a technical and financial feasibility study for a Council solar farm at the disused landfill site on Bald Hill Road, Nar Nar Goon. <p>The Australian PV Institute estimate that 33.4% dwellings in Cardinia have installed solar, with a total capacity across all dwellings of 113.7 MW.</p>
Support cycling and walking via advocacy and infrastructure	Ongoing	Complete	<ul style="list-style-type: none"> Council officers continue to advocate for better active transport connectivity through channels such as SECCCA. Initiatives such as Council's Footpath program connect local communities and enable missing footpath links in established townships. See: Active travel - Cardinia Shire Council
Growth areas sustainability advocacy	Ongoing	Complete	<p>Council officers continue to advocate for better public transport and access to energy efficiency programs, in particular, for Growth areas through SECCCA, GSEM etc.</p>

AETP Initiative	Timing	Status	Assessment
Sustainability workshops and energy efficiency advocacy	2015-16	Complete	<p>As evidence:</p> <ul style="list-style-type: none"> • With SECCCA, Council supported residential energy assessments through Australia's first home energy rating program – the 'Residential Assessment Scorecard.' Twenty five assessments were delivered in 2017 and 2018. • In July 2019, the organisation delivered a 'Household energy and efficiency' workshop at Koo Wee Rup Regional Health Centre focussing on the basics of building design for energy efficiency and information on solar energy. • In November 2022, Council delivered energy efficient homes sessions for Cardinia Shire's supported play groups at Pakenham Springs Children's Centre and Henry Family Children's Centre. These sessions helped participants to lower power bills and improve the internal comfort of their homes. • Council also partnered with Bunyip Renewables Action Group (BRAG) on the 'Save money, save energy workshop for community groups' in October 2023 in Bunyip. <p>Moreover, we delivered related measures including updates to Council's website in 2020 to include a 'household energy efficiency' webpage. This page includes:</p> <ul style="list-style-type: none"> • information to help residents understand their electricity and gas bills • tips to help find the right household energy plan • a guide to building, buying and renovating environmentally sustainable homes • a home energy improvement handbook developed for the Cardinia community in partnership with Federation University. <p>Similarly, we also provide home energy and water testing toolkits through Myli and showcased a 'home energy improvement' factsheet through the Cardinia Ageing Well newsletter.</p>
Sustainability expo	2014-15	Complete	<ul style="list-style-type: none"> • The Community Sustainability Expo ran from 2013 – 2016 and ceased in 2016. • Given the scale of staff time investment required, coupled with tight fiscal environments, the budget has since been allocated to on-the-ground education programs such as those run from Deep Creek Reserve.
Low Income Energy Efficiency Program	2013-14 and 2014-15	Complete	<ul style="list-style-type: none"> • Council participated in the Low Income Energy Efficiency Program (Energy Saver Study) through SECCCA from 2013-16. • The project supported 10 households to improve the efficiency of their homes and reduce energy costs, while possibly increasing the comfort and health of the the homes.

AETP Initiative	Timing	Status	Assessment
Sporting facilities energy efficiency	2013-14 and 2014-15	Complete	<ul style="list-style-type: none"> Council partnered with SECCCA to deliver the Scoring for the Environment: Sporting Clubs Energy Efficiency Information Project in 2013-14/2014-15. This included an energy auditing assessment and targeted campaigns on how to best reduce energy consumption. 'Save it for the game' was delivered to six clubs total in the Cardinia Shire including Emerald Junior Football Club, Koo Wee Rup Cricket Club, Bunyip Football Club, Pakenham Football Club, Pakenham Bowls Club and Beaconsfield Tennis Club.
Establish food security coalition	2014-15	Complete	<ul style="list-style-type: none"> The Cardinia Food Circles Project involved partnership between Cardinia Shire Council and Sustain Australia to facilitate the implementation of the Cardinia Community Food Strategy. The Steering Committee's purpose was to guide and align the delivery and evaluation of this strategy and included representatives from 12 different organisations including Council. In 2022, this group was absorbed into the governance structure of the Liveability Plan, with members sitting within the Healthy Eating and Active Living Action Team, where they continued to provide oversight on healthy eating strategies at a broader level until 2023.
Community indigenous plant giveaway	2015-16 onwards	Complete	<p>Partnered with the Cardinia Environment Coalition Nursery. As evidence:</p> <ul style="list-style-type: none"> In 2023, 320 Cardinia Shire households could obtain 5 free indigenous plants upon providing proof of residency In 2024-25, the 'Greening Cardinia Program' seeks to improve biodiversity on private and public land and conserve habitat for threatened species. Category 2 provides for an indigenous plant giveaway.
Develop business case for Sustainable Design Assessment in the Planning Process including employment of an officer and budget for administration	2015-16	Complete	As above, a Planning Scheme Amendment is currently awaiting Ministerial approval.
Develop business case for employment of an environmental education officer.	2015-16	Complete	An environmental education officer was employed by Council and as of July 2024, Council now has a Climate Resilience Officer to take carriage of both adaptation and mitigation strategic initiatives.

8 Reports By Councillors

9 Presentation Of Petitions

9.1 KOO WEE RUP - SOLDIERS MEMORIAL MUSEUM

A petition was received at Council from lead petitioner, Rodney Edwards on behalf of the Koo Wee Rup RSL. A copy of the petition purpose has been included here.



Recommendation

That Council:

1. Accepts petition titled, 'Koo Wee Rup - Soldiers Memorial Museum'.
2. Considers a report on the matter at Council Meeting 18 August 2025.
3. Notifies the lead petitioner, Rodney Edwards of the progress of the petition.

9.2 INCREASE TEMPERATURE OF CARDINIA LIFE CHANGEROOM & 25M POOL

A petition was received at Council from lead petitioner, Margaret Moore. A copy of the petition purpose has been included here.

<p style="text-align: center;"><u>Petition to Increase Temperature of Cardinia Life Changeroom & 25m Pool</u></p> <p>Statement of Grievance:</p> <ul style="list-style-type: none">• Users of the changeroom at Cardinia Life express their displeasure of the cold temperatures of the changerooms and 25m pool at Cardinia Life Centre <p>Request or Action Sought</p> <ul style="list-style-type: none">• We request that the council assist in raising the general temperature of the changerooms and 25m pool (particularly in the colder months) <p>Supporting Arguments or Justification</p> <ul style="list-style-type: none">• Many patrons of the Cardinia Life Centre are displeased with how cold the changerooms and 25m pool are. Many patrons have voiced their concerns to the staff at Cardinia Life and also Cardinia Council. <p>Addressee(s)</p> <ul style="list-style-type: none">• Cardinia Council, Mayor of Pakenham, Owners & Managers of Cardinia Life Centre <p>Author/Sponsor Information</p> <ul style="list-style-type: none">• This petition has been organised by Margaret Moore with support from signees on this petition, all of whom are patrons of Cardinia Life. <p>Date</p> <ul style="list-style-type: none">• 25/06/25 <p style="text-align: center;"><i>This petition is signed by individuals who use Cardinia Life facilities.</i></p>

Recommendation

That Council:

1. Accepts petition titled, 'Increase Temperature of Cardinia Life Changeroom & 25m Pool'.
2. Considers a report on the matter at a future Council Meeting.
3. Notifies the lead petitioner, Margaret Moore of the progress of the petition.

10 Notices Of Motion

10.1 NOTICE OF MOTION 1115 - CR POMEROY

Motion

I, Councillor Alanna Pomeroy hereby give notice of my intention to move the following motion at the Council Meeting to be held at 7.00pm on Monday 21 July 2025:

That Council:

1. Opposes the introduction of the Emergency Services and Volunteers Fund (ESVF) and the need for Cardinia Shire Council to collect a state government levy.
2. Write to The Hon. Jaclyn Symes, Treasurer, asking for the government to repeal the Emergency Services and Volunteers Fund levy and Council's requirement to collect it.
3. Note that the MAV advised that they received legal advice indicating that:
 - a. Councils are legally required to collect the ESVF
 - b. If a ratepayer pays less than the total amount of council rates and the ESVF levy, Councils must proportionally allocate the payment to include a portion of the levy and pay the levy portion to the State Government
 - c. Councils cannot issue a separate rate notice for the ESVF; it must be included in the annual valuation rate and charge notice.
4. Note that Cardinia Shire Council has a legal obligation to and will therefore collect the ESVF, unless the legislation is repealed by the State Government.

10.2 NOTICE OF MOTION 1116 - CR KOWARZIK

Motion

I, Councillor Jack Kowarzik hereby give notice of my intention to move the following motion at the Council Meeting to be held at 7.00pm on Monday 21 July 2025:

That Council:

1. Working with community groups and community organisations, lead and deliver the 2025 Pakenham Carols event, with the same budget as the 2024 event of \$40,000 (plus officers' time).
2. Work with and support community groups and community organisations, for them to lead and deliver future Pakenham Carols events, with the same budget as each previous years' event, adjusted for CPI (plus officer's time).

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.

Nil

15 Meeting Closure